



Annual Registration Statement / Annual Report

Form 56-1 One Report

(e-One Report)

HAADTHIP PUBLIC COMPANY LIMITED

Fiscal Year End 31 December 2024



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Part 1 Business Operations and Performance

1. Organizational structure and operation of the group of companies

1.1 Policy and business overview

1.1.1 Overview of the vision, objectives, goals and business strategies

Message from the chairman

Message from the Chairman of the Board and Chief Executive Officer

Dear Shareholders,

We would like to express our gratitude to our customers, shareholders, employees, and investors, as well as all stakeholders and individuals, for your continued support. In 2024, the Company continued to grow in all aspects. The Board of Directors, management, and all employees of HaadThip Public Company Limited had worked together diligently to implement effective and flexible strategic plans in response to the current situation. This has strengthened our ability to generate good returns for all stakeholders, resulting in the Company maintaining a strong financial position with outstanding operating results in 2024. We have also been able to maintain our leadership in the southern carbonated soft drink market, with market share in the Non-Alcoholic Ready-to-Drink (NARTD) and Sparkling Soft Drink (SSD) categories in the south for 2024 at 24.7% and 78.3%, respectively.

Operating Results for 2024

The Company is pleased to announce that in 2024, we achieved excellent operating results. The Company recorded revenue from sales of 8,129.8 million baht, an increase of Baht 323.8 million or 4.1% compared to the same period in 2023. This growth was driven by total beverage sales volume of 72.4 muc, a 3.5% increase compared to the same period in 2023. Both revenue and sales volume grew due to the growth of the tourism industry in the southern region. Additionally, the Company employed a revenue growth management strategy through pack/price mix, which effectively met market demands. Furthermore, no sugar products continued to have well received and experienced continuous growth, with new flavors introduced to the market. As a result, the Company reported a net profit in the consolidated financial statements of Baht 601.7 million.

The Board of Directors proposes the allocation of profit for dividend payment for the year 2024 at a rate of 70.00% of the net profit for the year according to the consolidated financial statements, at a rate of 1.05 baht per share, totaling 422.02 million baht. The Company has already paid an interim dividend for the first six months of operations at a rate of 0.48 baht per share. The Company will pay a dividend for the second six months of operations at a rate of 0.57 baht per share. The dividend payment to shareholders will be made on Tuesday, May 20, 2025, after receiving approval from the Shareholders' Meeting.

The Company strives for excellence in growth.

The Company is committed to maintaining its leadership in soft drink market in the South through sustainable growth and operational excellence through continuous development in all areas. We are leveraging cutting-edge technology, including Artificial Intelligence (AI) and Smart Coolers, to enhance operational efficiency, reduce costs, and increase consumer accessibility. With our business plan to become a Total Beverage Company, we are expanding our growth by offering a wider range of products to consumers and enhancing our competitiveness while preserving the environment. The Company has invested over Baht 800 million in a glass bottle beverage production line with a maximum production capacity of 800 bottles per minute. This production process utilizes modern innovation and integrates sustainability concepts. The new generation of returnable glass bottles is designed for reusability and features labels made from biodegradable paper. Additionally, the new bottle crates provide better protection against impact, extending the lifespan of the bottles compared to the previous generation. This initiative promotes resource conservation and environmental sustainability.

The Company operates its business under the concept of sustainable development.

The Company is committed to conducting business in accordance with the principles of sustainable development, integrating this concept into all aspects of our operations. As a result, the Company has been selected as one of 228 listed companies included in the Thailand Sustainability Investment (THSI) list for 2024. We are one of 29 companies from the Agro & Food Industry group on the Stock Exchange of Thailand to receive this recognition for the 7th consecutive year. Moreover, we are among the 80 companies that received an AA rating, demonstrating that over 50 years of operating in the southern beverage industry, HaadThip has placed great importance on sustainable business growth by considering Environmental, Social, and Governance (ESG) factors to ensure business continuity and operational efficiency.

Furthermore, in 2024, Thaipat Institute announced the Company's inclusion in the ESG100 list for 2024, recognizing it as one of the leading ESG100 companies with outstanding performance in Environmental, Social, and Governance (ESG) in the Agro & Food Industry. The Company has been selected for the ESG100 list for the 7th consecutive year (2015 and 2019-2024).

The Company is committed to good corporate governance.

The Company received a 5-star Corporate Governance (CG) rating, or "Excellent," in the Thai Listed Companies Corporate Governance Assessment Project by the Thai Institute of Directors Association (IOD). This marks the second consecutive year that the Company has received a 5-star rating. The assessment, conducted by the Thai Institute of Directors Association (IOD) and the Stock Exchange of Thailand, reflects the Company's success in continuously promoting and enhancing corporate governance under the principles of Good Corporate Governance, taking into account the interests of all stakeholders while driving sustainable business growth.

The Company received the Outstanding Human Rights Excellence Award 2024 in the Large Business category. This marks the 4th consecutive year that we have received this recognition from the Department of Rights and Liberties Protection, Ministry of Justice. This award reaffirms the Company's role in striving for business development under good corporate governance principles and incorporating human rights as a foundation for our management practices, making it an integral part of our corporate culture.

Furthermore, the Company is committed to continuously combating corruption by conducting business with transparency and integrity, complying with relevant laws and regulations, and encouraging our business partners to adhere to our anti-corruption policies. The Company has received certification from the Private Sector Collective Action Against Corruption (CAC). This certification demonstrates our transparent working principles, building trust among investors and the stock market.

Towards 2025

In 2025, the Company remains committed to maintaining its market share as the number one beverage provider in the southern region. We will continue to retain our existing customer base while expanding into new markets. We are also committed to sustainable growth alongside social and environmental responsibility, in line with our unwavering goals. The Company will leverage modern technology and innovation to enhance our operational capabilities, along with implementing flexible strategic plans to enable us to adapt and respond to changes effectively. We will focus on increasing operational efficiency and business management, enhancing the capabilities of our employees, and conducting our operations with consideration for all stakeholders, including shareholders, customers, partners, communities, and employees.

Finally, on behalf of the Board of Directors, we would like to express our sincere gratitude to our shareholders, employees, investors, customers, business partners, private and government agencies, as well as all those who have continuously supported the Company's operations. We would also like to thank our employees once again for their dedication and hard work in performing their duties to the best of their abilities, leading our organization forward with strength. The Company sincerely hopes to receive the same level of support from everyone and all sectors. We ask that you remain confident in the Company's potential, dedication, and strong financial position, which will enable us to develop our business for sustainable growth, along with transparent operations and adherence to good corporate governance principles, to create value for the Company, society, and all stakeholders.

Vision

"We are the leader in the beverage industry and committed to sustainable growth with the communities."

This vision reflects the company's commitment to creating a positive future through our working methods, the use of innovation, technology and people development, along with creating maximum value for customers, partners, employees, and society as a whole."

Objectives

The Company continually increases profitable, sustainable unit case sales of our products by satisfying new and existing consumers through excellent both direct and indirect service to and with our customers at an increasing return.

Goals

Mission:

- 1 To be a completely integrated beverage company and to maintain the leading position in the southern market, with revenue, sales and profits soaring on a continuous basis.
- 2 To continue to be the manufacturer, distributor and service provider of high quality products to customers and consumers, so that the Company is trusted as part of the South.
- 3 To ensure that the Company's personnel have integrity, perform their duties with loyalty and honesty; and have responsibilities to the organization and society as a whole.
- 4 To be an organization with good governance, through the creation and development of the type of personnel that the society needs; and taking part in the development and improvement of natural resources and environment in a responsible and sustainable manner.

Business strategies

In 2024, the Thai economy recovered significantly, especially the tourism sector, which played a vital role in supporting various businesses, such as restaurants and hotels. This factor contributed to the company's growth. Moreover, urban expansion, the increase of convenience stores or retail stores, and the growth of online retail platforms have created opportunities for the company to continuously increase sales.

However, private consumption tends to slow down due to declining purchasing power and high household debt levels. Although the government has implemented economic stimulus measures, such as the 10,000 baht cash handout scheme, it has only slightly increased household spending.

However, the company still faces challenges from economic uncertainty, changing political policies, increasing legal compliance requirements, and the impact of ongoing climate change, which may affect energy prices and the production supply chain. These factors remain challenges that the company must manage carefully to achieve sustainable long-term growth.

The company is committed to sustainable business practices and has strategic plans in place to build a strong foundation for long-term goals, as follows:

1) Competitiveness

A key factor in the company's leadership in the 14 southern provinces is building competitiveness, which is at the heart of sustainable business operations. The company prioritizes the development and support of products that meet market demands by enhancing operational efficiency and leveraging technology in management to reduce costs and add value to products. We also implement appropriate and precise marketing strategies, such as customer segmentation analysis, sales channel expansion, product distribution, building business partnerships, and investing in potential opportunities to create an advantage in a highly competitive market.

As a leading manufacturer and distributor of beverages under the Coca-Cola brand in the southern region, the company remains committed to understanding market changes and responding to the evolving needs of consumers. We focus on developing and expanding our product portfolio comprehensively to meet diverse consumption opportunities and provide choices for all consumer groups. In line with market trends, the company has launched products in various sizes and modern flavors, striking a balance between refreshment and health consciousness. The company supports products with low sugar content, no sugar, or zero calories as healthier choices, primarily targeting the new generation and tourists.

Furthermore, the company continues to strengthen and differentiate itself by forging business partnerships with food partners and various food outlets to solidify its market leadership. Collaborative business operations and marketing activities aim to enhance the overall customer experience, expanding the customer base and increasing sales opportunities for existing customers.

2) Ethical business practices, respecting rights, and responsibility towards shareholders and stakeholders

Operating ethically is the foundation of trust and credibility. The company is committed to strictly adhering to the principles of Good Governance, ensuring transparency in decision-making processes, and reporting financial information accurately. We also uphold the rights of shareholders and all stakeholders by conducting business in accordance with laws and social norms.

3) Being a part of society and reducing environmental impact

The company prioritizes and adheres to practices that benefit society, promoting projects that benefit communities, such as education promotion, community development, and support for health activities. We are also a part of society by assisting communities in the southern provinces during floods.

Furthermore, the company reduces negative environmental impacts by using resources efficiently, minimizing waste in the production process, and promoting the use of solar energy in factories. We also have measures to reduce greenhouse gas emissions to support the Sustainable Development Goals (SDGs).

To align with sustainability goals, the company has added a new glass bottle packaging line, encompassing both returnable glass bottles (RGB) and non-returnable glass bottles (NRGB). The company anticipates good growth opportunities for glass bottle packaging in the future, contributing to a circular economy, particularly as a representative of sustainable packaging. This promotes stability, efficient resource utilization, packaging management, and plastic reduction, directly impacting environmental impact reduction and social responsibility.

4) Adaptability under challenging changing factors

Adaptability is essential in the rapidly changing business world. The company enhances business flexibility by constantly studying and analyzing market trends and new technologies. We also develop our personnel to have skills that are ready for change and create an organizational culture that supports innovation and creativity to adapt to various situations.

The company is confident that it will be able to overcome these challenges with its strong foundation and drive strong and sustainable growth to achieve its vision.

For business operations in 2025, the company remains committed to continuous growth in all dimensions, focusing on expanding the consumer base, increasing market share, increasing sales and revenue, reducing costs, and continuously developing technology to enhance competitiveness and operational efficiency. We leverage advanced technology in various work processes to enhance work efficiency, increase speed and accuracy in in-depth data analysis for business decisions, and respond promptly to changing consumer needs. We are also committed to enhancing the capabilities of our employees.

10 Values

The Company achieves objective with 10 following Values:

1. Integrity : To be loyal, honest, open and sincere
2. Individual Initiative : To be creative and to initiate new work ideas individually
3. Customer Value: To always focus on customers' needs and expectations and add value to their businesses
4. Teamwork: To work as a team and support co-workers in order to raise overall performance level
5. People Development: To create personnel of quality through continuous training and development process
6. Mutual Trust & Respect: To treat each other with respect and to be trustworthy
7. Commitment: To hold oneself responsible for and to perform the tasks as committed
8. Always be part of the South: To be responsible for the society and environment in order to leave no impact to later generations
9. Relationship Marketing: To continue to strengthen the relationship with customers, consumers and government agencies of all levels
10. Fun: To have good balance between life at work and personal life, and to work happily on a daily basis

Background

"Coca-Cola" brand carbonated soft drinks were officially born in the south in 1969 under the name of the manufacturer and distributor "Nakhonthip Co., Ltd.". Initially, it was licensed to manufacture and distribute Coca-Cola beverages in 3 provinces in the south: Songkhla, Satun, and Yala.

Later in 1974, under the management of Mr. Pirote Rattakul (former) Managing Director and the Board of Directors, which was chaired by Her Royal Highness Princess Soamsawali, Mrs. Wilai Rattakul was the Chief Executive Officer on behalf of Thai Thana Co., Ltd.

In 1978, Thai Thana Co., Ltd. and Nakhonthip Co., Ltd. agreed to establish a new company under the name "HaadThip Co., Ltd." and at the same time, it was directly licensed by Coca-Cola Company (United States of America) to manufacture and distribute Coca-Cola beverages in 11 more provinces, totaling 14 provinces, including Songkhla, Satun, Yala, Chumphon, Ranong, Krabi, Phuket,

Phang Nga, Trang, Phatthalung, Surat Thani, Nakhon Si Thammarat, Pattani, and Narathiwat.

In 1988, HaadThip Co., Ltd. ("the Company") listed its ordinary shares on the Stock Exchange of Thailand with the objective of raising funds for business expansion and providing an opportunity for the Company's employees, including the people of the South, to participate in the ownership. The Company's ordinary shares were listed and traded on the Stock Exchange of Thailand for the first time on December 22, 1988.

In 1994, the Company registered its conversion into a public limited company. According to the Public Limited Company Act B.E. 2535 under the name "Haad Thip Public Company Limited"

On February 2, 1998, Her Royal Highness Sudhasirisopha, the Chairman of the Board of Directors, passed away. The Board of Directors resolved to appoint General Charan Kullavanijaya as the Chairman of the Board of Directors on May 25, 1998.

In 2005, the Company considered selecting Coca-Cola Indochina Pte. (CCI), a subsidiary wholly owned by Coca-Cola SABCO (Pty) Ltd. (CCS), a company operating Coca-Cola products in Africa and Asia, to become a business partner. Coca-Cola Indochina Pte. (CCI) holds no more than 24% of the issued and paid-up capital of the Company. Coca-Cola Indochina Pte. (CCI) has a policy of not participating in the management but will use its experience and expertise to support and drive the Company forward strongly and sustainably.

In 2011, the Company underwent a change in its shareholding structure as Coca-Cola Indochina Pte. Limited (CCI) transferred all of its 39,723,600 shares, or 23.93%, to Coca-Cola SABCO East Africa (CCSEA). This change in shareholding of major shareholders is merely a restructuring within the Coca-Cola SABCO group and does not change the management structure of the Company in any way. In 2016, there was another restructuring within the Coca-Cola SABCO group, with the transfer of all shares held to Gutsche Family Investments (Proprietary) Limited.

In 2012, the Company decided to build a second factory in Phunphin District, Surat Thani Province, and invest in a new production line (New PET Line) to increase production capacity in PET packaging. In addition to borrowing from financial institutions, the Company issued and offered 33,203,000 ordinary shares for capital increase at a par value of 1 baht per share to existing shareholders at a ratio of 5 existing shares to 1 new share at a price of 7.00 baht per share. The Company received 232,421,000.00 baht (two hundred and thirty-two million four hundred and twenty-one thousand baht) from the capital increase.

The Company began construction of the first phase of its second factory on May 15, 2012, and installed machinery in early 2013. It is a plastic bottle filling line (PET Filling Line) for the production of carbonated soft drinks and beverages with a production capacity of 600 bottles per minute or 36,000 bottles per hour. It officially launched carbonated soft drinks and beverages in the fourth quarter of.

Year 2013

In 2015, the Company and its subsidiaries invested in additional machinery at the Phunphin plant, which is the second phase of investment. The Company invested in a PET filling line with a production capacity of 600 bottles per minute or 36,000 bottles per hour and a Plastic Injection Machine with a production capacity of 500 pieces per minute or 30,000 pieces per hour to prepare for the summer of 2016.

On December 22, 2018, Mr. Pirote Rattakul, Managing Director and founder of the Company, passed away. On January 21, 2019, the Board of Directors appointed Pol. Lt. Patchara Rattakul, the second generation heir, to the position of Chief Operating Officer, according to the succession plan that had been put in place.

In 2022, the Company constructed the second production building of the factory in Phunphin District, Surat Thani Province, to expand production capacity and to support future demand. It also installed a new production line (New PET Line) with modern, fast innovation and capable of producing a variety of plastic bottle (PET) sizes. The machinery also features energy-saving technology. In addition, the building emphasizes the use of clean energy from the installation of solar panels on the roof and in the factory area.

In 2006, a new production line (New PET Line) with modern, fast innovation and capable of producing a variety of plastic bottle (PET) sizes began production. This production line can increase the maximum production capacity from 45 MPC (million cases) per year to 78 MPC (million cases) per year.

In addition, to allow investors to invest more in the ordinary shares of Haad Thip Public Company Limited, the Extraordinary General Meeting of Shareholders of Haad Thip Public Company Limited No. 1/2023 resolved to approve the change of the Company's par value to 0.50 baht per share, resulting in an increase in the number of registered shares to 402,420,360 shares and an increase in the number of paid-up shares to 401,921,000 shares, while the registered capital remains at 201,210,180.00 baht and the paid-up capital remains at 200,960,500.00 baht.

In 2024, a new glass bottle production line was expanded at the Punpin plant, which is modern and fast.

Under the management of the management team led by Mr. Pirote Rattakul, Managing Director, continuing to the new generation of executives, Pol. Lt. Patchara Rattakul, Chief Operating Officer, the organization has been continuously developed to progress from its humble beginnings with only 60 employees and 4 sales vehicles. As of December 31, 2024, the Company and its subsidiaries have a total of more than two thousand employees. The factory is located in Phunphin District, Surat Thani Province, with total sales of 72.4 million unit cases, revenue from sales of 8,130 million baht, net profit of 602 million baht, total assets of 7,315 million baht, total liabilities of 3,192 million baht, and shareholders' equity of 4,123 million baht. It has a market share of non-alcoholic beverages and a market share of carbonated soft drinks of 24.7% and 78.3%, respectively. (Source: AC Nielsen), which is the leader in carbonated soft drinks in the south.

In addition, it remains a leader in the use of new innovations in products and packaging with a commitment to sustainable business practices to be a socially and environmentally responsible organization.

The current registered capital is 201,210,180.00 baht (two hundred and one million two hundred and ten thousand one hundred and eighty baht), divided into 402,420,360 ordinary shares with a par value of 0.50 baht per share, with a paid-up capital of 200,960,500.00 baht (two hundred million nine hundred and sixty thousand five hundred baht) and 401,921,000 paid-up shares.

2024 Targets and Achievements

In 2024, the company achieved its targets, such as maintaining a gross profit margin of more than 40%, which the company had a gross profit margin of 42.7% in 2024, and other target achievements.

1.1.2 Material changes and developments

Details regarding material changes and developments

Year	Material changes and developments
2024	<p>Significant changes in the company in 2024</p> <ol style="list-style-type: none"> Glass bottle beverage production line worth Baht 800 million <p>In 2024, the company invested over Baht 800 million in a state-of-the-art glass bottle production line that incorporates the latest filling technology. This new production line can produce carbonated soft drinks, non-carbonated drinks, and drinking water at speeds of up to 800 bottles per minute, reinforcing Haadthip's commitment to delivering the highest quality products with maximum efficiency.</p> <ol style="list-style-type: none"> Increase production efficiency <p>At the same time, as part of our ongoing efforts to reduce costs and carbon emissions, HaadThip has become the first manufacturer in Asia to adopt the 26/22 cap for all of our PET bottled soft drinks. This innovation has significantly reduced costs and greenhouse gas emissions and will continue to provide long-term benefits.</p> <p>The commitment to producing and delivering the highest quality products remains at the heart of everything we do. To maintain this standard, we continue to invest in our people, projects, and cutting-edge technology to ensure that only the best products reach our consumers.</p> <ol style="list-style-type: none"> Adjust product selling prices <p>In July and August 2024, due to the upward trend in production costs, such as sugar and aluminum prices, the company increased the selling prices of some flavors and packaging of carbonated soft drinks to partially mitigate the impact.</p>

Year	Material changes and developments
2024	<p>4. Continuously launch no sugar products</p> <p>The company continuously launches sugar-free products. In 2024, the company launched 4 sugar-free products, including:</p> <ul style="list-style-type: none"> • Coke No Sugar Lime Flavor • Schweppes Mandarin Yuzu Soda No Sugar • Coke Creations Oreo No Sugar • Schweppes Blood Orange Pomegranate Soda No Sugar <p>5. CG Score Rating at the Excellent level</p> <p>The company received an assessment score from the Corporate Governance Report of Thai Listed Companies (CG Rating) project for the year 2024 at the "Excellent" level with an average score of 99% from the Thai Institute of Directors Association (IOD), which is supported by the Stock Exchange of Thailand. A total of 808 listed companies participated in the assessment.</p> <p>6. ESG Score Rating at AA level</p> <p>The company is one of 228 listed companies on the Thailand Sustainability Investment (THSI) list for the 7th consecutive year from the announcement of the "SET ESG Ratings" for 2024. The company is one of 29 companies from the Agro & Food Industry group to receive this honor and one of 80 companies rated at the AA level.</p>
2023	<p>1. Closure of 3 subsidiaries</p> <p>In February 2023, the Board of Directors resolved to discontinue the operations of three subsidiaries: HaadThip Commercial Company Limited, HaadThip Food and Beverages Company Limited, and KinDeeYuDee 2020 Company Limited, all of which are subsidiaries of HaadThip Public Company Limited. Due to continuous operating losses, the companies ceased operations during 2023 and are currently undergoing liquidation for closure.</p> <p>2. New PET Production Line 3</p> <p>In March 2023, to support the high growth of the non-alcoholic beverage market, the Company commenced commercial production from its third PET production and packaging line at the Punpin factory in Surat Thani province. This line can produce and package beverages in 505 ml bottles at a speed of 1,000 bottles per minute. The state-of-the-art machinery offers flexibility in quickly changing to various packaging sizes and simultaneously saves energy, aligning with one of the Company's key strategies to become a Total portfolio beverage company.</p> <p>3. Product price adjustments</p> <p>In April 2023, the Company implemented a price increase for certain flavors and packaging sizes of carbonated beverages. Overall, prices increased by an average of 1.5%.</p> <p>4. Launch of new product OOHA to support the expansion of the sugar-free carbonated beverage business</p> <p>In May 2023, the Company launched a new product and brand, OOHA, a zero-sugar, fruit-flavored soda. Available in two flavors, Lemon Fizz and Lychee Yogurt, OOHA has been well-received. Initially sold exclusively in convenience stores, the distribution channels have expanded to include supermarkets and hypermarkets.</p> <p>5. Par value reduction of HTC shares</p> <p>At the Board of Directors meeting on July 7, 2023, the Board approved a change in the par value of the Company's shares. The par value per share was changed from 1 baht to 0.50 baht. The Company's registered capital and paid-up capital remain unchanged. This change was approved by the shareholders at the Extraordinary General Meeting of Shareholders on August 23, 2023, and became effective on September 7, 2023.</p>

Year	Material changes and developments
2023	<p>6. Launch of products packaged in recycled plastic bottles (Recycled PET; RPET)</p> <p>With the company's policy focused on sustainable growth and recognizing the environmental impact, in October 2023, the company started using packaging made from 100% recycled plastic, excluding labels and caps. This initiative began with the 1-liter Original Taste Coke and Coke No Sugar, which have been certified for food safety by the Thai Food and Drug Administration and meet Coca-Cola's global production standards. This project falls under Coca-Cola's "World Without Waste" concept, which aims to promote sustainability by making Coca-Cola's packaging 100% recyclable by 2025 and using at least 50% recycled materials in its packaging by 2030.</p> <p>7. Excellent CG Score Rating</p> <p>The Company received an "Excellent" rating with an average score of 96% in the 2023 Corporate Governance Report of Thai Listed Companies (CG Rating) from the Thai Institute of Directors Association (IOD), supported by the Stock Exchange of Thailand. A total of 782 listed companies participated in the assessment.</p>
2022	<p>1. Expanding sugar-free (Zero Sugar) beverage products to other flavors, such as Coca-Cola Starshine No Sugar, Coca-Cola Marshmallow No Sugar, Schweppes Citrus Raspberry Soda No Sugar, Schweppes Pineapple Mojito Soda No Sugar, and the latest Sprite Lemon Plus No Sugar.</p> <p>2. The company has adjusted the selling prices of some carbonated beverage products in certain packaging, with an overall increase of approximately 6%, effective from August 2022.</p> <p>3. The company is constructing and expanding the production capacity of a new PET Line at Punpin plant, Surat Thani Province, which is expected to commence production in the first quarter of 2023.</p> <p>4. The subsidiary, HaadThip Development Co., Ltd., launched a detached house and twin house project, The Heaven Kanchanawanich, with a total of 65 units priced at Baht 4-6 million per unit. Sales will be divided into 3 phases, with phase 1 already sold. As of December 31, 2022, 69% of units have been reserved.</p>

1.1.3 Spending of the raised fund to serve the objectives declared in the registration statement for securities offering

Is there an issuance of equity securities or debt securities? : No

1.1.4 The obligations to which the company has committed in the registration statement, including the compliance with such obligations or conditions in the following years

Are there any issued securities with obligations or conditions? : No

1.1.5 Company information

Company name : HAADTHIP PUBLIC COMPANY LIMITED

Symbol : HTC

Address : 87/1 Kanchanavanich Road, Ban Pru Subdistrict, Hatyai District

Province : Songkhla

Postcode : 90250

Business : The Company operates soft drinks and beverage manufacturing business, which have been granting a franchise by The Coca-Cola Company (U.S.A.), Atlanta, Georgia, as an exclusive bottler of Coca-Cola, Fanta, Sprite and other Coca-Cola's products (i.e. group of "Minute Maid" juices, Aquarius and

Namthip, Drinking Water) for the 14 southern provinces of Thailand.

Registration number : 0107537002206
Telephone : 0-2391-4488
Facsimile number : 0-2392-9985
Website : <http://www.haadthip.com>
Email : cs.bkk@haadthip.com

Total shares sold

Common stock : 401,921,000
Preferred stock : 0

Diagram of organization's logo

The logo for HAADTHIP features the word "HAADTHIP" in a large, bold, green serif font. A small red dot is positioned above the letter 'i'.

Organization logo

1.2 Nature of business

Haad Thip Public Company Limited operates in the carbonated soft drink industry under license from Coca-Cola Company (United States of America), Atlanta, Georgia, to manufacture and distribute carbonated soft drinks under the trademarks "Coca-Cola", "Fanta", "Sprite", and other products owned by The Coca-Cola Company, including: Minute Maid juice products and Namthip drinking water. The details of the business agreements are as follows:

- Type of agreement: Granting the right to bottle and distribute carbonated soft drinks under the trademarks "Coca-Cola", "Fanta", "Sprite", and other products owned by Coca-Cola.
- Contracting Party: The Coca-Cola Company
- Contract start and end date: January 1, 2025 to December 31, 2029 (renewable every 5 years)

The Company has a manufacturing plant located in Phunphin District, Surat Thani Province (production at the plant located in Hat Yai District, Songkhla Province, was relocated to the plant located in Phunphin District in 2024). The distribution area is limited to 14 southern provinces: Songkhla, Satun, Yala, Chumphon, Ranong, Krabi, Phuket, Phang Nga, Trang, Phatthalung, Surat Thani, Nakhon Si Thammarat, Pattani, and Narathiwat.

The Company manufactures products for sale and purchases some from an affiliated company in Bangkok for resale.

The Company's products are classified by product type as follows:

1. Sparkling Beverages: including Coca-Cola, Fanta, and Sprite products packaged in various containers.
2. Still Beverages: including Minute Maid juice products and Namthip drinking water.

The Company's main revenue is from the sale of Sparkling Beverages.

1.2.1 Revenue structure

Revenue structure by product line or business group

	2022	2023	2024
Total revenue from operations (thousand baht)	7,048,340.00	7,827,960.00	8,129,800.00
Carbonated drinks (thousand baht)	6,444,450.00	7,182,030.00	7,529,670.00
Pneumatic-free products (thousand baht)	429,050.00	567,250.00	584,220.00
Others (thousand baht)	174,840.00	78,680.00	15,910.00
Total revenue from operations (%)	100.00%	100.00%	100.00%
Carbonated drinks (%)	91.43%	91.75%	92.62%
Pneumatic-free products (%)	6.09%	7.25%	7.19%
Others (%)	2.48%	1.01%	0.20%

By geographical area or market

	2022	2023	2024
Total revenue (thousand baht)	7,048,340.00	7,827,960.00	8,129,800.00
Domestic (thousand baht)	7,048,340.00	7,827,960.00	8,129,800.00
International (thousand baht)	0.00	0.00	0.00
Total revenue (%)	100.00%	100.00%	100.00%
Domestic (%)	100.00%	100.00%	100.00%

	2022	2023	2024
International (%)	0.00%	0.00%	0.00%

Other income as specified in the financial statements

	2022	2023	2024
Total other income (thousand baht)	42,392,880.00	60,493,910.00	67,856,720.00
Other income from operations (thousand baht)	0.00	0.00	0.00
Other income not from operations (thousand baht)	42,392,880.00	60,493,910.00	67,856,720.00

Share of profit of joint ventures and associates accounted for using equity method

	2022	2023	2024
Share of profit (thousand baht)	-4,083.23	-524.53	25.85

1.2.2 Information on products and services

1.2.2.1 Product/service information and business innovation development

HaadThip Public Company Limited, a manufacturer and distributor of products under the trademark "Coca-Cola" (specifically in 14 southern provinces), whose main product types can be divided into 2 categories:

Sparkling Beverages

Such as products under the brand Coca-Cola, Sprite, Fanta, and Schweppes.

Non-carbonated (Still Beverages):

Such as products under the brand Namtip and Minute Maid

Product classification by packaging type

In addition to classifying products into Sparkling beverages and Still beverages, products are also classified by packaging type as follows:

1. Glass bottle products that are circulated in use or RGB (Returnable Glass Bottle)
2. Non-returnable packaging products or NRGB (Non-returnable Glass Bottle) include non-returnable glass bottles, PET bottles, cans, boxes, post-mix.

Research and development policy in various areas, and details regarding innovation development in processes, products and/or services, or business models.

Product Development

The company has developed and designed an increasing number of sugar-free carbonated drinks. For example, in 2013, the company launched Coca-Cola Move, a no sugar carbonated drink co-created with renowned Spanish artist Rosalia, UHAA Lemon mixed with Sea Salt Zero sugar, and UHAA Lychee and Yogurt Zero Sugar. In 2024, there will be 5 new products to expand the No Sugar group: Coke Zero Sugar Lime Flavor, Coca-Cola Coke K-Wave Fruity Fantasy Zero sugar, Schweppes Mandarin Yuzu Zero sugar, Coke Oreo Zero sugar, and Schweppes Zero Sugar Blood Orange Tubtim.

Production Innovation

The company continuously collaborates with partners in equipment, tools, machinery, and raw materials to ensure that the company can achieve its utmost goals in efficiency and sustainability policies, such as

- Designing appropriate equipment, tools, and machinery for production to consistently manufacture goods and products that generate maximum economic and sustainable benefits.
- Continuously reducing packaging weight
- Utilizing solar energy in the production process by installing solar panels on the factory roof and surrounding areas.

Research and development (R&D) policy : No

1.2.2.2 Marketing policies of the major products or services during the preceding year

The Company operates a carbonated beverage industry business. It is licensed by The Coca-Cola Company (United States of America), Atlanta, Georgia, to manufacture and distribute carbonated beverages under the trademarks "Coca-Cola," "Fanta," "Sprite," and other products owned by The Coca-Cola Company, including Minute Maid juice products and Namthip drinking water.

The Company manufactures products for sale and partially purchases them from a trading partner in Bangkok for distribution. The Company's products include

- Carbonated products (Sparkling Beverages) includes Coke, Fanta, and Sprite products.
- Non-carbonated products (Still Beverages) includes Minute Maid and Namthip .

The industry competition during the preceding year

Company's competition policy and product distribution

Currently, major carbonated soft drink manufacturers and distributors in the Thai carbonated soft drink industry consist of Thai Beverage Public Company Limited, the manufacturer and distributor of "Coca-Cola" products in all regions of the country (except for 14 southern provinces), HaadThip Public Company Limited, the manufacturer and distributor of "Coca-Cola" products (only in 14 southern provinces), Pepsi-Cola (Thai) Trading Co., Ltd., the manufacturer and distributor of "Pepsi" products, Sermasuk Public Company Limited, the manufacturer and distributor of "Est Cola" products, and AJE Thai Co., Ltd., the manufacturer and distributor of "Big Cola" products. There are also 2-3 other subsidiaries in this industry.

The carbonated soft drink industry in Thailand is characterized as an oligopoly market. New entrants are difficult to emerge as it is a capital-intensive industry, requiring investment in machinery, market creation, and infrastructure such as factories and warehouses, in addition to sales and transportation vehicles. In the eyes of consumers, the products in the market are not significantly different and are substitutable. Therefore, each operator tries to differentiate their products, whether in terms of taste or brand image, by constantly introducing new products to the market. Currently, the carbonated soft drink market is highly competitive, forcing operators to adapt constantly. Marketing activities are carried out continuously throughout the year to maintain buyer interest, reinforce brand awareness, and prevent products from disappearing from consumers' sight. This leads to brand loyalty, with the goal of increasing market share while maintaining existing market share. Each company employs different strategies to achieve this.

Traditional Trade (TT) customers: This includes retail stores such as small shops, restaurants, and others. The company aims to expand its stores/customers as much as possible. Although some stores have closed due to the COVID-19 situation, the sales department continues to find new markets to replace those that have closed, while stimulating customer demand through storefronts with the Customer Loyalty system, the MVIP Program, where stores must purchase and display the company's products in refrigerators to align with the guidelines.

Wholesale groups, such as modern trade wholesalers and traditional wholesalers, the company has developed both groups by recommending products that are suitable for the market and generating maximum profits for the wholesale groups. We act as a consultant and help manage the sales area to maximize benefits, including the provision of sales assistants to push products and reduce lost sales opportunities effectively.

Create new sales opportunities through the Food Service Aggregator channel for local restaurants to deliver the company's products directly to consumers' homes anytime, anywhere, responding to changing consumer behavior and reducing profit loss for local restaurants effectively.

Wholesale and modern retail customers (MT: Modern Trade): This includes Super/Hypermarkets and CVS (convenience stores), including new businesses of Modern Trade partners such as Lotus's "Ran Nee Kai Dee" and Big C's "Ran Don Jai". The focus is on increasing the best possible Service Level to meet product ordering needs, ensuring product availability at store branches, and reducing stock shortages through efficient Supply Chain management and tracking. In addition, there is close business planning with partners, such as the distribution of new products, marketing activities, media production, as well as product displays and sales support equipment in store branches to meet expectations and maintain satisfaction with both partners and consumers professionally.

Marketing and Competitive Situation

For 2025, the company has set a revenue target of approximately 5.5% increase from 2024, which is expected to come from the growth of the macro economy and the tourism situation that has continuously improved. However, there is still a significant factor in the sugar tax adjustment, which remains a challenge and has a direct and significant impact on the company. Therefore, the company has prepared a preliminary operational plan as follows:

- 1) Increase company profits by managing revenue growth through pack mix, channel mix, and price mix strategies.
- 2) Focus on sugar-free products and new products that will be gradually released for consumers to try regularly.
- 3) Adapt sales channels to be ready to cope with the changing needs of consumers in a timely manner.

Key Marketing Strategies

1. Increase new customer base and create more sparkling consumption opportunities (Drive SSD Recruitment & Build Sparkling Consumption).

Develop entry-level product sizes (both small and large) that are clearly suitable for each consumer group to increase accessibility and create opportunities for continuous product consumption at all times, such as during breaks, meals, and social gatherings with friends. We continue to develop sugar-free products as an alternative for health-conscious individuals who want

to indulge without guilt. We also communicate in various formats, particularly focusing on communicating with local customers or those in the southern region to reach our target audience comprehensively.

2. Develop a total beverage portfolio to be ready for competition.

Accelerate the push and develop sugar-free products to the market and create familiarity with consumers as much as possible. There are also adjustments to marketing strategies to reach new consumer groups as well. In addition, new product groups are being prepared to penetrate new target markets, such as new flavors of Coca-Cola products, new product groups, alcoholic beverages, or existing non-carbonated product groups such as Minute Maid. The Namthip group will continue to be promoted to align with the overall market growth.

3. Maintain continuous revenue growth.

Continuously promote both Immediate Consumption (IC Pack) and Entry Pack sizes. Adjust strategies, revamp packaging, and generate revenue growth, especially for the RBG glass bottle segment, which is both an opportunity and a key strength of the company. Manage the sales price structure and promotional programs for maximum efficiency as planned.

4. Build a culture of market excellence.

Improve and develop the overall work plan, focusing on the work of the store visit team to increase efficiency and maximize the results of each round of work. Adjust the HORECA team's work plan to be more efficient to support the recovery of the tourism business and the increase in tourists throughout the year. Moreover, there is also an enhancement of the team's potential by providing both internal and external training to enhance the capabilities of the sales team in all channels.

5. Manage customer relationships (MT and IND) and develop TT sales growth.

Managing good customer relationships across all channels, such as Modern Trade, Indirect channels, and Traditional Trade, on a continuous basis. There are also plans to increase new customers in the group of small shops or direct service shops (TT-DSD), plans to develop special On-Premise channels, tourist markets, and plans to develop e-commerce channels to support growth and as a channel that can complement sales services as well.

1.2.2.3 Procurement of products or services

Products that the Company manufactures for sale, which at the end of 2024, the manufacturing plant is located in Punpin District, Surat Thani Province (in 2024, the production line at the factory in HatYai District, Songkhla Province, was moved to the factory in Punpin District, Surat Thani Province, as the sole factory), including products that the Company does not manufacture. The Company will purchase these products for sale from Thai Namthip Commercial Limited, a company in the Coca-Cola group in Thailand.

The company's production capacity

	Production capacity	Total utilization (Percent)
Factory in Phunphin (Million)	69.00	62.00
Factory in Hat Yai (Million)	5.00	31.00

The Company's production capacity

PET bottle packaging production line:

- Production 35.91 million cases.
- Total production capacity utilization of 60.2%.

Can packaging production line:

- Production 6.31 million cases.
- Total production capacity utilization of 67.7%.

Glass bottle packaging production line (Hatvai Plant):

- Production 1.75 million cases.
- Total production capacity utilization of 31.1%.

BIB packaging production line:

- Production 0.091 million cases.
- Total production capacity utilization of 58.5%.

Total production capacity:

- Production 74.30 million cases.
- Total production capacity utilization of 56.1%.

Acquisition of raw materials or provision of service

In 2024, there were both domestic and international manufacturers and distributors of raw materials, with the proportion of domestic raw material purchase value being higher than that of international purchases. The key raw materials used in production and their sources are as follows:

1. Main raw materials include concentrate, which is purchased directly from Singapore and Brazil. The concentrate is ordered directly from Coca-Cola's concentrate suppliers for the production of various Coca-Cola brand products. Liquid sucrose is purchased domestically from large and reliable manufacturers. Both concentrate and liquid sucrose
2. Packaging-related materials include bottle caps, screw caps, can lids, plastic pallets (PET Preform), and plastic pellets. Glass bottles, both returnable and non-returnable, product labels, trays, product liners, boxes, and BIB bags, etc., are sourced from both domestic and international manufacturers, with domestic manufacturers accounting for the majority.

Proportion of domestic and overseas procurement

Countries	Name of raw material	Value (Baht)
Singapore	Concentrate (1)	867,809,383.00
Brazil	Concentrate (2)	4,294,772.00
Thailand	Liquid Sucrose	573,215,782.00
Thailand	Plastic beads	331,488,784.00

Major raw material distributors

Number of major raw material distributors (persons) : 4

There are four significant suppliers, with each having a purchase volume exceeding 10 percent of the total purchase volume according to the consolidated financial statements. The main raw material is concentrate, which is directly purchased from Coca-Cola's concentrate suppliers, mainly from Singapore, for the production of various Coca-Cola brand products. Liquid sucrose is procured domestically from large and reliable manufacturers.

1.2.2.4 Assets used in business undertaking

Core permanent assets

Tangible assets used in business operations, including major fixed assets used in the business owned by the Company and assets under finance leases.

The appraisal price of core permanent assets

List of assets	Book value / Appraised value	Ownership	Obligations	Additional details
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List of assets	Book value / Appraised value	Ownership	Obligations	Additional details
1.1 Land: 98 plots, totaling 578 rai, 73.31 square wah	2,097,074,066.57	The company owns	Chanote titles No. 30069/30070 are mortgaged to Krung Thai Bank Public Company Limited for a loan amount of 830 million baht.	-
1.2 Unused Land (Investment Property) Totaling 19 Plots (57 Rai 1 Ngan 6.7 Sq. Wa)	192,102,230.88	The company owns	Mortgage with Krungsri Bank, loan amount 830 million baht	-
2. Office Building	275,666,233.76	The company owns	Mortgage with Krungsri Bank Public Company Limited, loan amount of 830 million baht.	-
3. 2 factories for the Coca-Cola manufacturing and distribution business	980,250,102.63	The company owns	Mortgage with Krungsri Bank Public Company Limited, loan amount of 830 million baht.	Two factories for the production and distribution of Coca-Cola beverages. Location: Factory 1: 87/1 Kanjavanit Road, Ban Phru Subdistrict, Hat Yai District, Songkhla Province 90250 Location: Factory 2: 206 Moo 3, Tha Roch Chang Subdistrict, Phunphin District, Surat Thani Province 84130

List of assets	Book value / Appraised value	Ownership	Obligations	Additional details
4. Machinery with a Lifespan of 10 Years and 20 Years	1,579,224,514.72	The company owns	Mortgage with Krungsri Bank	Mortgage with Krungsri Ayudhya Bank: Loan amount of 830 million baht / Loan from Krungsri Ayudhya Bank: Loan amount of 110 million baht (subsidiary)
5. Vehicles	23,045,204.95	The company owns	null	-
6. Tools and Equipment	177,992,581.00	The company owns	null	-
7. Container	51,375,149.25	The company owns	null	-
8. Land Improvements	35,527,782.63	The company owns	null	-
9. Sales Support Equipment (Refrigerators/Sales Support Materials/PX/Vending)	120,201,863.81	The company owns	null	-
10. Vehicles	245,042,229.38	Property under right of use	null	-
11. Building	4,937,101.22	Property under right of use	null	-

Core intangible assets

-

Investment policy in the subsidiaries and associated companies

Investment policy in the subsidiaries and associated : Yes
companies

The Company has a policy to invest in subsidiaries or joint ventures that align with the Company's goals, vision, and strategic plan, as well as support the Company's business operations. The Company believes that this will create mutual benefits to increase revenue streams and enhance the Company's sustainable profitability, as well as enhance the Company's capabilities and potential.

1.2.2.5 Under-construction projects

Under-construction projects : No

Details of under-construction projects

Total projects : N/A
Values of total ongoing projects : N/A
Realized value : N/A
Unrealized value of remaining projects : N/A
Additional details : -

1.3 Shareholding structure

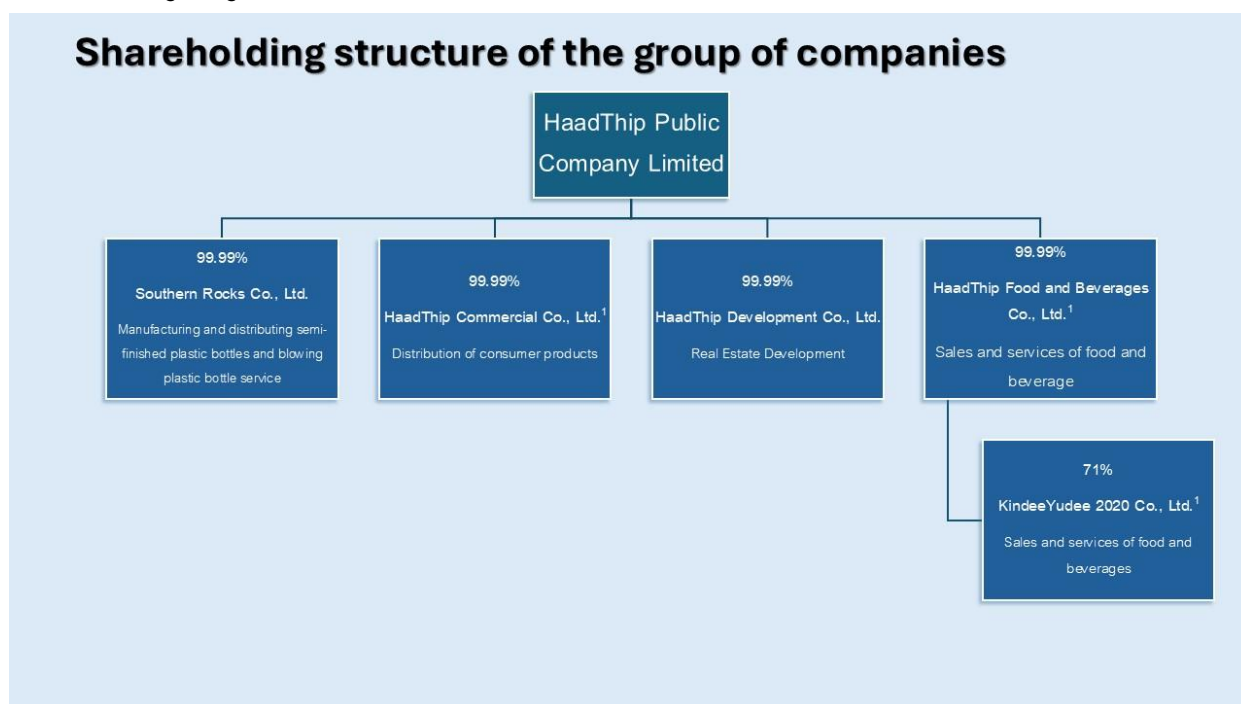
1.3.1 Shareholding structure of the group of companies

Policy on operational organization within the group of companies

HaadThip Public Company Limited is a sparkling beverage manufacturer, granted a franchise by the Coca-Cola Company (U.S.A), Atlanta, Georgia, as a producer and distributor of sparkling beverages under the trademarks of “Coca-Cola,” “Fanta” and “Sprite,” and other products owned by Coca-Cola and have subsidiaries, operating other businesses.

Shareholding diagram of the group of companies

Shareholding diagram



Shareholding Structure of the Group of Companies

Subsidiaries

Company name	Juristic person who holds shares of the company	Shareholding proportion (%)	Voting right proportion (%)
Southern Rocks Co., Ltd.	HAAD THIP PUBLIC COMPANY LIMITED	99.99%	99.99%
HaadThip Commercial Co., Ltd.	HAAD THIP PUBLIC COMPANY LIMITED	99.99%	99.99%
HaadThip Development Co., Ltd.	HAAD THIP PUBLIC COMPANY LIMITED	99.99%	99.99%
HaadThip Food and Beverage Co., Ltd.	HAAD THIP PUBLIC COMPANY LIMITED	99.99%	99.99%
KinDeeYuDee 2020 Co., Ltd.	HAAD THIP PUBLIC COMPANY LIMITED	71.00%	71.00%

Company that holds 10% or more of the total shares sold ⁽¹⁾

Name and the location of the head office	Type of business	Type of shares	The number of shares	The number of shares sold
Southern Rocks Co., Ltd. 87/1 Karnchanavanich Road, Baan Pru, Hat Yai Songkhla 90250 Telephone : 074 210 008-18 Facsimile number : 074 210 006-7	Operate a business of manufacturing and distributing semi- finished plastic bottles and blowing plastic bottle service with the investment promotion from the BOI	Common shares	970,000	970,000
HaadThip Commercial Co., Ltd. 87/1 Karnchanavanich Road, Baan Pru, Hat Yai Songkhla 90250 Telephone : 074 210 008-18 Facsimile number : 074 210 006-7	Distribution of consumer products	Common shares	160,000	160,000
HaadThip Development Co., Ltd. 36 , Soi Charoenmit, Khlong Tan Nua, Wattana Bangkok 10110 Telephone : 074 210 008-18 Facsimile number : -	Real estate development	Common shares	810,000	810,000
HaadThip Food and Beverage Co., Ltd. 87/1 Karnchanavanich Road, Baan Pru, Hat Yai Songkhla 90250 Telephone : 074 210 008-18 Facsimile number : 074 210 006-7	the business of sales and services of food and beverage	Common shares	300,000	300,000
KinDeeYuDee 2020 Co., Ltd. 87/1 Karnchanavanich Road, Baan Pru, Hat Yai Songkhla 9025 Telephone : 074 210 008-18 Facsimile number : 074 210 006-7	Sales and services of food and beverages.	Common shares	300,000	300,000

Remark : ⁽¹⁾ The Board of Directors' Meeting of HaadThip Public Company Limited No. 1/2023 on Monday, February 13, 2023, resolved to approve the dissolution of three subsidiaries: HaadThip Food and Beverages Company Limited, HaadThip Commercial Company Limited, and Kin Dee Yu Dee 2020 Company Limited.

HaadThip Food and Beverages Company Limited and HaadThip Commercial Company Limited are in the process of registering the dissolution of the said subsidiaries and liquidating them in accordance with the legal procedures.

Kin Dee Yu Dee 2020 Company Limited completed the liquidation on February 7, 2025.

1.3.2 Shareholding by a person with a potential conflict of interest holding exceeding 10 percent of the voting shares in a subsidiary or associated company

Does the company have a person with potential : No
conflicts of interest holding shares in a subsidiary or
associated company?

1.3.3 Relationship with major shareholders' business

Does the company have a relationship with a business : No
group of a major shareholder?

1.3.4 Shareholders

List of major shareholders

Group/List of major shareholders	Number of shares (shares)	% of shares
1. GUTSCHE FAMILY INVESTMENTS PROPRIETARY LIMITED	98,081,452	24.40
2. Mrs. Pariya Chirabandhu	61,663,354	15.34
2.1. Mr. Harith Chirabandhu	10,850,758	2.70
2.2. Miss Chanya Chirabandhu	9,006,958	2.24
2.3. Mr. Apichart Chirabandhu	428,544	0.10
3. Thai NVDR Company Limited	20,423,665	5.08
4. Mrs. Jira Sritavaj Na Ayudhaya	6,367,614	1.58
5. Mr. Patchara Rattakul	5,952,840	1.48
5.1. Miss Phannapa Rattakul	39,930,246	9.93
5.2. Miss Fah Rattakul	8,349,758	2.08
5.3. Mr. Pichakorn Rattakul	8,349,758	2.08
5.4. Master Pakin Rattakul	8,349,758	2.08
6. Miss Sirincha Sittichaivises	5,462,200	1.36
7. abrdn Small-Mid Cap Fund	4,264,000	1.06
8. Mr. Anan Raveesangsoon	4,200,000	1.04
9. Mrs. Suwannee Sittjichaiviset	3,488,300	0.87
10. Mr. Thitiwut. Bulsook	3,160,000	0.79

Major shareholders' agreement

Does the company have major shareholders' : No
agreements?

1.4 Amounts of registered capital and paid-up capital

1.4.1 Registered capital and paid-up capital

Registered capital and paid-up capital

Registered capital (Million Baht)	:	201,210,180.00
Paid-up capital (Million Baht)	:	200,960,500.00
Common shares (number of shares)	:	401,921,000
Value of common shares (per share) (baht)	:	0.50
Preferred shares (number of shares)	:	0
Value of preferred share (per share)	:	0.00

Has the company listed in other stock exchange?

Has the company listed in other stock exchange? : No

1.4.2 Other types of share whose rights or terms differ from those of ordinary share

Other types of share whose rights or terms differ from those of : No
ordinary share

1.4.3 Shareholding by Thai NVDR Company Limited (NVDR)

Are shares held by Thai NVDR Company Limited (NVDR)?	:	Yes
Number of shares (Share)	:	20,423,665
Calculated as a percentage (%)	:	5.08

The impacts on the voting rights of the shareholders

None

1.5 Issuance of other securities

1.5.1 Convertible securities

Convertible securities : No

1.5.2 Debt securities

Debt securities : No

1.6 Dividend policy

The dividend policy of the company

"The Company's has a policy to pay out dividend at the rate of no less than 50% to 80% of the remaining Net Profits after deduction of all types of reserves required by the law and set forth by the Company. Dividend shall be paid out accounting to the appropriation of Net Profits from the Company's Consolidated Financial Statements. However, dividend payments shall be based upon the Company's cash flow, investment plan, other necessities and circumstances deemed appropriate in the future."

The dividend policy of subsidiaries

The Subsidiary Company's has a policy to pay out dividend if class flow of the Subsidiary Company has enough after deduction of all types of reserves required by the law and set forth by the Company.

Historical dividend payment information

	2020	2021	2022	2023	2024
Net profit per share (baht : share)	N/A	N/A	2.1600	2.2600	1.5000
Dividend per share (baht : share) ⁽²⁾	N/A	N/A	1.5200	1.5200	1.0500
Interim dividend for first 6 months (baht : share)	N/A	N/A	0.5500	0.9600	0.4800
Dividend for last 6 months (baht : share)	N/A	N/A	0.9700	0.5600	0.5700
Ratio of stock dividend payment (existing share : stock dividend)	N/A	N/A	0.0000	0.0000	0.0000
Value of stock dividend per share (baht : share)	N/A	N/A	0.0000	0.0000	0.0000
Total dividend payment (baht : share)	N/A	N/A	1.5200	1.5200	1.0500
Dividend payout ratio compared to net profit (%)	N/A	N/A	70.00	70.00	70.00

Remark : ⁽²⁾ The Extraordinary General Meeting of Shareholders No. 1/2023 on August 23, 2023 resolved to approve the change in the Company's par value (Par) from Baht1 per share to Baht 0.50 per share, resulting in the number of paid-up ordinary shares changing from 200,960,500 shares to 401,921,000 shares, effective September 7, 2023.

2. Risk management

2.1 Risk management policy and plan

Risk management policy and plan

Corporate Risk Management Policy and Practices

Haad Thip Public Company Limited and its subsidiaries (“the Company”) recognize the importance of Enterprise Risk Management, including Environmental, Social, and Governance (ESG) risks and Cyber Security, as part of good corporate governance. This promotes the achievement of business objectives and sustainable growth by identifying, analyzing, and managing risks appropriately. This will support the Company in making effective decisions, as well as building confidence among investors and stakeholders in the management to achieve goals amidst the changing business environment. It also mitigates potential losses from various uncertainties by preparing contingency plans to mitigate potential impacts appropriately and promptly.

The Company has therefore established the following corporate risk management policies and practices:

1. Corporate risk management is the duty and responsibility of employees at all levels, who must be knowledgeable, understanding, and aware of the risks involved in their work within their departments and the Company. All departments must prioritize the assessment and planning of risk control measures in various areas to an appropriate level.
2. Develop the Company's risk management process to be in line with good international practices, both present and future, to ensure effective management of risks that may affect the Company's operations and to align risk management practices across the organization.
3. To create operational excellence and build stakeholder confidence, all departments are required to incorporate the risk management process into their strategic planning decisions, focusing on the established vision, missions, objectives, goals, and strategies.
4. To avoid potential impacts, damages, or losses, all levels of supervisors shall establish guidelines for preventing and mitigating risks from the Company's operations, including monitoring and evaluating risk management on a regular basis.
5. Employ modern information technology systems and tools in the corporate risk management process and support communication channels to enable employees at all levels to access risk management information comprehensively.
6. The risk management department is assigned to monitor the risk assessment results and risk control plans of all departments, including reporting the risk management results to the Corporate Governance and Risk Management Committee.

2.2 Risk factors

2.2.1 Risk that might affect the company's business, including environmental, social and corporate governance issues

Risk 1 Supply chain risk

- Related risk topics :
- Strategic Risk
 - Government policy
 - Economic risk
 - Climate change and disasters
 - Operational Risk
 - Shortage or reliance on skilled workers

Risk characteristics

Supply chain risks are influenced by climate change and global economic factors, which impact the supply of raw materials, production processes, and increase production costs and delivery times.

Climate change has significant effects on global ecosystems and economies, particularly within the supply chain, which encompasses the processes involved in the production, distribution, and delivery of goods and services from origin to destination.

Risk-related consequences

1. Flooding: Flooding disrupts logistics systems, affecting both the transportation of raw materials for production and the distribution of finished products, leading to delays in operations.
2. Drought: Drought leads to water shortages, which are a critical resource for business operations, especially in the production process.
3. Shortage of Raw Materials: Global warming has negatively impacted agricultural production, such as sugarcane cultivation, resulting in lower yields and raw material shortages in certain regions.
4. Higher Raw Material Costs: The shortage of raw materials has driven up prices, increasing the production cost burden for businesses.
5. Failure to Deliver Products to Customers: Production disruptions and raw material shortages lead to insufficient production, preventing businesses from fulfilling customer orders on time.

Risk management measures

In 2024, the Company has consistently monitored the water level of the artesian well and confirmed that it remains at a normal level, ensuring sufficient water supply for business operations. Additionally, a backup water source has been established to address potential emergencies, safeguarding the stability of future operations.

To prepare for possible flooding in the future, the Company has developed and rehearsed disaster response plans, particularly focusing on mitigating the impact of floods on production processes and transportation. Furthermore, measures have been implemented to secure the procurement of raw materials and prevent shortages by collaborating with key trading partners and primary raw material suppliers.

Key Measures in the Procurement of Raw Materials Include:

1. Maintaining Inventory Levels of Raw Materials: To ensure a consistent supply of raw materials for long-term production, the Company utilizes Big Data technology and Artificial Intelligence (AI) processing systems to forecast customer demand (Demand Forecasting). This enables efficient analysis and planning of production, inventory, and sales.
2. Establishing Sales Contracts with Partners: To stabilize raw material prices and mitigate the risk of price fluctuations, the Company has entered into sales contracts with its partners.
3. Developing a Contingency Plan: By identifying alternate vendors and raw material sources, the Company has created a contingency plan to cushion against potential risks.
4. Conducting Simulation Analysis: The Company employs Big Data technology, Artificial Intelligence (AI) processing systems, and Digital Twin technology to test and assess the potential impacts of various scenarios. This allows for the preparation of timely response plans and the adjustment of strategies to align with current conditions, ensuring accurate simulation and effective management.

Risk 2 Cybersecurity Threat Risk

- Related risk topics : Strategic Risk
- Changes in technologies
- Operational Risk
- System disruption risk

Risk characteristics

The Company has integrated new technologies and applications into its business operations, spanning production processes, delivery, warehouse management, product sales, and e-commerce. This increased reliance on technology has exposed the Company to various forms of cybersecurity risks, such as unauthorized data access attempts and other cyberattacks. These threats may lead to data breaches, loss, and disruptions to the operational systems.

Risk-related consequences

The impact of cyberattacks has led to system disruptions, data leaks, and data loss, which may adversely affect the Company's image and reputation.

Risk management measures

- **Compliance with Cybersecurity Policies:** The Company emphasizes securing access to its data and systems by implementing Multi-Factor Authentication (MFA) to verify user identities. This enhances the security of data and system access, reduces the risk of data leaks, and prevents unauthorized access by individuals with malicious intent.
- **Review and Update of Security Systems:** The Company regularly reviews and updates the security measures for its information technology and data systems to ensure robust protection.
- **Disaster Recovery Plan (DRP):** An emergency response plan for IT system disasters (Disaster Recovery Plan) has been established as a preventive measure. This includes annual rehearsals and recovery planning guidelines for critical systems to ensure preparedness and effective response to potential disasters.
- **Implementation of Cyber Insurance:** Recognizing the importance of risk mitigation, the Company has plans to implement Cyber Insurance alongside Business Interruption Insurance to address future irreversible events.

Risk 3 Risk from Changes in Laws, Regulations, or Government Policies

- Related risk topics : Strategic Risk
- Government policy
- Operational Risk
- Reliance on employees in key positions
 - Shortage or reliance on skilled workers
 - Shortage or fluctuation in pricing of raw materials or productive resources

Risk characteristics

The excise tax on beverage products, based on value and sugar content (sugar tax), is part of a health tax initiative aimed at reducing excessive sugar consumption.

Risk-related consequences

Highly sweetened beverages are subject to higher taxes, while low-sugar drinks are taxed at a reduced rate. The sugar tax rates for phases 1-3 have already been implemented, resulting in significant additional costs for the Company.

Risk management measures

The Company has proactively developed strategic plans and measures to mitigate these impacts. For instance, it has launched new health-focused products with no sugar or zero calories to align with the growing consumer trend toward healthier choices. This strategy helps offset the impact of excise tax collection.

Risk 4 Risks to Corporate Image and Reputation

- Related risk topics : Strategic Risk
- Damage to company image and reputation

Risk characteristics

Risks arising from events or factors that affect public perception of the organization, which may lead to a decline in the trust or confidence of stakeholders.

Risk-related consequences

Complaints from stakeholders have led to a loss of credibility for the organization.

Risk management measures

The Company has organized training programs to educate employees on delivering high-quality products and services. This includes

guidance on the responsible use of social media, ensuring employees understand their role as representatives of the organization. Additionally, the Company has established communication channels for employees to seek advice or clarification on various matters. These channels provide convenient, quick, and clear access to information, fostering better understanding and engagement.

Risk 5 Risk of Human Rights and Equality Violations

- Related risk topics : Strategic Risk
- Damage to company image and reputation
- Operational Risk
- Impact on human rights

Risk characteristics

Human rights and equality violations are significant risks that can adversely affect an organization's image and business operations, including compliance with legal and social standards.

Risk-related consequences

Complaints from stakeholders have resulted in a loss of credibility for the organization.

Risk management measures

The Company has conducted a comprehensive human rights audit (HRDD) to ensure that the organization operates in accordance with human rights principles and avoids actions that may have a negative impact on stakeholders. Having a clear audit plan helps prevent potential problems in the future and increases transparency in the organization's operations, which is an important factor in maintaining the image and trust of customers and all stakeholders.

2.2.2 Risk to securities holders

Are there any risk factors affecting securities holders? : Yes

Risk 1 Risk from Major Shareholding

- Related risk topics : Risk to Securities Holder
- Return from investment of securities holder

Risk characteristics

Risk Characteristics

Major shareholders include the Rattanakul family (with 17.63% of shares), Mrs. Priya Jiraphan's group (holding 20.39% of shares), and Gutsche Family Investments (Proprietary) Limited (holding 24.40% of shares). Gutsche Family Investments (Proprietary) Limited is a legal entity established in South Africa and serves as a business partner of the Company. Together, these shareholders hold a combined 62.42% (more than 50%) of the total shares sold.

Risk-related consequences

These three shareholder groups collectively hold significant control over nearly all resolutions at the shareholders' meetings. This includes the appointment of directors and the approval of other matters requiring a majority vote, except for issues where the law or the Company's regulations mandate a 3/4 majority vote. As a result, other shareholders may lack the voting power to check and balance proposals put forward by the major shareholders.

Risk management measures

The Company's Board of Directors is committed to treating all shareholders equally and fairly, prioritizing the interests of the Company and its shareholders. In cases where a shareholders' meeting resolution is required for any transaction, the agenda must first be reviewed by the Company's senior executives. The Company Secretary, appointed by the Chairman of the Board, then includes the agenda in the Board of Directors' meeting for consideration and opinion. These opinions are clearly and appropriately outlined in the invitation letter to the shareholders' meeting, ensuring shareholders are informed and can use this information as a basis for decision-making. The Company is confident that major shareholders will align their votes with the Board of Directors' recommendations on each agenda. Furthermore, in the event of a related transaction as defined by the Stock Exchange of Thailand's announcement on the disclosure of information and operations of listed companies in related transactions (B.E. 2546), the Company strictly adheres to the rules. Stakeholders who are considered related persons under the relevant regulatory announcements are prohibited from voting on such agendas.

2.2.3 Risk to securities holders from investing in foreign securities (applicable to only foreign companies)

Are there any risk factors affecting securities holders : No
from investing in foreign securities?

3. Business sustainability development

3.1 Policy and goals of sustainable management

Sustainability Policy

Sustainability Policy : Yes

Haadthip Public Company Limited is committed to being a leader in the beverage industry by aligning its operations with sustainable development principles. The Company prioritizes the interests of all stakeholder groups, focusing on capacity building, transparency, and adherence to internationally recognized management frameworks. This approach enables the organization to adapt to evolving market trends while ensuring the collective benefit of all stakeholders across the entire supply chain. Haadthip operates within the Environmental, Social, and Governance (ESG) framework and actively supports the United Nations Sustainable Development Goals (SDGs), aiming to deliver tangible and measurable outcomes. The Company emphasizes the efficient and responsible use of natural resources, in alignment with the Circular Economy model and the national sustainability strategy. Furthermore, it has set ambitious sustainability targets, including the goal of achieving net-zero greenhouse gas emissions.

Reference link for sustainability policy : <https://www.haadthip.com/th/sustainability/vision-and-commitment>

Page number of the reference link : 1

Sustainability management goals

The company is committed to conducting business with sustainability in mind to create a balance between economic growth, environmental care, and sustainable social development. We have set clear goals in each area to ensure that our operations meet international standards and can respond to the expectations of stakeholders in all sectors.

The company is committed to sustainable operations in all dimensions, focusing on balancing business growth, environmental stewardship, and social development. These established goals will enable the company to conduct business in an environmentally friendly manner while creating sustainable value for the community and enhancing the organization's long-term competitiveness. In addition, the company continuously reviews and develops its sustainability goals to align with changing business environments, international policies, and stakeholder expectations to create stable growth and be a key driver of sustainability.

Does the company set sustainability management goals : Yes

Water Resource Management Goals

Haadthip prioritizes the efficient use of water resources to minimize environmental impacts while supporting communities in accessing safe and reliable water sources.

- Long-term goal (by 2030): Reduce water usage in production processes to 1.56 liters or less per liter of beverage produced (L/Lbev), reflecting improved water efficiency, reduced waste, and a higher rate of water reuse.
- Short-term goal (by 2025): Expand the reach of the community water management project to benefit at least 10,000 households, thereby improving access to clean water and enhancing the quality of life for surrounding communities.

Packaging Management Goals

The Company is committed to reducing plastic waste and promoting environmentally friendly packaging design, guided by the principles of Circular Economy.

- Long-term goal (by 2030): Design and develop packaging that is 100% recyclable and increase the proportion of recycled plastic used in packaging to at least 50%.
- Long-term goal (by 2030): Collect packaging for recycling in an amount equivalent to 100% of the packaging sold on the market.

Energy Management and Climate Change Goals

The Company is dedicated to reducing greenhouse gas emissions and expanding the use of clean energy to mitigate the impacts of climate change.

- Long-term goal (by 2050): Achieve net-zero greenhouse gas emissions by implementing carbon reduction projects at every stage of the supply chain.
- Mid-term goal (by 2030): Increase the share of clean energy used in electricity generation to no less than 20%, making

the organization’s energy mix more sustainable by reducing dependence on coal and promoting renewable energy sources.

- Mid-term goal (by 2030): Reduce greenhouse gas emissions across the entire value chain by 25% compared to the 2019 baseline, through production process improvements, adoption of environmentally friendly technologies, and collaboration with business partners.

Human Resource Development and Promotion Goals

The Company emphasizes human resource development and fostering an organizational culture that values diversity and equality.

- Short-term goal (by 2025): Increase the proportion of female employees in managerial positions by 5% to promote gender equality and support diversity within the organization.
- Short-term goal (by 2025): Achieve an employee participation rate of no less than 80% in the Employee Engagement Survey, and set a target Employee Engagement Score of no less than 75% to strengthen employee commitment and connection to the organization.

United Nations SDGs that align with the organization's sustainability management goals	:	Goal 5 Gender Equality, Goal 6 Clean Water and Sanitation, Goal 7 Affordable and Clean Energy, Goal 12 Responsible Consumption and Production, Goal 13 Climate Action
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Review of policy and/or goals of sustainable management over the past year

Has the company reviewed the policy and/or goals of sustainable management over the past year	:	Yes
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Has the company changed and developed the policy and/or goals of sustainable management over the past year	:	Yes
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In 2024, the Sustainability Committee of Haad Thip Public Company Limited set a policy to enhance the company's sustainability target-setting process. This initiative aims to elevate the organization's sustainability performance to align with international standards, ensure tangible and measurable outcomes, and effectively address stakeholder expectations. To achieve this objective, the company has appointed a Sustainability Working Group, comprising representatives from various relevant departments. This group is responsible for designing sustainability targets and action plans across different areas, as well as monitoring the progress of implementation in accordance with the established guidelines. Currently, the company is in the process of refining its sustainability targets in collaboration with relevant agencies. This collaborative effort aims to guarantee that these targets are well-defined, practical, and aligned with the policies of the Coca-Cola System. The enhanced targets will serve as a testament to the company's unwavering commitment to advancing sustainability practices, ultimately generating positive impacts on the environment, society, and long-term business operations.

3.2 Management of impacts on stakeholders in the business value chain

3.2.1 Business value chain

Haadthip prioritizes comprehensive value chain management, encompassing raw material procurement, partner selection, production processes, technology development, transportation and distribution, marketing and sales, to after-sales service. All of this is carried out under the Value Chain Management concept, which emphasizes efficiency, transparency, and sustainability as its core principles. The company focuses on integrating Life Cycle Assessment (LCA) to assess the environmental impacts of products throughout their life cycle, from raw material sourcing, production, transportation, consumption, to post-consumer packaging management. This ensures that every process utilizes resources efficiently, minimizes waste, and reduces greenhouse gas emissions, enabling the company to create shared value with stakeholders and drive the organization towards its sustainability goals.

Business Value Chain.

1. Raw Material Procurement and Partner Selection.

The company's procurement and partner selection process considers not only the quality and cost of raw materials but also prioritizes environmental, social, and governance (ESG) standards. The focus is on environmentally friendly procurement (Green Procurement) and partner risk management.

- Select high-quality and standardized raw materials to ensure product safety and minimize environmental impact.
- Regularly monitor and assess partner risks to ensure that all parties adhere to environmental and business ethics standards.
- Collaborate with partners to create fairness in the procurement process and promote sustainable sourcing.

2. Production and technology development.

The company prioritizes increasing production efficiency while minimizing environmental impact by investing in technologies that reduce resource and energy consumption.

- Plan production volumes in line with market demand to reduce waste and utilize resources efficiently.
- Control product quality to comply with legal requirements and international standards, including consumer safety and environmental standards.
- Promote the use of clean and alternative energy in the production process, such as installing solar panels, utilizing renewable energy, and using low-emission fuels to reduce greenhouse gas emissions.
- Develop machinery technology to produce goods with reduced costs and energy consumption, while minimizing waste from the production process, while still meeting consumer needs.

3. Transportation and distribution.

The company's transportation and distribution systems are designed for maximum efficiency to reduce costs, energy consumption, and greenhouse gas emissions.

- Utilize digital technology in logistics management to enhance accuracy and reduce unnecessary distances.
- Promote driving discipline and safety among drivers to reduce the risk of accidents and impacts on communities.
- Improve warehouses and storage systems to meet international standards to maintain product quality before reaching consumers.

4. Marketing and Sales.

The company places importance on creating a positive customer experience by focusing on market responsiveness and building strong brand-consumer relationships.

- Delivering products with quality, speed, and on-time delivery.
- Utilize Customer Engagement Strategies through customer satisfaction surveys, promotional activities, and campaigns related to sustainability issues.
- Establish direct communication channels with customers and stakeholders, such as digital platforms, after-sales service, and gathering consumer feedback.

5. Corporate culture building and human resource management.

The company is committed to creating a positive work environment, promoting employee development, and fostering a corporate culture that emphasizes equality and sustainable growth.

- Support all employees in receiving development opportunities through training and relevant skills development.
- Organize leadership development programs and enhance workplace safety.
- Promote employee well-being through health programs, benefits, and work-life balance initiatives.

6. Post-consumer packaging management.

The company prioritizes reducing the environmental impact of packaging, following the concepts of Circular Economy and World

Without Waste.

- Design environmentally friendly packaging by using recycled materials and reducing virgin plastic in production.
- Implement projects to collect and recycle packaging within the community to achieve waste management goals.
- Collaborate with the private sector and other organizations to expand the impact and raise awareness about post-consumer packaging management.

3.2.2 Analysis of stakeholders in the business value chain

Haadthip prioritizes efficient and sustainable supply chain management, encompassing environmental, social, and governance (ESG) aspects in accordance with the ESG Disclosure of the Stock Exchange of Thailand. This approach aims to meet the expectations of stakeholders across the entire supply chain. The company assesses stakeholder expectations through various channels, including hearings, interviews, report compilation, satisfaction surveys, focus group discussions, workshops, and complaint channels. This process ensures that the company understands the impacts, key issues, and stakeholder concerns, enabling a comprehensive response to expectations. Stakeholders impacted by the company's operations can be categorized as follows:

Details of stakeholder analysis in the business value chain

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
Internal stakeholders			
<ul style="list-style-type: none"> Employees 	<p>Meetings / Training / Seminars</p> <p>Receiving feedback and complaints, and conducting investigations</p> <p>Internal communication through various systems, such as email, Intranet, SNS platforms, and video conferencing</p> <p>Welfare Committee Meetings</p>	<p>Manage and promote the safety and well-being of employees.</p> <p>Establish a policy of treating all employees equally and respecting human rights without discrimination.</p> <p>Provide fair compensation and appropriate benefits.</p> <p>Create a Career Path to enable employees to understand their career progression and development opportunities.</p> <p>Establish a Welfare Committee in the workplace to represent employees in consultations with employers regarding various welfare matters.</p>	<ul style="list-style-type: none"> Employee Engagement Survey

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
External stakeholders			
<ul style="list-style-type: none"> Suppliers 	<p>Fair and transparent procurement process</p> <p>Timely delivery</p> <p>Product quality</p> <p>Product safety</p> <p>Awareness of policies and acceptance of guidelines and practices for conducting business together</p>	<p>Establish a "Code of Conduct" and form a committee to oversee operations and risk management.</p> <p>Promote technology to enhance the efficiency of transportation management and product distribution systems.</p> <p>Ensure product quality control adheres to relevant laws, international standards, and encompasses consumer protection, safety, and environmental considerations. Regularly monitor and assess supplier risks.</p> <p>Collaborate with suppliers to ensure fair, reliable, and verifiable procurement practices.</p> <p>Conduct annual meetings with suppliers to discuss and improve collaborative approaches.</p>	<ul style="list-style-type: none"> Online Communication

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
<ul style="list-style-type: none"> Investors or investment institutions 	<p>Growing Business Operations</p> <p>Transparent and Verifiable Operations</p> <p>Sustainable Growth Strategy</p> <p>Risk Management and Mitigation in a Competitive Market Environment</p>	<p>Maintain satisfactory performance and sustainable business growth.</p> <p>Build confidence among shareholders and investors through the company's growing value.</p> <p>Deliver accurate, complete, timely, and sufficient information for investors' decision-making.</p> <p>Conduct business under the principles of good corporate governance.</p>	<ul style="list-style-type: none"> Annual General Meeting (AGM)
<ul style="list-style-type: none"> Shareholders 	<p>Growing Business Operations</p> <p>Transparent and Auditable Operations</p> <p>Sustainable Growth Strategy</p> <p>Risk Management and Mitigation in a Competitive Market Environment</p>	<p>Maintain good operating results and continuous business growth.</p> <p>Build confidence for shareholders and investors through the company's growing value.</p> <p>Deliver accurate, complete, timely, and sufficient information for investors to make decisions.</p> <p>Conduct business under the principles of good corporate governance.</p>	<ul style="list-style-type: none"> Annual General Meeting (AGM)

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
<ul style="list-style-type: none"> Consumers 	<p>Quality and safety control of products and services</p> <p>Initiate projects to benefit society and the environment</p> <p>Product design to meet consumer needs</p>	<p>Build customer confidence through products that are certified to international standards.</p> <p>Provide complete, clear, easy-to-understand product information that complies with applicable laws and regulations.</p> <p>Promote sales to retailers and consumers through online and offline communication channels.</p> <p>Develop and design beverage products to provide choices for health-conscious consumers who want to control their calorie intake.</p>	<ul style="list-style-type: none"> Social Event
<ul style="list-style-type: none"> Customers 	<p>Product quality and service provision</p> <p>Timely product delivery</p> <p>Adjusting business strategies to meet market demands</p> <p>Personal data security</p>	<p>Providing quality, fast, and on-time services.</p> <p>Developing more efficient products and services through technology investment.</p> <p>Adhering to ethical principles and codes of conduct regarding customer relations.</p> <p>Establishing a PDPA policy and committee to protect customer data.</p> <p>Conducting regular customer satisfaction surveys to enhance product and service quality.</p>	<ul style="list-style-type: none"> Social Event

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
<ul style="list-style-type: none"> • Society 	<p>Management and mitigation of negative impacts from business operations</p> <p>Natural resources and environmental rehabilitation</p> <p>Reduction of social inequality</p> <p>Promoting employment for the community</p>	<p>Reduce negative environmental impacts from business operations.</p> <p>Introduce environmentally friendly packaging to minimize environmental impact.</p> <p>Support community activities and promote long-term community self-reliance.</p>	<ul style="list-style-type: none"> • Social Event
<ul style="list-style-type: none"> • Media 	<p>Transparency in Information Disclosure</p> <p>Continuous disclosure of business expansion plans and organizational development strategies.</p> <p>Accuracy and completeness of information to be disclosed.</p>	<p>Disclose information to the media by providing accurate, complete, timely, and reliable information.</p> <p>Disseminate public relations news through various channels to reach all consumer groups.</p> <p>Support and participate in media activities in every area to strengthen relationships.</p>	<ul style="list-style-type: none"> • Press Release
<ul style="list-style-type: none"> • Government agencies and Regulators 	<p>Transparency in Disclosing Operational Performance</p> <p>Conducting Business Legally</p> <p>Corporate Social and Environmental Responsibility</p>	<p>Collaborate and support various government projects.</p> <p>Comply with regulations and laws.</p> <p>Have a standardized environmental management system that does not impact the community and the environment.</p>	<ul style="list-style-type: none"> • Social Event

3.3 Management of environmental sustainability

HaadThip Public Company Limited recognizes the importance of operating responsibly towards society and the environment. As an organization committed to driving sustainable development, the company prioritizes operations that align with the principles of efficient resource management, minimizing environmental impact across all processes, and promoting resource optimization for the benefit of all stakeholders. Furthermore, the company focuses on integrating modern technology and innovation in developing environmentally friendly production processes and packaging, while fostering a sense of natural resource conservation among employees, communities, and stakeholders. This aims to create strong awareness and collaboration, leading to genuine sustainability. With a determined vision and clear operational approach, the company aims to play a vital role in creating a balance between business growth and natural resource preservation, for a secure future for generations to come.

3.3.1 Environmental policy and guidelines

HaadThip Public Company Limited is committed to producing quality beverages and providing excellent services. We also emphasize and encourage all employees to be socially and environmentally responsible in all our operations. The company has established and communicated sustainability policies, such as a water resource management policy, an environmental policy, and an energy policy, to mitigate the environmental impacts of our activities throughout the supply chain. Additionally, we seek technologies and innovations to maximize resource utilization efficiency, reduce operating costs, minimize environmental impacts, and continuously develop environmentally friendly beverage packaging innovations. We are also committed to fostering awareness among employees, communities, and stakeholders to recognize environmental issues and collectively restore the environment for sustainability for future generations.

Environmental policy and guidelines

Environmental policy and guidelines	: Yes
Environmental guidelines	: Electricity management, Fuel management, Renewable/clean energy management, Water resources and water quality management, Waste management, Biodiversity management, Greenhouse gas and climate change management, Air quality management, Noise pollution management

The company recognizes and prioritizes environmental care alongside business operations. We establish environmental policies and operational guidelines aligned with our vision and policy on social responsibility. This includes fostering awareness among employees and business partners to create a culture of shared environmental responsibility. The company is committed to preventing and mitigating environmental impacts, as well as conserving biodiversity throughout the supply chain. Our environmental practices are consistent with policies and strategic plans as follows:

1. Committed to water resource conservation through sustainable water management, controlling and preventing water pollution, and wastewater treatment for reuse.
2. Committed to conserving resources and energy by prioritizing the efficient use of raw materials, oil, fuel, and electricity. We promote and drive the adoption of clean and alternative energy to reduce environmental impacts, including climate change.
3. Preventing and reducing pollution at the source, such as air, noise, waste, and garbage pollution in all activities. We support recycling to minimize environmental impacts.
4. Complying with relevant environmental laws and regulations, energy management, and commitments to stakeholders.
5. Communicating and providing knowledge to employees, those working within the organization, and business partners throughout the supply chain to encourage and foster awareness. This encourages adherence to policies, environmental management systems, and energy conservation for sustainable development.

Review of environmental policies, guidelines, and/or goals over the past year

Review of environmental policies, guidelines, and/or goals over the past year	: No
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3.3.2 Environmental operating results

HaadThip Public Company Limited is firmly committed to producing quality beverages and providing excellent service, while

prioritizing social and environmental responsibility in all aspects of its business operations. Recognizing the importance of balancing business operations with environmental stewardship, the company has established and communicated sustainability policies covering a wide range of areas, such as water resource management, environment, and energy. These policies focus on mitigating the potential environmental impacts of the organization's activities throughout the supply chain. The company seeks alternative technologies and innovations that can enhance resource efficiency, reduce operating costs, and minimize environmental impacts. It also develops new innovations for more sustainable beverage packaging, which not only benefits the environment but also reflects a commitment to responsible use of natural resources and ethical practices in instilling environmental awareness and consciousness. Furthermore, the company implements projects and activities that promote knowledge, understanding, and participation among employees and local communities to create sustainable change at both the organizational and societal levels. These policies demonstrate the company's commitment to being a part of creating a sustainable world for present and future generations.

Information on energy management

HaadThip is committed to developing the most efficient energy management system to cover business processes in conjunction with energy conservation. This includes behavioral, awareness, participatory, and efficient energy consumption, as well as systematically integrated engineering techniques. These must be considered in line with the organization's culture and comply with relevant laws and regulations. This is communicated and driven by encouraging all employees to continuously maximize energy use. It aims to raise awareness and participation in energy-saving measures within the organization through regular training and public relations.

The company's energy operations not only help reduce business operating costs but also significantly reduce environmental impact. Building awareness and participation among all employees is an important foundation in driving the organization towards sustainable development goals. Furthermore, HaadThip will continue to develop energy management systems and promote energy conservation to create a stable and environmentally friendly future in all dimensions of its operations.

Energy management plan

The company's energy management plan : Yes

HaadThip Public Company Limited is committed to developing and managing energy with maximum efficiency, in conjunction with sustainable business operations. The company recognizes the importance of energy conservation, which encompasses behavioral changes, awareness building, employee participation, efficient energy consumption, and the application of engineering technology for systematic energy management. All of this aligns with the corporate culture, laws, and relevant regulations. The company encourages employees at all levels to play a role in continuously improving energy efficiency through regular training and communication campaigns. In addition to increasing energy efficiency, the company also prioritizes the use of renewable and clean energy. It aims to increase the proportion of solar energy use to reduce reliance on fossil fuels. For the transportation sector, the company has implemented projects to reduce fuel consumption and enhance logistics system efficiency by utilizing technology to analyze and optimize transportation routes for maximum efficiency.

Setting goals for managing electricity and/or oil and fuel

Does the company set goals for electricity and/or fuel : Yes
management

Details of setting goals for electricity and/or fuel management

Target(s)	Base year(s)	Target year(s)
Increase of electricity consumption from renewable energy sources	2018 : electricity consumption from renewable sources 0.00 Kilowatt-hour	2030 : Increased by 20%

Performance and outcomes of energy management

Performance and outcomes of energy management : Yes

In 2024, the company's total energy consumption for organizational activities was 307,277,668.64 megajoules (MJ), categorized as follows: 35,639,144.10 MJ for production fuel, 167,843,198.97 MJ for transportation fuel, and 100,594,392.8 MJ for total electricity consumption. The electricity sources can be classified into two types: electricity purchased from the Provincial Electricity Authority (PEA), accounting for 87,282,259.2 MJ, and electricity generated from solar energy through rooftop solar panels (Solar Rooftop) and floating solar panels (Solar Floating), accounting for 13,312,133.57 MJ or 13.23% of the total electricity consumption. This not only reduces electricity costs from PEA but also reduces greenhouse gas emissions by 1,868.23 tons of carbon dioxide equivalent (tCO₂e)

Enhancing energy efficiency

The company has implemented various projects to increase energy efficiency, reduce costs, and mitigate environmental impact, including:

Air Compressor System Efficiency Improvement Project

- Utilizing AI for machinery control and management through SmartView, which enables real-time data monitoring and analysis
- Reducing electricity consumption by 1,070 kilowatt-hours (kWh)
- Reducing greenhouse gas emissions by 534.89 tons of carbon dioxide equivalent

Boiler Efficiency Improvement Project

- Replacing steam traps, devices that efficiently discharge condensate from steam systems
- Reducing energy loss and electricity consumption by 191,856 kilowatt-hours

Project to reduce electricity consumption in the refrigeration system

- Installing Variable Frequency Drives (VFD) to adjust frequency to suit system requirements
- Reducing electricity consumption by 40,402 kilowatt-hours
- Reducing greenhouse gas emissions by 20.19 tons of carbon dioxide equivalent

Enhancing logistics efficiency and reducing greenhouse gas emissions

The company has continuously improved its logistics processes to enhance transportation efficiency, reduce energy consumption, and minimize environmental impact. Key measures have been implemented to reduce greenhouse gas emissions and enhance resource utilization efficiency.

Improving transportation routes and product distribution

- Reducing fuel consumption by 7,891 liters
- Reducing greenhouse gas emissions by 21.63 tons of carbon dioxide equivalent
- Optimizing sales vehicle routes, reducing greenhouse gas emissions by 2,957.06 tons of carbon dioxide equivalent, or an average of 0.15 kilograms of carbon dioxide equivalent per unit of goods

Utilization of Multimodal Transportation

- Optimizing the combination of sea and road transportation
- Reducing greenhouse gas emissions by 155.60 tons of carbon dioxide equivalent

Diagram of Performance and outcomes of energy management





Energy management: Fuel consumption

Current fuel consumption plays a crucial role in driving the economy and daily life. However, inappropriate fuel consumption rates severely impact the environment and natural resources. Therefore, a good energy management approach involves not only reducing fuel consumption but also developing and promoting renewable energy to create a balance between energy demands and long-term sustainability.

	2022	2023	2024
Diesel (Litres) ⁽³⁾	1,999,701.00	2,178,605.00	2,367,134.00
Gasoline (Litres) ⁽⁴⁾	56,141.00	67,476.00	74,252.00
Fuel oil (Litres) ⁽⁵⁾	126,000.00	152,000.00	141,600.00
LPG (Kilograms) ⁽⁶⁾	673,841.00	629,695.00	599,578.00

Remark : ⁽³⁾ The scope of data reporting includes Hatyai Plant, Songkhla Province and Punpin Plant, Surat Thani Province.

⁽⁴⁾ The scope of fuel data reporting includes Hatyai Plant, Songkhla Province and Punpin Plant, Surat Thani Province.

⁽⁵⁾ The scope of data reporting includes Hatyai Plant, Songkhla Province and Punpin Plant, Surat Thani Province.

⁽⁶⁾ The scope of data reporting includes Hatyai Plant, Songkhla Province and Punpin Plant, Surat Thani Province.

Energy management: Electricity consumption

HaadThip Public Company Limited is committed to managing electricity efficiently to support sustainable business operations, reduce costs, and minimize environmental impact. The company promotes the use of renewable energy and increases energy efficiency in its organizational activities.

	2022	2023	2024
Total electricity consumption within the organization (Kilowatt-Hours)⁽⁷⁾	24,465,283.79	26,274,085.00	27,942,886.88
Electricity purchased for consumption from non-renewable energy sources (Kilowatt-Hours)	21,625,288.79	23,434,090.00	24,245,072.00
Electricity purchased or generated for consumption from renewable energy sources (Kilowatt-Hours) ⁽⁸⁾	2,839,995.00	2,839,995.00	3,697,814.88

Remark : ⁽⁷⁾ The scope of data reporting includes Hatyai Plant, Songkhla Province and Punpin Plant, Surat Thani Province.

⁽⁸⁾ Solar energy generated from solar cells installed on rooftops of factories and office buildings (Solar Rooftop) and floating solar farms (Solar Floating)

Information on water management

Water management plan

HaadThip Public Company Limited prioritizes efficient and sustainable water management. The company has established a comprehensive water management plan that encompasses all production processes and operations. This plan aims to maintain the balance of water resources within the organization and the community. It includes setting clear targets for reducing water loss and increasing water use efficiency, while also establishing operational foundations that align with sustainable development guidelines.

The Company's water management plan : Yes

HaadThip Public Company Limited places great importance on systematic and sustainable water management. The company has set up a working group and a specialized water management department to be responsible for overseeing, controlling, and increasing water use efficiency in all processes continuously. The company's main goals are to reduce water loss and increase water reuse efficiency to 100%, along with implementing regular water system inspection and maintenance measures to ensure the efficient use of water resources and reduce the impact on water sources both within the organization and surrounding communities.

Key measures in water management

Installation of a real-time water usage monitoring system

The company has installed smart water meters covering all areas of the organization to accurately measure and monitor water

usage. The data obtained will be analyzed to determine ways to reduce unnecessary water consumption and increase water management efficiency in the production process.

Water source risk assessment

The company conducts a Source Vulnerability Assessment (SVA) every 5 years in collaboration with Prince of Songkla University to assess water source security and develop ways to mitigate potential risks to water sources in the future.

Water Recycling & Reuse System Development

The company has developed a water treatment and reuse system in the production process to reduce wastewater volume and maximize water use efficiency. The company aims to be able to reuse 100% of the treated water to reduce the amount of freshwater used from natural sources.

Creating awareness of water conservation

The company is committed to promoting responsible water resource use by training employees at all levels and extending it to communities and partners throughout the supply chain with water-saving campaigns and knowledge sharing on sustainable water management.

Setting goals for water management

HaadThip Public Company Limited recognizes the importance of efficient and sustainable water management, focusing on creating positive impacts on both business and community development. With a clear goal of increasing water efficiency in the production process, along with supporting communities to have a better quality of life.

HaadThip aims to expand water management to assist more than 10,000 households by 2025, while reducing water consumption in the production process to equal or less than 1.39 liters per unit of production (MJ/Lbev) by 2030 to create a balance between business operations and sustainable water resource management. The company continues to monitor and develop water management approaches to achieve tangible results for communities and the environment in the long term.

Does the company set goals for water management : Yes

Details of setting goals for water management

Target(s)	Base year(s)	Target year(s)
Reduction of water withdrawal	2019 : Water withdrawal 549,634.00 Cubic meters	2027 : Reduced by 5% or 522,152.00 Cubic meters

Performance and outcomes of water management

Performance and outcomes of water management : Yes

In 2014, the company had a total water consumption of 674,396 cubic meters, or 1.62 liters per production unit. The sources of water were 94.4% groundwater and 5.6% tap water, which increased by 10% compared to the previous year. This was due to the company's expansion of a new glass bottle production line at the Punpin plant in 2014. At the same time, the company continued to develop innovations to help reduce water consumption through various projects and activities, such as the Cleaning-in-Place (CIP) process improvement project using Synergex instead of the Acid Circulation process. In addition to reducing water consumption by more than 716 cubic meters in the cleaning process, it can also increase production efficiency by reducing cleaning time.

Furthermore, HaadThip uses a Waste Stabilization Pond wastewater treatment system at both the Hatyai and Punpin plants. This system treats wastewater by using natural processes to remove contaminants using Anaerobic bacteria to decompose organic matter in the wastewater. It can accommodate wastewater sufficiently for production capacity and meets the quality standards set by the Department of Industrial Works. The factory controls the quality of treated wastewater to meet standards. A BOD Online system has been installed to send wastewater quality data to the Department of Industrial Works at all times. In addition, regular wastewater quality inspections are carried out by laboratory staff of the company who have been certified for laboratory registration. Wastewater samples are also sent to external accredited laboratories for further testing to ensure confidence and

reliability in the analysis results of the treated wastewater. In 2014, the total amount of treated wastewater discharged was 84,106 cubic meters through the Huai Chang Laen canal, which is a public canal of the community.

Water management: Water withdrawal by source

HaadThip uses groundwater as the main raw material in its product manufacturing. The company recognizes that if it cannot manage water resources effectively, it may negatively impact business growth, as well as the community and environment that rely on the same water source. To achieve sustainable water management,

	2022	2023	2024
Total water withdrawal (Cubic meters)⁽⁹⁾	623,802.00	612,658.00	674,396.00
Water withdrawal by third-party water (cubic meters)	41,971.00	38,666.00	37,900.00
Water withdrawal by groundwater (cubic meters)	581,831.00	573,992.00	636,496.00

Remark : ⁽⁹⁾ The scope of data reporting includes Hatyai Plant, Songkhla Province and Punpin Plant, Surat Thani Province.

Water management: Water discharge by destinations

	2022	2023	2024
Percentage of treated wastewater (%)	100.00	100.00	100.00
Total wastewater discharge (cubic meters)⁽¹⁰⁾	133,002.00	108,414.00	84,106.00
Wastewater discharged to surface water (cubic meters)	133,002.00	108,414.00	84,106.00

Remark : ⁽¹⁰⁾ The scope of data reporting includes Hatyai Plant, Songkhla Province and Punpin Plant, Surat Thani Province.

Water management: Water consumption

	2022	2023	2024
Total water consumption (Cubic meters)⁽¹¹⁾	490,800.00	504,244.00	590,290.00

Remark : ⁽¹¹⁾ The scope of data reporting includes Hatyai Plant, Songkhla Province and Punpin Plant, Surat Thani Province.

Water management: Recycled water consumption

	2022	2023	2024
Total recycled water for consumption (Cubic meters)⁽¹²⁾	N/A	56,251.00	51,280.00

Remark : ⁽¹²⁾ The scope of data reporting includes Hatyai Plant, Songkhla Province and Punpin Plant, Surat Thani Province.

Information on waste management

Waste management plan

The company has a waste and residual material management plan resulting from the organization's activities. We are committed to utilizing resources efficiently and minimizing environmental impact. We emphasize instilling in all employees a sense of social and environmental responsibility in all our operations throughout the supply chain. The company has received ISO 14001:2015 Environmental Management System certification from SGS and has a waste and residual material management plan resulting from operations that utilize resources efficiently and minimize environmental impact. We mandate the sorting of waste generated from organizational activities to facilitate proper management, storage, disposal, reuse, or recycling in accordance with the Ministry

of Industry's standards. We are committed to ensuring that all employees possess a sense of responsibility towards society and the environment in all our operations throughout the supply chain.

The company's waste management plan : Yes

The company has a plan to manage waste or residual materials resulting from the organization's activities, committed to using resources efficiently and minimizing environmental impact. We also focus on making all employees aware of their social and environmental responsibilities in all our activities throughout the supply chain to support sustainable development goals and reduce environmental impact. The company has therefore established a waste management policy to ensure efficient and sustainable management, consisting of:

1. The company will assess and identify the sources of waste from all production processes and related activities to gain a clear understanding and be able to address waste problems precisely. Data on the quantity and types of waste generated, both hazardous and non-hazardous, will be collected for use in planning appropriate management.
2. The company aims to reduce waste at the source by using various approaches such as improving production processes to be more efficient, using raw materials efficiently, and switching to environmentally friendly materials. In addition, the company also promotes the use of reusable resources to reduce the amount of waste disposed of, including choosing packaging that is biodegradable or reusable.
3. The company will develop and improve the waste management system to be more efficient by using appropriate technology and processes for waste treatment and disposal, including setting guidelines for waste management both inside and outside the organization. This ensures that waste is managed properly and complies with legal standards. In addition, the company also promotes proper waste management by type, such as separating recyclable waste from waste that must be disposed of, to reduce the burden on the environment.
4. The company will encourage all employees to be aware of sustainable waste management through training and related activities to create shared responsibility in reducing and managing waste effectively and to support a culture of sustainable consumption.

Setting goals for waste management

As an organization committed to social and environmental development, HaadThip prioritizes sustainable waste management. Our goal is to reduce waste generated during production and operations while increasing the efficiency of recycling used materials. This is achieved through creative and environmentally friendly projects such as using 100% recyclable packaging and improving production processes to minimize resource loss.

HaadThip implements various projects to support waste management goals, such as plastic bottle collection for recycling, collaborating with local communities for proper waste management, and promoting waste separation within the organization. We aim to collect packaging for recycling in an amount equivalent to 100% of the amount sold in the market by 2030, along with continuously increasing the use of recycled materials in our products. This goal is not limited to reducing waste but also reflects Hadthip's responsibility towards the environment and society. Working with employees and partners across all sectors enables us to create a positive impact and transition towards a sustainable, waste-free future.

Does the company set goals for waste management : Yes

Details of setting goals for waste management

Target(s)	Base year(s)	Target year(s)	Waste management methods
Increase of waste recovery Waste type: Non-hazardous waste and hazardous waste	2019 : non-hazardous waste and hazardous waste 931,416.00 Kilograms	2027 : Increased by 5% or 977,986.00 Kilograms	• Recycle

Performance and outcomes of waste management

Performance and outcomes of waste management : Yes

Waste Generation from Production - In 2024, the company assessed and identified the sources of all waste generated from production and operations. The waste is classified into two main types: 37,357 kilograms of hazardous waste and 919,420 kilograms of non-hazardous waste. For waste management, the company has contracted with an external agency certified by the Department of Industrial Works to dispose of the waste through proper channels, including recycling, landfilling, and processing hazardous waste for stabilization before safe disposal.

Waste management: Waste Generation

In 1984, the company implemented various measures to effectively reduce waste and byproducts generated from production, including increasing the recycling rate of various waste types. This resulted in a significant reduction in landfill waste. The company focuses on 3 main approaches: Waste Reduction at Source, Reuse, and Recycle.

	2022	2023	2024
Total waste generated (Kilograms)⁽¹³⁾	119,086.00	139,870.00	142,141.00
Total non-hazardous waste (kilograms)	92,002.00	109,068.00	104,784.00
Non-hazardous waste - Landfilling (Kilograms) ⁽¹⁴⁾	92,002.00	109,068.00	104,784.00
Total hazardous waste (kilograms)	27,084.00	30,802.00	37,357.00
Hazardous waste - Landfilling (Kilograms)	8,980.00	N/A	N/A
Hazardous waste – Others (kilograms)	18,104.00	30,802.00	37,357.00

Remark : ⁽¹³⁾ The scope of data reporting includes Hatyai Plant, Songkhla Province and Punpin Plant, Surat Thani Province.

⁽¹⁴⁾ For hazardous waste, the company hires external contractors certified by the Department of Industrial Works to stabilize and detoxify the hazardous waste before proper disposal.

Waste management: Waste reuse and recycling

	2022	2023	2024
Total reused/recycled waste (Kilograms)⁽¹⁵⁾	866,271.00	963,932.00	956,777.00
Reused/Recycled non-hazardous waste (Kilograms)	866,271.00	963,932.00	919,420.00
Recycled non-hazardous waste (Kilograms)	866,271.00	963,932.00	919,420.00
Reused/Recycled hazardous waste (Kilograms)	N/A	N/A	37,357.00
Recycled hazardous waste (Kilograms)	N/A	N/A	37,357.00

Remark : ⁽¹⁵⁾ The scope of data reporting includes Hatyai Plant, Songkhla Province and Punpin Plant, Surat Thani Province.

Information on greenhouse gas management

Greenhouse gas management plan

Increasingly severe climate change is a critical global issue, impacting the environment, society, and economy widely. It poses risks to human well-being, ecosystems, and economic stability. As a beverage manufacturer and distributor, HaadThip recognizes these impacts and is committed to mitigating negative effects through sustainable operations. By developing and improving various practices, the company has set policies for energy management and reduction of both direct and indirect greenhouse gas emissions. This includes supporting renewable energy projects, enhancing energy efficiency, and driving innovation towards a low-carbon society. A key goal is to achieve net-zero greenhouse gas emissions by 2050, reflecting environmental responsibility and being part of the commitment to building a sustainable future for generations to come.

HaadThip has continuously implemented environmental projects and analyzed the risks of climate change that may affect the

organization. The company has established a committee and a working group to effectively address these challenges. Moreover, HaadThip is committed to working with all sectors to reduce environmental impacts and create a balance between business operations and natural resource conservation. This ensures preparedness for a sustainable future in all dimensions.

The company's greenhouse gas management plan : Yes

HaadThip Public Company Limited is committed to managing greenhouse gases systematically and transparently to align with sustainable business practices and mitigate climate change impacts. The calculation and reporting of the organization's greenhouse gas (GHG) emissions comply with the standards of the Thailand Greenhouse Gas Management Organization (TGO) using the Operational Control Approach to define the organization's boundary.

1. Goals and Operational Approach

The company aims to concretely reduce greenhouse gas emissions by increasing energy efficiency, reducing reliance on fossil fuels, and expanding the use of renewable energy. In addition, the company implements measures to reduce greenhouse gas emissions in all aspects of its business operations, including production processes, transportation, and other supporting activities, such as machinery improvements, communication with partners to find ways to reduce greenhouse gases, and changing materials or equipment that reduce greenhouse gas emissions.

2. Greenhouse Gas Reporting Boundary and Calculation

The calculation of the organization's greenhouse gas emissions uses the TGO guidelines and complies with international standards. The calculation is divided into 4 main steps:

2.1 Activity Data Collection

Collect data on the amount of energy and fuel used in production processes, transportation, and related activities.

Track energy use in all areas of the organization's operations.

2.2 Using Emission Factors (EF)

Use the emission factors defined by TGO or international standards to calculate greenhouse gas emissions.

Emission factors vary depending on the type of fuel or energy used.

2.3 Calculation of Global Warming Potential (GWP)

Multiply the obtained greenhouse gas emissions by the global warming potential (GWP).

This value allows the conversion of greenhouse gas emissions into tons of carbon dioxide equivalent (tCO₂e).

2.4 Calculation Formula $2 = \text{Activity Data} \times \text{EF} \times \text{GWP}$

3. Current Operations and Expansion of Reporting Boundary

Currently, the company reports greenhouse gas emissions covering 2 main factories, which is in line with TGO guidelines to ensure accurate and transparent reporting. However, from 2025 onwards, the company plans to expand the reporting boundary to cover branch offices and all of the organization's operating areas to fully reflect greenhouse gas emissions and support the organization's sustainable development approach.

Compliance with principles and standards for greenhouse gas or climate change management

HaadThip is committed to adhering to international principles and standards for greenhouse gas management to mitigate the impacts of climate change. We have adopted the guidelines of the Thailand Greenhouse Gas Management Organization (TGO) and Science-Based Targets (SBT) to assess and manage greenhouse gas emissions from all stages of the production process, from raw material procurement to distribution. Our target is to reduce greenhouse gas emissions throughout the value chain by 25% by 2030.

By operating in accordance with established standards, HaadThip has been able to reduce greenhouse gas emissions in its production process by over 25% in the past 5 years. This has been achieved by switching to renewable energy sources, such as solar power, and improving the efficiency of logistics systems to reduce fossil fuel consumption. In addition, we have participated in reforestation and green area restoration projects to enhance carbon sequestration potential at the community level.

Principles and standards for greenhouse gas or climate change management : Thailand Greenhouse Gas Management Organization (TGO), The Greenhouse Gas Protocol, IPCC Guidelines for National Greenhouse Gas Inventories, ISO 14064 - Greenhouse gases

Setting greenhouse gas emission goals

HaadThip has participated in the organization's greenhouse gas emissions assessment project to receive certification from the Thailand Greenhouse Gas Management Organization (Public Organization) or TGO annually. The data has been verified by agencies

registered with the Thailand Greenhouse Gas Management Organization (Public Organization), including the Federation of Thai Industries, the Joint Graduate School of Energy and Environment, Thammasat University, and independent auditors. The goal is to reduce greenhouse gas emissions per unit of production by 10 percent by 2025 to reduce the organization's greenhouse gas emissions throughout the supply chain.

Does the company set greenhouse gas management goals : Yes

Company's existing targets : Setting net-zero greenhouse gas emissions targets

Setting net-zero greenhouse gas emissions targets

The company recognizes the importance of reducing greenhouse gas emissions to mitigate the impacts of climate change and minimize environmental impacts. Therefore, it has set a target to achieve net-zero emissions by 2050, demonstrating its commitment to sustainability and environmental responsibility.

HaadThip aims to reduce greenhouse gas emissions in its production processes, utilize renewable energy, and minimize emissions from its value chain (Scope 3) by employing new technologies and innovations such as circular economy practices and carbon capture. The company is also continuously improving its processes to achieve its goal of net-zero greenhouse gas emissions in the future.

Details of setting net-zero greenhouse gas emissions targets

Greenhouse gas emission scope	Base year(s)	Short-term target year	Long-term target year	Certification
Scope 1-3	2019 : Greenhouse gas emissions 91,575.00 tCO ₂ e	2029 : Reduced by 29.03% or 26,586.00 tCO ₂ e in comparison to the base year	2050 : Reduced by 100% or 91,575.00 tCO ₂ e in comparison to the base year	<ul style="list-style-type: none"> Thailand Greenhouse Gas Management Organization (TGO) : Net zero pathway Science-based Targets (SBTi) : Approve

Performance and outcomes of greenhouse gas management

HaadThip, as a manufacturer and distributor of beverage products, recognizes the impact of its operations on the community and the environment. We are committed to continuously reducing the impact from business growth. We have a policy to control and reduce greenhouse gas emissions to meet international standards, which has been implemented continuously since 2013 to the present. This is to support Thailand in achieving its goals in global cooperation to address climate change.

Performance and outcomes of greenhouse gas management : Yes

In 2023, the company collected data on greenhouse gas emissions from organizational activities for the Hatyai, Songkhla plant, and the Pulpin, Surat Thani plant, totaling 77,625 tCO₂e. This can be categorized as: Scope 1 (direct greenhouse gases) 10,896 tCO₂e, Scope 2 (indirect greenhouse gases from energy use) 7,636 tCO₂e, and Scope 3 (other indirect greenhouse gases) 59,093 tCO₂e. The disclosed data is in the process of being certified by the Thailand Greenhouse Gas Management Organization (Public Organization) (TGO) and has been verified by ECEE Co., Ltd., a TGO-registered verifier for the preparation of corporate greenhouse gas emissions data (CFO). In addition, the Company has assessed and verified the carbon footprint of its products (CFP) to acknowledge the amount of greenhouse gases emitted from each unit of product throughout its life cycle, from raw material acquisition, production process, distribution, use, and end-of-life waste management, including related transportation. This is calculated in tons of carbon dioxide equivalent. There are 83 SKUs of HaadThip Public Company Limited and 5 SKUs of Southern Rocks Company Limited (a total of 88 SKUs). The Center of Excellence on Energy for Sustainability was the verifier. To enhance the accuracy and real-time measurability of the greenhouse gas management system, the company has implemented an innovative Carbon Accounting Platform. This platform is designed to assist organizations in measuring and tracking greenhouse gas emissions, including carbon emissions from Scope 1, 2, and 3. It gathers and analyzes data from various sources such as energy consumption, transportation, and supply chains, connects with ERP systems, and converts data into CO₂equivalent (CO₂e) according to international standards and effectively manages GHG emissions. This also enables the organization to identify sources of high greenhouse gas emissions and propose ways to reduce energy consumption by improving activities to reduce greenhouse gas emissions. In addition, the Company has been certified and awarded the Climate Action Leading Organization (CALO) certificate through the

registration of its commitment to achieve Net Zero goals. This aligns with the requirements and guidelines for Net Zero GHG Emissions certification conducted by the Thailand Greenhouse Gas Management Organization (TGO).

Greenhouse gas management : Corporate greenhouse gas emission

HaadThip Public Company Limited is committed to managing and reducing greenhouse gas emissions. The company monitors and assesses greenhouse gas emissions from its business operations in all dimensions to support the goal of reducing environmental impacts and climate change.

	2022	2023	2024
Total greenhouse gas emissions (Metric tonnes of carbon dioxide equivalent) ⁽¹⁶⁾	74,831.00	76,681.00	77,625.00
Total greenhouse gas emissions - Scope 1 (Metric tonnes of carbon dioxide equivalent)	8,984.00	11,497.00	10,896.00
Total greenhouse gas emissions - Scope 2 (Metric tonnes of carbon dioxide equivalent)	6,381.00	7,175.00	7,636.00
Total greenhouse gas emissions - Scope 3 (Metric tonnes of carbon dioxide equivalent)	59,466.00	58,009.00	59,093.00

Remark : ⁽¹⁶⁾ The scope of reporting on energy and greenhouse gas data includes factories in Hat Yai, Songkhla Province and Phunphin, Surat Thani Province.

Greenhouse gas management: Verification of the company's greenhouse gas emissions over the past year

Verification of the company's greenhouse gas emissions : Yes

List of greenhouse gas verifier entity : ECEE Company Limited

Information on incidents related to legal violations or negative environmental impacts

Number of cases and incidents of legal violations or negative environmental impacts

	2022	2023	2024
Number of cases or incidents of legal violations or negative environmental impact (cases)	0	0	0

3.4 Social sustainability management

3.4.1 Social policy and guidelines

Social and human rights policy and guidelines : Yes

Social and human rights guidelines : Employee rights, Child labor, Safety and occupational health at work, Non-discrimination

The company recognizes the importance of its employees, who are a key driving force for the organization's sustainable growth and business advancement. The company is committed to ensuring that employees have a safe working environment and receive rights no less than those stipulated by law, including freedom and rights in accordance with human rights principles. Therefore, the company has issued a policy with the following details:

1. Forced Labour: The company places great importance on and has established an employment and labor management policy that aligns with international standards, universal human rights, and fundamental rights. The company will not engage in or support any form of forced labor. No person in the company shall coerce, force, threaten, use violence, seize personal documents, or instill fear of harm to life, body, liberty, or property. The company prohibits the use of punishment to compel work, or the use of debt bondage, where the debt is unfair to employees. The hiring or employment of personnel will be based on qualifications, knowledge, abilities, performance, and the company's employment regulations.
2. Discrimination: The company respects diversity and treats its employees equally, without discrimination, favoritism, or unfair deprivation of rights based on race, nationality, ethnicity, skin color, religion, social status, gender, gender identity, age, disability, political opinion, and marital status.
3. Child Labour: The company will not use any form of forced labor and will not participate in or condone the use of illegal labor. The company will comply with labor protection laws and relevant laws regarding the minimum age of employment. In the case of labor permitted by law, the company has a policy of not employing minors under the age of 18.
4. Labour Women: The company recognizes and prioritizes the well-being of female employees who are pregnant or breastfeeding. The company focuses on workplace safety, the health of female employees and their children, and ensuring they receive rights no less than those stipulated by law, including freedom and rights in accordance with human rights principles. Details are as follows:
 - 4.1 Pregnant employees whose work may pose a risk to their pregnancy, or if a medical doctor advises a change in work arrangements for their well-being, are to notify their supervisor to request a change in their duties.
 - 4.2 The company will support and encourage employees with infants to breastfeed and will allow employees to take breaks for breast milk expression as necessary and appropriate. These breaks will be counted as working hours, and the company will provide a designated area for breast milk expression.
 - 4.3 The company will not terminate employment, demote, or reduce benefits due to pregnancy.
5. Labour Relations: The company respects the freedom of employees to form or join labor unions and will not interfere with or obstruct any lawful activities of its employees.
6. Sexual Harassment: The company will take steps to prevent sexual harassment by implementing a policy with guidelines on measures to prevent and address sexual harassment, assault, or any form of sexual misconduct experienced by employees in the workplace.
7. Workplace Violence: The company will take steps to prevent violence by establishing measures to prevent and stop violence in the workplace as a specific practice guideline.
8. Occupational Safety and Health: The company will ensure that employees have a safe working environment in accordance with the law. This includes defining the rights and duties of employers and employees under the Occupational Safety, Health and Working Environment Act. Employees of the company who find any work that may be dangerous due to machinery, tools, environmental conditions, or lack of adequate safety measures, can refuse to perform such work. They must notify their supervisor, safety officers at all levels, and relevant personnel to immediately address the hazard. Supervisors are to assign appropriate tasks within the employee's responsibilities while waiting for the hazard to be rectified. Specific procedures will be established for this purpose.

Compliance with human rights principles and standards

HaadThip recognizes the importance of human rights in conducting business, which is clearly demonstrated through its commitment to the company's human rights policy and adherence to laws and international principles. In particular, the company supports and complies with the United Nations Global Compact (UNGC) and the International Labor Organization (ILO) Declaration on Fundamental Principles and Rights at Work to prevent human rights violations in all business activities. This commitment extends to stakeholders throughout the supply chain. All employees at all levels are protected and receive benefits according to agreed-upon

employment contracts, including all business partners and customers.

Human rights management principles and standards : Thai Labour Standard: Corporate Social Responsibility of Thai Businesses (TLS 8001-2010) by the Ministry of Labour, The UN Guiding Principles on Business and Human Rights, ILO Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy

Review of social and human rights policies, guidelines, and/or goals over the past year

Review of social and human rights policies, guidelines, and/or : No
goals over the past year

Human Rights Due Diligence : HRDD

Does the company have an HRDD process : Yes

The company's human rights due diligence process consists of 5 steps, following the guidelines of the UN Guiding Principles on Business and Human Rights (UNGPR)

1. Declaration of the company's policies and principles on respecting human rights.
2. Assessment of actual or potential human rights impacts arising from the company's activities.
3. Integrating policies with assessments, including internal and external control mechanisms.
4. Monitoring and reporting on performance.
5. Remediation and grievance mechanisms.

HRDD process diagram



1.การประกาศนโยบายและหลักการของบริษัท ฯ ว่าด้วยการเคารพสิทธิมนุษยชน
(A Statement of Policy Commitment to Respect Human Right)



2.การประเมินผลกระทบที่เกิดขึ้นจริงหรือมีแนวโน้มที่จะเกิดขึ้นจากกิจกรรมของบริษัทฯ
(Assessment of Actual and Potential Human Right Impact of Company Activities and Relationship)



3.การบูรณาการนโยบายกับการประเมิน รวมถึงกลไกการควบคุมภายในและภายนอก
(Incorporating into Company Procedures and Addressing Impacts)



4.การติดตามและการรายงานผลการดำเนินการ
(Tracking and Reporting Performance)



5. การแก้ไขให้ถูกต้องและการเยียวยา
(Remediation and Remedy)

3.4.2 Social operating results

Information on employees and labor

Employees and labor management plan

HaadThip Public Company Limited places great importance on managing employees and labor under internationally accepted principles. We are committed to creating a fair, safe, and quality work environment for employees to develop and grow with the organization. The company believes that effective human resource management not only enhances our competitiveness but also serves as a crucial factor in promoting long-term organizational sustainability. We have established a comprehensive workforce management plan that encompasses key aspects such as fair compensation, employee development, fostering employee relations and engagement, respecting human rights and non-discrimination, and promoting workplace safety and occupational health. This aims to create a stable organization and a workplace where all employees can thrive with confidence and sustainability.

The company firmly believes that employees are the heart of the organization, and effective human resource management is a key factor driving the organization towards sustainable success. We are committed to creating a fair, inclusive, and safe work environment to encourage all employees to grow, develop, and have a good quality of life, in line with international labor standards.

The company's employee and labor management plan : Yes

Employee and labor management plan implemented by the : Fair employee compensation, Employee training and development,

Company in the past year Promoting employee relations and participation, Safety and occupational health at work, Others : Non-discrimination

In 2024, HaadThip Public Company Limited has adopted innovation and digital technology to enhance its workforce management plan, aiming to increase efficiency, flexibility, and transparency in human resource management, as well as foster a corporate culture that supports equality and employee development.

1. Development of the Annual Performance Management System

The company has improved its performance management system by developing a SMART KPIs process to set clear, measurable, and achievable goals. The company has also implemented an online system and digital technology to manage performance in real-time, making performance evaluations more transparent and accurate.

2. Career Path & Talent Development

The company focuses on developing career paths and advancement opportunities within the organization, along with talent management. It establishes development guidelines and succession plans to prepare employees for career growth. The company also promotes gender equality, providing equal growth opportunities for all employees. Currently, the proportion of female executives and managers is over 45%, reflecting the company's commitment to creating an inclusive organization.

3. Implementing Digital Technology in Human Resource Management

The company has implemented a Human Resources Information System (HRIS) to enhance convenience and flexibility for employees. In addition to improving the efficiency and transparency of HR processes and reducing complexity, this system enables management to analyze in-depth employee data to develop HR strategies that align with the organization's growth. The system also provides employees with convenient and fast access to their information anytime, anywhere, through an online platform, including employee information verification, leave requests, benefits access, and compensation reviews.

4. Promoting Religion and Cultural Diversity in the Organization

The company supports employees in practicing their religious beliefs. It organizes Umrah pilgrimages to Saudi Arabia for Muslim employees and pilgrimages to India for Buddhist employees, enabling them to fully observe their religious principles. This initiative is part of the company's approach to promoting respect for cultural diversity within the organization.

5. Employee Engagement Survey

The company collaborated with external organizations to conduct an employee engagement survey. The survey results showed a People Success Index of 74%, which is higher than the industry standard. The company was also awarded the Best Places to Work Award Certification & Engagement Survey, reflecting employee satisfaction and the company's ability to create a positive work environment.

6. Receiving the Excellent Labor and Welfare Establishment Award in 2024

Through its commitment to employee well-being, work-life balance, and international labor standards, the company was awarded the Excellent Labor and Welfare Establishment Award in 2024. This award reaffirms the company's genuine commitment to its employees and workforce.

Reference link for employee and labor management plan : <https://www.haadthip.com/storage/document/other-policy/htc-corporate-sr-policy-th.pdf>

Setting employee and labor management goals

Does the company set employee and labor management : Yes
goals

Details of setting goals for employee and labor management

Target(s)	Indicator(s)	Base year(s)	Target year(s)
• Others : Promote gender equality	Proportion of female employees in management positions	2023: -	2025: Increase the proportion of female employees in management positions by 5% to promote gender equality and support diversity within the organization.

Performance and outcomes for employee and labor management

Performance and outcomes for employee and labor : Yes
management

HaadThip (HTC) wins the 2nd Runner-up Award in the Gender-Responsive Marketplace category at the Women's Empowerment Principles (WEPs) Awards 2024:

HaadThip Public Company Limited has been awarded the 2nd Runner-up Award in the Gender-responsive Marketplace

category. This award is presented to organizations that excel in promoting gender equality in the marketplace and trade. It recognizes projects that create equal business opportunities for women, develop products and services that promote women's participation throughout the supply chain.

Receiving the Outstanding Workplace Award in Occupational Safety, Health, and Working Environment (Transportation) from the Ministry of Labour: HaadThip Public Company Limited has been awarded the Outstanding Workplace Award in the Occupational Safety, Health, and Working Environment Promotion Project in High-Risk Work (Transportation) for the year 2023. HaadThip received awards for both of its factories: Hatyai plant in Songkhla Province and Punpin plant in Surat Thani Province. The company remains committed to its occupational safety, health, and working environment policy as a key driver in promoting workplace safety in Thailand, leading to a sustainable safety culture in the country.

HaadThip Public Company Limited is committed to creating a safe working environment through continuous safety precautions and improvements to safety standards. In 2023, the accident rate decreased from the previous year, with a Total Incident Rate (TIR) of 1.22 and a Lost Time Incident Rate (LTIR) of 1.08. The company has implemented safety improvement projects and developed work standards through several key measures, such as the development and review of safety policies, risk assessment and incident investigation, fire protection system inspection, contractor safety control, and inspection of machinery and equipment to meet standards.

Furthermore, the company places importance on promoting a safety culture through training and emergency drills, such as basic fire fighting, fire evacuation, and chemical spill response. This also includes Safety Monitor activities and employee participation in safety initiatives. The company continues to develop practices in accordance with international standards and utilizes technology in safety management to ensure that all employees can work safely and sustainably.

Employee and labor management: Employment

The company places importance on fair employment practices in accordance with human rights principles to ensure that all employees have equal employment opportunities and are treated fairly according to international standards. The company supports quality employment, appropriate compensation, and comprehensive welfare, including refraining from engaging in or supporting forced labor, illegal labor, or any form of discrimination. Furthermore, the company is committed to creating a safe working environment, supporting employee development, and promoting job security to foster sustainable growth at both the organizational and individual levels.

Hiring employees

	2022	2023	2024
Total employees (persons)	2,298	2,404	2,478
Male employees (persons)	1,721	1,787	1,846
Female employees (persons)	577	617	632

Employment of workers with disabilities

The company has a policy of promoting equal opportunities by employing people with disabilities in suitable positions. This allows them to generate income, be self-reliant, and continuously develop their potential. The company focuses on supporting both the work and quality of life of people with disabilities in the organization. The company has improved and developed a work

environment conducive to the performance of people with disabilities, such as providing designated parking spaces, restrooms designed for people with disabilities, and facilitating access within the office. The company has also established projects that provide opportunities for employees with disabilities to participate in creating value, such as managing the welfare shop within the organization, to promote the important role of people with disabilities in the organization.

	2022	2023	2024
Total employment of workers with disabilities (persons)	21	24	24
Total number of employees with disabilities (persons)	21	24	24
Total male employees with disabilities (persons)	8	16	13
Total female employees with disabilities (persons)	13	8	11
Total number of workers who are not employees with disabilities (persons)	N/A	N/A	0
Contributions to empowerment for persons with disabilities fund	No	No	No

Employee and labor management: Remuneration

The company has established a compensation policy to attract, develop, and retain high-performing employees in a competitive market. Employees are offered competitive and market-aligned compensation packages. Receiving appropriate compensation motivates employees to work towards sustainable results, contributing to the company's continuous growth. The company has implemented a performance evaluation system at both the departmental and individual levels. This system encompasses goal setting, task execution, planning, progress tracking, development, and evaluation against Key Performance Indicators (KPIs). This ensures that performance management for individuals, departments, and the organization as a whole is aligned, reliable, fair, and motivating for all employees.

Performance Review

The company conducts annual performance evaluations and monitors performance regularly to ensure that employees are aware of their performance measurements. These measurements align with performance indicators that correspond to the overall performance evaluation of the department, division, and organization. Supervisors provide guidance, advice, and encouragement to help employees improve their performance, which is linked to compensation and performance-based rewards. This process also focuses on developing employee knowledge and skills to enhance work efficiency, achieve targets, and foster future growth. The company determines salary and benefits packages that are competitive within the industry, taking into account the job requirements and employee skills for each position. The company upholds the principles of non-discrimination and equal opportunities for all, including people with disabilities, in accordance with human rights principles. This approach aims to promote career advancement and encourage employees to grow sustainably with the company in both the short and long term. Promotion decisions are based on knowledge, skills, and readiness for advancement, ensuring fairness and equal opportunities for all.

Employee remuneration

	2022	2023	2024
Total employee remuneration (baht)	737,033,434.00	834,272,767.00	883,020,943.00

Employee and labor management: Employee training and development

To support the company's main policy of being an organization with a continuous learning approach in both the short and long term, to strengthen the competencies and learning attitudes of employees at all levels and skill groups by providing

opportunities through learning in a variety of settings, both inside and outside the classroom, and through various projects. In addition to supporting the knowledge and skills necessary to perform job duties, regulatory skills, and teamwork skills in accordance with the company's core competencies, in order to achieve a higher level of development, an annual training plan has been developed. This plan is based on the results of an in-depth needs analysis survey, business needs, annual goals, and a standardized measurement system. In addition, the plan includes a curriculum for learning new-era work skills with intensive and up-to-date content to keep pace with changing situations from leading speakers. There is also support for employees to develop themselves individually, building on their existing knowledge and linking it with new knowledge to become specialists, along with sharing knowledge with colleagues. This creates a learning space and a learning culture through modern tools to enable all employees to choose their own career development paths by accessing career path information and development plans. All of this will contribute to the long-term development of the organization and the sustainable growth of the business in the future.

Employee training and development

	2022	2023	2024
Average employee training hours (hours / person / year)	1.10	2.40	5.47
Training and development expenses for employees (baht)	6,600,000.00	7,800,000.00	7,100,000.00

Employee and labor management: Safety, occupational health, and environment at work

The company has established occupational health and safety operational guidelines under the safety policy framework. The company is committed to complying with regulations and other socially accepted standards in preventing and reducing accidents, illnesses, diseases, and losses resulting from work through continuous improvement and development. This is achieved through collaboration and acceptance from all employees in the organization, visitors, partners, contractors, and all stakeholders through the international standard occupational health and safety management system ISO 45001:2018. This fosters awareness of occupational safety and the work environment while promoting good physical health, well-being, and freedom from illness for employees at all levels, including visitors and all related parties. Furthermore, the company sets targets and records performance results to control safety performance. We prioritize workplace safety for employees at all levels and strive for all employees to respond to the company's policies. We consider it our duty to ensure the well-being and safety of the work environment, maintain hygiene, and strictly adhere to legal principles. This includes providing safety training to employees to enhance their skills and enable them to handle unexpected events safely, protecting the lives and property of employees and the organization. We also support employee health through annual health check-ups and provide employees with knowledge about healthcare, including seasonal illnesses, through internal communication channels such as the company's online channels, bulletin boards, or email. Additionally, we encourage employees to participate in group activities and exercise through clubs such as cycling, running, football, and yoga clubs. To achieve our shared operational goals, we organize various activities to enhance work efficiency for all employees, elevate workplace safety standards, and instill a safety-first mindset as a core work principle.

Safety, occupational health, and environment at work

	2022	2023	2024
Total number of lost time injury incidents by employees (cases) ⁽¹⁷⁾	7	16	30

Remark : ⁽¹⁷⁾ The number of occupational injury incidents resulting in employee downtime, including employees, contractors, and workers performing activities within the organization's premises.

Employee and labor management: Employee engagement and internal employee groups

Employee engagement

The company has a policy of taking care of employees from the time they join until retirement. When individuals become employees, they are considered members of the Hadthip family, under the principles of fairness, morality, ethics, and non-discrimination

based on gender, ethnicity, religion, or any disability. The company provides guidance in work, adaptation, and development to enhance employee potential, enabling them to work effectively and efficiently. The company has set both short-term and long-term goals by improving various benefits to suit the circumstances, responding to changing lifestyles, and enhancing employee development systems. This includes implementing human resource management technology to reduce time, increase speed, and enhance technological proficiency. Additionally, there is a career growth plan in place that aligns with job responsibilities. Moreover, the company has established a welfare and care plan for retired employees and those approaching retirement, maintaining their importance as members of the Hadthip family. Retired employees can utilize company facilities, participate in activities, engage in games for prizes in the retiree LINE group, and continue purchasing products at employee prices. The company also organizes post-retirement career promotion projects, providing knowledge and support for equipment and tools, serving as guidance for a happy retirement.

The company has conducted an employee engagement survey to gather employee feedback and use the results to plan and develop the organization continuously. This survey aligns with good governance practices and sustainable development. Furthermore, the company utilizes employee feedback for continuous improvement to benefit all employees, enhance engagement, and foster a positive and enduring corporate culture with employees as key contributors.

	2022	2023	2024
Total number of employee turnover leaving the company voluntarily (persons)	230	214	200
Total number of male employee turnover leaving the company voluntarily (persons)	180	173	153
Total number of female employee turnover leaving the company voluntarily (persons)	50	41	47
Proportion of voluntary resignations (%)	9.66	8.84	8.07
	2022	2023	2024
Evaluation result of employee engagement	Yes	Yes	Yes

Employee internal groups

Employee internal groups : Yes
Types of employee internal groups : Welfare committee

Information about customers

Customer management plan

Company's customer management plan : Yes
Customer management plan implemented by the company over the past year : Responsible production and services for customers, Communication of product and service impacts to customers/consumers, Development of customer satisfaction and customer relationship, Consumer data privacy and protection

To ensure smooth organizational operations, the company has a customer management plan aimed at fostering lasting relationships. This involves designing a customer care structure, such as segmenting customers based on purchase behavior, needs, and customer value. This segmentation enables tailored and highly effective management strategies. Data from the CRM system and in-depth data analytics are utilized to identify the unique characteristics of each customer group. Additionally, customer tiers, such as Gold and Silver, are defined to customize strategies for each segment.

In terms of Customer Experience Management, the company prioritizes managing, caring for, and serving customers at every stage. This begins from the pre-sales phase, such as providing clear product and service information through the website and application. During the sales process, the focus is on creating a positive impression through the sales team and utilizing technology to enhance speed. Additionally, the company is committed to developing after-sales services by establishing a dedicated team to provide close customer support, ensuring convenient contact channels for customers. Post-sales follow-ups are conducted to address any issues or complaints, and the gathered information is used to continuously improve services.

Furthermore, the company establishes metrics such as customer satisfaction levels, customer retention rates, and the number of complaints to monitor performance in all aspects. Data from customer satisfaction surveys are analyzed to refine management plans, ensuring they remain relevant and address evolving customer needs in the future.

Setting customer management goals

Does the company set customer management goals : No

Performance and outcomes of customer management

The company focuses on developing customer relationships by using data from satisfaction surveys, store visits, employee performance quality checks, and complaint management through a follow-up system to accurately understand customer behavior and needs.

The obtained data is analyzed to improve service processes, develop sales staff potential, and enhance customer management efficiency. This results in faster service, reduced complaints, and a more effective response to customer needs.

Performance and outcomes of customer management : Yes

The company places importance on customer management by focusing on using data as a key tool to continuously improve service and increase customer satisfaction through the following approaches:

Customer Satisfaction Survey

The company conducts customer satisfaction surveys on product quality, service provision, and product delivery processes. The information gathered is used to analyze and improve services to better meet customer needs. This results in increased service efficiency, reduced operational weaknesses, and long-term customer satisfaction. In 2023, the company did not find any issues that customers indicated needed improvement.

Customer Visit & Follow-up

Sales representatives meet with customers regularly to check order status and gather information about service experiences, including problems encountered by customers. This information is used to improve service processes and develop more efficient sales. This can reduce service time per store without compromising quality and helps sales representatives provide more targeted customer service.

Service Quality Audit (Sales Representative Audit)

The company uses a system to track the performance of sales representatives to ensure compliance with established standards. This includes analyzing data such as the time spent serving each customer and the ability to respond to customer requests. This system helps analyze the strengths and weaknesses of sales representatives and apply them to design training programs for employees to develop communication skills, time management, and on-site problem-solving.

Customer Complaint Management

The company has established a Customer Information Center (CIC) as the main channel for receiving complaints and tracking prompt problem resolution. The information received is used to improve work processes to reduce recurring problems. This efficient complaint management helps increase the rate of customer problem response, reduce recurring complaints, and build customer confidence.

Using Technology to Enhance Customer Management Efficiency

The company utilizes technology to enhance customer management efficiency, such as the MOS IR+ system, to track and alert for

out-of-stock SKUs. This helps increase sales opportunities, reduce stock shortages in stores, and enable efficient stock management. This system also improves inventory management, reduces losses from dead stock, and increases sales continuously.

In 2023, the company has set up a project to enhance operations to create and increase customer satisfaction by focusing on workforce development by increasing the accuracy of forecasting. This will ensure adequate product preparation to meet customer needs, enhance the level of delivery service to meet orders, and increase delivery rounds to reduce customer stock levels. This ensures fast product turnover, reduces the risk of stock shortages before delivery rounds in case of insufficient customer stock or changes in sales levels, etc.

Customer management: Customer satisfaction

Hadthip Public Company Limited prioritizes customer satisfaction across all distribution channels. We are committed to developing product quality, service provision, and building strong customer relationships to ensure that all customer groups receive the best possible experience from our products and services. To understand and respond to customer needs effectively, the company conducts regular customer satisfaction surveys. These surveys are tailored to different customer groups, including traditional trade, which is the company's main network, wholesalers who act as distribution centers, supermarkets and modern trade retailers, as well as the hotel, restaurant, and cafe (HORECA) sector. The company will use the survey results to develop and improve marketing strategies, supply chain management, and customer service to meet the needs of each group. The company remains committed to continuously improving product quality and customer experience to build strong relationships and long-term trust.

Customer satisfaction

	2022	2023	2024
Evaluation results of customer satisfaction	Yes	Yes	Yes

Information on community and society

Community and social management plan

Company's community and social management plan	:	Yes
Community and social management plan implemented by the company over the past year	:	Education, Religion and culture, Sports and recreation, Occupational health, safety, health, and quality of life, Disadvantaged and vulnerable groups, Water and sanitation management

1. Promoting and Developing Education

The company places importance on education as a fundamental basis for sustainable social development. It carries out projects such as providing scholarships, developing school buildings, and supporting educational equipment for underprivileged schools at the primary, secondary, and tertiary levels to provide learning opportunities for youth to access quality education, reduce inequality, and increase opportunities to develop their potential in line with labor market demands.

2. Promoting Religion and Preserving Local Culture

The company places importance on religion, culture, and local traditions, which are the foundation of the community and a unique identity that reflects the identity of the South. This is achieved through continuous support for religious activities, provincial merit-making events, and the preservation of traditional culture to strengthen social harmony, promote moral values, and preserve cultural heritage. Each year, the company participates in the community by supporting various events and activities such as Songkran traditions, Chak Phra traditions, Kathin and Pha Pa ceremonies, Sart Thai traditions, as well as religious ceremonies of various faiths, including Buddhism, Islam, and Christianity, which are the foundation of the community in the area.

3. Sports and Recreation Development

The company focuses on promoting the health and developing the potential of youth and people in the area by supporting sports activities, sports teams, training athletes, and organizing sports competitions at both the community and national levels to promote health and constructive use of free time. In addition, the company also supports music competitions and charity runs with the objective of providing opportunities for youth to showcase their talents and develop skills, as well as raising funds to support local hospitals and medical institutions.

4. Promoting Occupational Health, Safety, Health, and Quality of Life

The company recognizes the importance of health and the quality of life of the people. It supports public health agencies and field officers by providing medical equipment, emergency assistance equipment, and assistance in crisis situations such as natural disasters and disease outbreaks, including the rehabilitation of those affected, to enhance community health security and increase the efficiency of the public health service system.

5. Water Management and Sanitation Development for a Good Quality of Life

The company prioritizes water resource management to ensure that communities have access to sufficient and continuous clean water. It implements projects to develop water storage systems, build check dams, mountain water supply systems, and water sources for agriculture to help solve water shortages in drought-stricken areas. The company focuses on making these projects sustainable by collaborating with communities to manage and maintain water systems in the long term.

Setting community and social management goals

Systematic community and social management goal-setting is a crucial element of sustainable business practices. Hat Thai has established a clear framework for promoting community development by referencing international principles such as the United Nations Sustainable Development Goals (SDGs) to create a balanced positive impact on the economy, society, and the environment.

HaadThip's strategic goals for community and social management reflect our commitment to integrating social responsibility into sustainable business practices. We prioritize stakeholder engagement and focus on measurable outcomes to support continuous social development, while driving sustainable change at a structural level.

Does the company set community and social management : Yes
goals

Details of setting community and social management goals

Target(s)	Indicator(s)	Base year(s)	Target year(s)
• Water and sanitation management	Water and Sanitation Management: Expanding the number of beneficiaries from community water management projects to support access to clean water and enhance the quality of life for communities.	2022: A total of 6,000 households benefited from the water management project.	2025: A total of 15,000 households benefited from the water management project.

Performance and outcomes of community and social management

Performance and outcomes of community and social : Yes
management

1 HaadThip stands with society, joining hands to help disaster victims.

In 2024, many provinces in Thailand experienced severe flooding, especially in the north and south, which affected communities widely. HaadThip Public Company Limited recognizes the suffering of the people and has implemented urgent relief measures through the "Sharing Love to Help Northern Brothers and Sisters" project, along with the establishment of the "HaadThip" flood relief center in the south. For the northern region, HaadThip delivered 1,500 survival bags, 18,000 bottles of Namthip drinking water, clothes, and necessities through the Chiang Rai Red Cross and local agencies, using HaadThip's trucks to transport items from the south to the affected areas. Meanwhile, the south was hit by major floods on November 27, 2024, prompting the company to open the "HaadThip" flood relief center with key missions including distributing survival bags to affected employees and the public, as well as supporting drinking water for network kitchens to help flood victims. Throughout this relief mission, HaadThip delivered a total of 72,600 bottles/cans of Namthip drinking water and soft drinks, supporting more than 500 households affected. The company also mobilized resources such as flat-bottomed boats and trucks to provide assistance to the affected areas quickly and efficiently.

2 "United We Stand" (Ror Jor Ror Yor) activities reinforce the core values of social and environmental responsibility.

HaadThip Public Company Limited designates November 12th of every year as "United We Stand" (Ror Jor Ror Yor) Day, which coincides with the birthday of Lieutenant Pairote Rattakul, the former Managing Director, who initiated the idea for all HaadThip employees to have the opportunity to participate in community service activities in HaadThip's business areas. This continues the former Managing Director's determination for HaadThip to grow sustainably with the southern society, while fostering love and unity among all employees with faith and appreciation for the value of sacrifice. This reflects HaadThip's philosophy of "HaadThip, alongside the Southerners."

The company adheres to the core values of social and environmental responsibility, as envisioned by the former Managing Director, "If society survives, HaadThip survives." On the occasion of the former Managing Director's birthday each year, the company is determined to allow all employees to be a part of giving back and benefiting society, such as improving landscapes, repairing damaged equipment, creating agricultural plots for school lunches, organizing recreational activities, playing educational games for 5 schools in Songkhla and Surat Thani provinces, donating learning materials, sports equipment, and products to 17 schools, participating in mangrove planting activities, collecting and sorting garbage in the area of the Marine and Coastal Resources Research and Development Center 4 (Surat Thani) in Kadae Subdistrict, Kanchanadit District, Surat Thani Province, donating products and food to patients, and donating necessary supplies to the Yen Sira Building (Prince of Songkla University Hospital), donating public utilities, providing lunch for the Camillian Home for Children with Disabilities, and donating blood to save lives. This year, a total of 74,050 cc of blood was donated to the Thai Red Cross Society and provincial hospitals. A total of 27 community service locations were covered, spanning 14 southern provinces and Bangkok.

3 HaadThip promotes southern youth through art and music platforms for professional development.

HaadThip Public Company Limited is committed to promoting the potential of southern youth through platforms that provide opportunities to showcase their talents in performing arts and music by organizing the "SHOW PROUD 2024" and "Sprite Music Contest 2024" projects, which are important platforms that help build confidence, skills, and career opportunities for young people.

SHOW PROUD 2024 is a platform for young people aged 13-23 who have talent in singing, dancing, and playing music, with the goal of inspiring, enhancing their experience, and opening up opportunities to become professional artists. This project is a pilot project that the company plans to expand to other provinces in the south to provide youth with access to platforms for developing their potential comprehensively.

Meanwhile, the Sprite Music Contest 2024, held for the 18th consecutive year, is the largest and longest-running high school band competition in the south, providing opportunities for youth aged 13-19 to compete for a total of 100,000 baht in scholarships.

Over the past 18 years, the project has had over 4,000 young people participate, receiving guidance from national-level instructors and artists, which helps develop their musical, performance, and singing skills, while inspiring them to pursue a professional music career.

HaadThip is committed to supporting youth in using their free time creatively and developing their potential through platforms that can lead to future careers and income. These projects align with the company's approach to human resource development, promoting the creative economy, and supporting sustainable youth development at the community and regional levels.

4 HaadThip Fan Run 2024: Running for health, passing on medical opportunities

HaadThip Public Company Limited, in collaboration with Songkhla Municipality and partners, organized the "HaadThip Fan Run 2024" under the theme "HaadThip Fan Run Funland, the Land of Happiness," with the aim of promoting health and raising funds to support the purchase of medical equipment for the Heart Center Development Fund, Hat Yai Hospital. All proceeds from registration fees and donations were donated in full to the Hat Yai Hospital Foundation, reflecting the company's commitment to supporting the southern healthcare system. In addition, the company plans to expand the HaadThip Fan Run project to other provinces on both the Gulf of Thailand and Andaman coasts to allow running couples and the general public to participate in health-promoting activities and contribute to supporting hospitals in various areas, while creating good health and sustainable quality of life.

5 Community Water Service Point Improvement Project "During Disasters"

HaadThip Public Company Limited implemented a project to improve community water service points during disasters at the Hua Pa Khiao Arts and Crafts Center and the Thiangtham Wanaram Monastery in Phatthalung Province to address the shortage of water for consumption and use in areas frequently affected by floods. The project involved repairing the building and a 10,000-liter water tank that had been in use for over 6 years, as well as providing 5 new 2,000-liter water tanks and constructing a new building at the Thiangtham Wanaram Monastery to serve as a reserve water source for the community during disasters. This project helps over 205 households access adequate water sources, supports community activities, and enhances water security in at-risk areas, aligning with the company's approach to sustainable social development.

6 "Tonkla Songklanagarind" scholarship projects

HaadThip Public Company Limited is committed to promoting educational opportunities for underprivileged youth in 14 southern provinces through the "Tonkla Songklanagarind" project. The project provides scholarships to students with potential but lack financial resources, enabling them to continue their education from high school to bachelor's degree. This scholarship covers tuition fees and living expenses for a continuous period of 7 years to reduce financial burdens and support the academic and life skills development of students. The company has been running the project since 2007 and has awarded a total of 11 scholarships, with 5 students having graduated and 6 still studying. Throughout the project, The company remains committed to expanding educational opportunities for youth in the area, along with promoting skills development, knowledge, and career opportunities, so that they can grow to be a vital force in the sustainable development of society and communities in the future.

Diagram of performance and outcomes in community and social management



Ror Ror Yai "United, We Stand"



HaadThip Fan Run 2024



Empowering Southern Youth Through Art and Music



Help the victims.



Tonkla Songkhla Nakarin Scholarship Program

Information on incidents related to legal or social and human rights violations

Number of cases and incidents of significant legal or social and human rights violations

	2022	2023	2024
Total number of cases or incidents of significant legal or social and human rights violations (cases)	0	0	0
Total number of cases or incidents leading to significant labor disputes (cases)	0	0	0

4. Management Discussion and Analysis (MD&A)

4.1 Operation, financial condition and material changes

Operational overview

HaadThip Public Company Limited continues to demonstrate consistent growth, attributable to its operational capabilities in the market (Market Execution) alongside its Revenue Growth Management strategies through Pack/Price Mix. The company has also made significant investment in state-of-the-art bottling line for glass bottles at Punpin district Surat Thani province, as part of its journey to become a Total Beverage Company. This initiative aims to expand growth by offering a diverse range of products to consumers. The medium-term objective is to increase the company's Non-Alcoholic Ready to Drink Beverage (NARTD) market share to 30% and market share for soft drink to more than 80% and achieve revenue of 11 billion baht by the year 2027.

- Data from Nielsen Thailand indicates that the overview of the non-alcoholic ready-to-drink beverage market in the southern for 2024 has shown a growth rate of 10.1%. This growth is categorized into sparkling soft drinks which increased by 9.5%, packaged drinking water which grew by 10.9%, and ready-to-drink fruit juices which saw a notable increase of 15.2%.
- The company is recognized as the leader in the non-alcoholic ready-to-drink beverage sector, holding a market share of 24.7%. The market share for packaged drinking water has risen to 8.0%, while market share for the sparkling soft drink is at 78.3%.
- FY2024, the company reported sales revenue amounting to 8,129.8 million baht, reflecting an increase of 4.1% YoY from the sales volume grew by 3.5%, benefiting from Revenue Growth Management through Pack/Price Mix strategies and price adjustments for some products in the second half of 2024. This resulted in a gross profit margin of 42.7%, an increase of 0.5 percentage points YoY.
- Net profit for year 2024 was recorded at 601.7 million baht, representing an increase of 0.6% YoY with net profit margin of 7.4%.
- The company's financial position continues to remain at a good level, with a debt-to-equity ratio of 0.8 times and a favorable liquidity position as a cash cycle ratio of 29.0 days.

Analysis on the operation and financial condition

2. Performance Summary for year 2024

The company reported sales revenue for year 2024 amounting to 8,129.8 million baht, an increase of 323.8 million baht or 4.1% YoY, as the result of;

- The beverage sales volume for 2024 was 72.4 million unit cases, an increase of 3.5% YoY, driven by the continuous growth of the tourism industry and the increase in the number of foreign tourists. According to the Ministry of Tourism and Sports, the number of foreign tourists in 2024 was 35.5 million, compared to 28.0 million in the same period of 2023. In the southern region, the proportion of foreign tourists staying in accommodations was 47.1%, compared to the national figure of 23.3%
- Distribution channels that experienced significant growth in sales volume, driven by the growth of the tourism industry, include convenience stores (CVS) with a growth of 14.6%, hotels, restaurants, and cafes (HoReCa) with a growth of 19.3%, while traditional trade channels maintained a growth rate of 3.7%.
- The Company implemented Revenue Growth management initiatives through pack, price and channel mix and market execution.
- The Zero Sugar product segment continues to grow, achieving a 22.9% YoY increase and accounting for 5.1% of total beverage sales revenue. Five new Zero Sugar products were introduced: Coke Zero Sugar Lime, Coca-Cola Coke K-Wave Fruity Fantasy Zero Sugar, Schweppes Mandarin Yuzu Zero Sugar, Coke Zero Sugar Oreo, and Schweppes Blood Orange Pomegranate Zero Sugar, to expand the Zero Sugar range.

The gross profit margin improved to 42.7%, up 0.5 percentage points YoY, due to revenue growth management through price adjustments in selected sizes and brands during the year. This strategy aimed to mitigate the impact of higher production costs, such as liquid sugar and aluminum cans, and included adjustments in pack mix and channel mix. As a result, the company achieved a gross profit of 3,469.6 million baht, an increase of 179.2 million baht or 5.4% YoY.

Selling, general, and administrative (SG&A) expenses totaled 2,763.2 million baht, an increase of 6.5% YoY, primarily due to:

1. Increased transportation costs by 4.8% YoY due to higher sales volume.
2. Increased promotional expenses by 1.9% YoY, driven by changes in sales channels, especially in high-growth channels like convenience stores (CVS) and Hotel Restaurant and Cafe (HoReCa).

3. Increased employee-related expenses due to adjustments in employee compensation and benefits in line with sales growth and employee development.

4. One-off expenses of 19.6 million baht from the transition of investment in a new bottling line for glass bottles in Punpin, Surat Thani. Financial costs amounted to 21.4 million baht, an increase of 8.8 million baht or 69.2% YoY, mainly due to long-term loans from financial institutions totaling 615.2 million baht for investments in PET Line 3 and glass bottle production machinery.

The income tax expense is recorded at 148.5 million baht, reflecting a 26.2 million baht or 21.5% increase YoY. This resulted from a subsidiary receiving tax privileges from the Board of Investment for its semi-plastic bottle (Preform) and plastic bottle (PET) businesses during the year 2023, which granted exemptions or reductions from income tax payments on related profits. But, these privileges expired at the end of September 2023.

The company reported a net profit of 601.7 million baht in the consolidated financial statements, an increase of 3.7 million baht or 0.6% YoY. The main reasons for this growth are the increased demand for beverages and revenue growth management through price adjustments (price mix) in selected packages and brands during the year.

Diagram of 2. Performance Summary for year 2024

Unit :THB mil	FY2024	FY2023	%YoY
Revenue from sale of good	8,130	7,806	4.1%
Gross profit	3,470	3,290	5.4%
SG&A	2,763	2,596	6.5%
Distribution costs	1,695	1,603	5.7%
Administrative expenses	1,068	992	7.7%
EBIT	772	733	5.3%
EBITDA	1,176	1,088	8.1%
Profit for the year	602	598	0.6%
Gross profit margin	42.7%	42.2%	0.5pp
SG&A to sales revenue	34.0%	33.3%	0.7pp
EBIT margin	9.5%	9.4%	0.1pp
EBITDA margin	14.5%	13.9%	0.6pp
Net profit margin	7.4%	7.7%	-0.3pp

3. Financial Position Summary

3.1 Statement of financial position summary as of 31 December 2024

As of December 31, 2024, the Company reports total assets of 7,314.6 million baht, reflecting an increase of 831.2 million baht or 12.8% from December 31, 2023. The primary factors contributing to this increase are assets in land, buildings, and equipment, totaling 905.7 million baht. This increase is largely attributed to the acquisition of a new bottling line for glass bottles.

As of December 31, 2024, the total liabilities of the Company stand at 3,192.1 million baht, representing an increase of 638.1 million baht or 25.0% compared to December 31, 2023. This increase is mainly driven by the rise in long-term borrowings amounting to 303.9 million baht, which funds investments in the glass bottling line.

As of December 31, 2024, total shareholders' equity is reported at 4,122.5 million baht, an increase of 193.1 million baht or 4.9% from December 31, 2023. This rise is primarily due to an increase in retained earnings.

Diagram of 3. Financial Position Summary

Unit: THB mil

Assets	31-Dec-24	31-Dec-23
Cash and cash equivalents	89	98
Trade accounts & other receivables	737	694
Inventories	354	373
Real estate development for sale	80	79
Other current financial assets	2	4
Non-current assets classified as held for sale	-	1
Other current assets	31	11
Total current assets	1,292	1,259
Other non-current financial assets	4	7
Investment properties	192	192
Property, plant and equipment	5,516	4,611
Right-of-use assets	250	276
Intangible assets	34	46
Deferred tax assets	2	2
Other non-current assets	24	91
Total non-current assets	6,022	5,224
Total assets	7,315	6,483

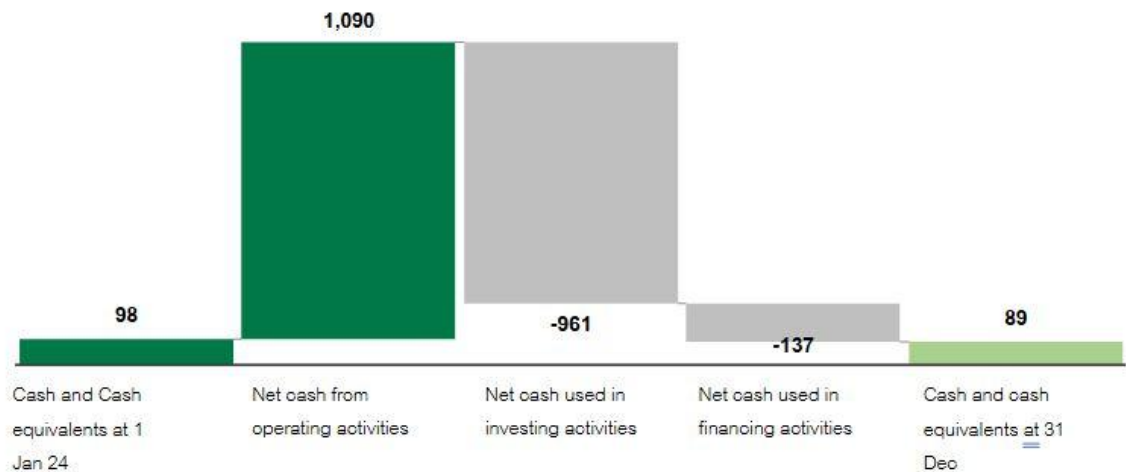
Liabilities	31-Dec-24	31-Dec-23
Short-term loans from financial institutions	170	105
Trade accounts & other payables	1,307	1,121
Current portion of long-term loans from financial institutio	34	
Current portion of lease liabilities	95	86
Current income tax payable, Other Current provisions & other financial liabilities	108	54
Total current liabilities	1,714	1,365
Long-term loans	615	311
Lease liabilities	155	190
Customers' deposits on bottles and cases	23	20
Deferred tax liabilities	278	295
Non-current provisions for employee benefits	407	359
Other non-current provisions	0	14
Total non-current liabilities	1,478	1,189
Total liabilities	3,192	2,554
Issued and paid-up share capital	201	201
Share premium	393	393
Retained earnings	1,941	1,745
Other components of equity	1,588	1,590
Non-controlling interests	0	1
Total liabilities and equity	4,123	3,930

3.2 Statement of cash flows summary for year 2024 ended 31 December 2024

As of December 31, 2024, the company had cash and cash equivalents of 89.3 million baht, a decrease of 8.6 million baht from December 31, 2023. The net cash flow from operating activities is reported at 1,089.5 million baht, net cash used in investing activities of 961.1 million baht; this outflow is principally due to the expansion of investments in the glass business. Additionally, the Company has a net cash outflow from financing activities of 137.0 million baht, primarily from long-term loans of 349.0 million baht and dividend payments of 418.0 million baht in May and September 2024.

For chart below (Unit: Million Baht)

Diagram of 3.2 Statement of cash flows summary for year 2024 ended 31 December 2024



3.3 Financial ratios summary

In terms of operations, for the year 2024 the company had a good cash cycle of 29.0 days, an increase from 26.7 days in the same period of the previous year, due to a decrease in the number of payment day. The current ratio was below 1, mainly due to an increase in other payables of 258.6 million baht from the same period last year due to expenses for new machinery in the new bottling line for glass bottles awaiting payment. However, with effective cash management and sufficient short-term credit lines from financial institutions, the company considers the current ratio at this level to be manageable without significant risk.

The company's debt repayment ability remains strong, with a solid financial structure. As of December 31, 2024, the debt-to-equity ratio was 0.8 times, up from 0.7 times in the same period last year, due to an increase in long-term loans from financial institutions for investment expansion. The company's debt service coverage ratio was 3.9 times, indicating a good ability to repay debt. Regarding profitability, the company's gross profit margin was 42.7%, up from 42.2% in the same period last year, aligning with the long-term target of maintaining a gross profit margin above 40%. The net profit margin was 7.4%, down from 7.7% in the same period last year, due to increased SG&A expenses in line with market conditions and one-off expenses.

Diagram of 3.3 Financial ratios summary

	FY2024	FY2023
Liquidity ratios		
Current ratio (time)	0.8	0.9
Average Sale Period (Days)	28.5	28.5
Average Collection Period (Days)	29.0	28.5
Average Payment Period (Days)	28.5	30.3
Cash Cycle (Days)	29.0	26.7
Leverage ratios		
Total liabilities to total equity (time)	0.8	0.7
Interest bearing debt to total equity (time)	0.3	0.2
Debt service coverage (time)	3.9	5.7
Interest coverage (time)	36.0	57.8
Profitability ratios		
Gross profit margin (%)	42.7%	42.2%
EBITDA margin (%)	14.5%	13.9%
Net profit margin (%)	7.4%	7.7%
Return on equity (%)	14.9%	15.6%
Return on asset (%)	11.2%	11.8%

4. Factors Influencing Future Operations or Growth

The company expects the non-alcoholic ready-to-drink beverage market in the southern region to grow well due to improved tourism conditions and increased purchasing power. According to the Bank of Thailand, the southern economy is projected to expand by 3.1% - 4.1% in 2025, driven by the recovery of agricultural production due to normalized weather conditions. The tourism and related service sectors, as well as export-oriented manufacturing, are expected to grow in line with improved foreign demand. Domestic purchasing power is also expected to improve with the economic conditions, leading to growth in trade and construction sectors.

According to the SCB Economic Intelligence Center (SCBEIC), the number of tourists in 2025 is projected to be 38.8 million, up from 35.5 million in 2024. Key factors positively impacting the overall tourism in the southern region include:

- Trends of visiting film locations and the popularity of movies and series filmed in Phuket and Samui, such as 'Mother of the Bride' on Netflix and 'The White Lotus Season 3'.
- Infrastructure investments, such as airport improvements, the expansion of Samui and Phuket airports, new airport projects like Andaman International Airport in Takua Pa district, Phangnga province, and large cruise port projects in Koh Samui at Laem Hin Kom.

5. Sustainability

HaadThip Public Company Limited prioritizes business operations in line with sustainability principles, emphasizing efficient resource utilization, environmental conservation, and community engagement under good corporate governance and transparent ethical standards.

The company is committed to fostering stable and sustainable growth while adapting to market trends and creating shared value with stakeholders across the supply chain, driving the business forward in harmony with the world and its communities.

1. Environmental Aspect

The company is committed to minimizing environmental impact through efficient resource management, reducing greenhouse gas emissions, and increasing the share of renewable energy in its operations.

- Water Management

In 2024, the company's water consumption was 674,396 cubic meters (1.62 liters per unit), a 10% increase due to the expansion of glass bottle production. Groundwater made up 94.4% and municipal water 5.6%, with all sources assessed as low risk. Wastewater totaling 84,106 cubic meters was treated using Reverse Osmosis (RO) and Membrane Bioreactor (MBR) systems, ensuring quality control before discharge.

- Energy Management

The company's total energy consumption was 307,277,668.64 MJ, with energy-saving initiatives such as upgrading air compression systems and improving boiler efficiency, reducing electricity consumption by 191,856 kWh, equivalent to a reduction of 1,868.23 tons of CO₂ emissions. Additionally, solar energy was used as a power source, offsetting more than 12.96% of total electricity consumption.

- Greenhouse Gas Management

The company, in collaboration with Prince of Songkla University and the Coca-Cola Foundation Thailand, has implemented the "Sustainable Waste and Recycling Management on Islands" project. This initiative aims to conserve marine resources, reduce the impact of marine debris, and encourage community engagement in waste management. In 2024, the project was carried out in two locations: Koh Libong in Trang province and Koh Klang in Krabi province, where 516.33 tons of recyclable materials were collected—45.85 tons from Koh Libong and 470.48 tons from Koh Klang.

- Sustainable Waste and Recycling Management on Islands (Marine Debris)

The Company, in collaboration with Prince of Songkhla University and The Coca-Cola Foundation Thailand, has implemented the Marine Debris Project. This initiative aims to conserve marine resources, reduce the impact of marine waste, and promote community participation in waste management. In 2024, the project was carried out in two key areas: Libong Island, Trang Province, and Klang Island, Krabi Province, successfully collecting a total of 516.33 tons of recyclable materials, with 45.85 tons collected from Libong Island and 470.48 tons from Klang Island

2. Social and Community Aspect

The company focuses on social and community development through disaster relief programs, youth support initiatives, and workplace safety improvements.

- HaadThip Stands with the Community: Disaster Relief Support

In response to natural disasters, the company prioritizes assisting those affected by natural disasters. The company provided over 1,500 relief kits and 72,600 bottles/cans of beverages to support over 500 households affected by floods. Additionally, the company is actively engaged in disaster preparedness through resource donations and collaboration with local agencies to ensure timely and effective aid.

- HaadThip Volunteer: "United We Stand"

The annual "Ruam Jai Rao Yu" initiative promotes employee participation in community service, including public space restoration, waterway cleanups, and youth education, strengthening ties between employees and local communities.

- Workplace Safety

The company recognizes the importance of workplace safety and has implemented rigorous training programs and safety inspections to minimize workplace accidents. These initiatives have significantly reduced accident rates. Additionally, the company has been recognized with the National Outstanding Safety Workplace Award by the Ministry of Labor, highlighting its commitment to employee well-being and creating a safe and supportive work environment.

- Enhancing Access to Clean Water During Disasters

Recognizing the critical need for clean water, the company has undertaken a project to upgrade water service points in disaster-prone areas. Beyond repairing and installing new water storage systems, the company collaborates with communities to ensure consistent access to clean water. This initiative has directly benefited over 205 households by providing a reliable supply of clean water for consumption, improving hygiene, and strengthening community resilience.

- Education Scholarship Program

The company strongly values education and provides the "Ton Kla Songkhla Nakarin" scholarship to underprivileged youth to support their higher education. This scholarship covers all education-related expenses throughout their academic journey, ensuring long-term development opportunities. Several scholarship recipients have successfully completed their studies and secured stable career opportunities.

3. Corporate Governance Aspect

The company prioritizes transparent business operations in line with corporate governance principles, earning recognition for its ESG performance and sustainability disclosures.

- Receives 'AA' rating for SET ESG Ratings 2024

The company achieved an "AA" grade in SET ESG Ratings 2024 and was named one of 228 companies to Thailand's Sustainability Investment list for the seventh consecutive year. It is one of 29 firms in the Agro and Food Industry category and one of 80 classified as AA.

- Achieves a 5-star 'Excellent' CGR rating for the second consecutive year

For the second year in a row, the Thai Institute of Directors (IOD) and the Stock Exchange of Thailand awarded the firm a 5-star "Excellent" CGR grade, indicating outstanding governance.

- Outstanding Human Rights Organization Award 2024

For the fourth consecutive year, the company earned the Outstanding Human Rights Organization Award, underlining its dedication to human rights and equality across its activities.

HaadThip Public Company Limited remains dedicated to sustainable business development by enhancing environmental, social, and governance (ESG) standards through tangible initiatives and measures. The Company believes that conducting business responsibly and transparently not only strengthens its competitive advantage but also generate positive social and community impacts. Moving forward, HaadThip aims to contribute to a balanced and sustainable future for all stakeholders.

Issuance of debt securities with an obligation to maintain financial ratios

Is there an issuance of debt securities with an obligation : No
to maintain financial ratios?

4.2 Potential factors or incidents that may materially affect the financial condition or the operating results

Significant factors or incidents that may materially affect the future financial condition or the operating results

1. Sugar Tax

The Thai government has enforced a sugar tax since 2017 as part of a policy aimed at controlling sugar consumption, which is a major cause of chronic diseases linked to unhealthy consumption behavior. In 2025, the country will enter the fourth phase of the sugar tax.

The Company has developed strategic plans and measures to ensure business operations continue smoothly and minimize potential impacts. This includes promoting sugar-free products as a key strategy to adapt to the sugar tax, aligning with the current health trends. Additionally, market trends indicate that consumers are increasingly opting for low-sugar beverages, with the sales of sugar-free drinks continuing to rise.

2. Carbon Tax

The carbon tax is a tax levied on the combustion of fuels or production processes that result in greenhouse gas emissions, both directly (from emissions) and indirectly (from fuel use). The tax is scheduled to be implemented in 2025, with oil being the initial target product.

The Company has already begun assessing the potential costs of the carbon tax and preparing financial management plans in advance. It is also planning for adjustments to comply with stricter standards in the future. The Company has consulted with external experts to measure, collect, and analyze the amount of carbon dioxide and greenhouse gases emitted from its products and services. Using Carbon Accounting Platform for Organizations, emissions are recorded and reported across three areas: emissions within the organization, emissions from external electricity and heat use, and emissions from various organizational activities.

This platform is a critical step toward achieving Net Zero and aligns with the ESG concept of sustainable environmental development. It also supports Thailand's goal to reduce greenhouse gas emissions by 30-40% by 2030 (Nationally Determined Contribution NDC2030).

3. Packaging Act

In response to the environmental impact of packaging, including reducing plastic waste, promoting recycling, and adopting sustainable packaging practices, the company has implemented a management plan to comply with these requirements. This plan considers potential impacts, including costs and production processes.

Furthermore, the Company is focused on enhancing its competitive position and adding value to its brand through environmentally responsible operations. This not only improves the Company's image but also responds to consumer demand in an era where sustainability is a key issue.

4. Climate Change Act

The purpose of the Climate Change Act is to establish guidelines and measures for reducing greenhouse gas emissions and supporting adaptation to the impacts of climate change. It focuses on sustainable national development and aligns with the future Net Zero target. While the Act is still under consideration and development, the Company has already planned to assess its greenhouse gas emissions in its operations and set clear emissions reduction targets. The Company has also developed plans to manage risks related to climate change impacts that may affect its business.

In addition to the carbon reduction and greenhouse gas initiatives mentioned above, the Company has launched a significant project: the production of electricity from solar energy. This includes the installation of over 9,000 solar panels, including rooftop solar panels (On Grid) and floating solar panels, which will be used to generate renewable electricity for the production process. This project not only reduces greenhouse gas emissions but also lowers energy costs for the organization in the long term. As part of its commitment to adapt to and address climate change, the company plans to expand its solar panel installations and promote the use of clean energy to replace coal. It is expected that solar energy usage will reach 20% by 2027.

5. Climate-related Risks:

In the past year, climate change has posed significant risks to businesses across various dimensions, which can be categorized as follows:

5.1. Physical Aspects: Natural disasters such as floods, storms, droughts, or wildfires can disrupt production processes

and operations.

5.2. Legal Aspects: This includes regulatory changes such as carbon taxation and the establishment of standards for greenhouse gas emissions, as previously mentioned.

5.3. Marketing: Consumers are increasingly favoring environmentally friendly products and are more inclined to support organizations that demonstrate greater environmental responsibility.

5.4. Financial Aspects: Climate change may result in fluctuations in raw material costs and other financial factors.

The Company has thoroughly analyzed and assessed the potential impacts of these factors on its business, both in the short and long term. Based on this analysis, the Company has developed a response plan tailored to the current situation. Additionally, measures have been implemented to collaborate with key business partners and raw material suppliers by creating a business continuity management plan.

Project or research and development that will affect the operating results and the financial condition in the near future

The Company is currently navigating an era in which technology plays a pivotal role in daily life. This is evident in the changing behavior of consumers, including how they shop, conduct financial transactions, use public transportation services, and more. Artificial intelligence (AI) technology has become a critical factor across numerous business sectors and industries and is expected to play a key role in transforming businesses and organizations in the coming decades.

To stay competitive in the digital age and address rapidly evolving market demands, the Company has invested in enhancing its capabilities and expanding business opportunities by integrating AI technologies. These technologies allow for detailed tracking and analysis of production processes and operations, leading to the development and improvement of workflows for maximum efficiency, cost reduction, and appropriate responses to market needs.

Furthermore, AI plays a crucial role in supporting strategic decision-making by enabling accurate and rapid data processing. This empowers the business to adapt to changes and sustainably strengthen its competitiveness in the market.

4.3 Information from financial statements and significant financial ratios

Information from financial statements

Summary of financial position statements

	THB		
	31 December 2022	31 December 2023	31 December 2024
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Assets			
Cash And Cash Equivalents (ThousandTHB)	163,354.58	97,882.38	89,278.49
Short-Term Investments - Net (ThousandTHB)	23,726.76	3,750.12	1,656.61
Trade And Other Receivables - Current - Net (ThousandTHB)	651,833.07	694,447.85	736,593.54
Other Current Receivables (ThousandTHB)	63,805.74	64,640.27	74,014.50
Inventories - Net (ThousandTHB)	403,427.02	451,588.55	434,136.91
Real Estate Development Costs (ThousandTHB)	72,075.23	78,543.31	79,661.74
Other Current Assets (ThousandTHB)	11,787.13	10,686.19	30,571.93
Other Current Assets - Others (ThousandTHB)	11,787.13	10,686.19	30,571.93
Total Current Assets (ThousandTHB)	1,264,281.50	1,258,955.98	1,292,237.47
Long-Term Investments - Net (ThousandTHB)	5,122.77	7,161.76	4,251.25
Investment Properties - Net (ThousandTHB)	213,852.70	192,102.23	192,102.23
Property, Plant And Equipment - Net (ThousandTHB)	4,117,850.57	4,610,530.06	5,516,252.98
Right-Of-Use Assets - Net (ThousandTHB)	249,307.55	275,527.47	249,979.33
Intangible Assets - Net (ThousandTHB)	39,711.14	46,114.26	33,830.88
Intangible Assets - Others (ThousandTHB)	39,711.14	46,114.26	33,830.88

	THB		
	31 December 2022	31 December 2023	31 December 2024
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Deferred Tax Assets (ThousandTHB)	440.18	1,513.91	1,653.99
Other Non-Current Assets (ThousandTHB)	24,656.46	91,496.39	24,345.58
Other Non-Current Assets - Others (ThousandTHB)	24,656.46	91,496.39	24,345.58
Total Non-Current Assets (ThousandTHB)	4,650,941.37	5,224,446.08	6,022,416.25
Total Assets (ThousandTHB)	5,915,222.87	6,483,402.05	7,314,653.72

	THB		
	31 December 2022	31 December 2023	31 December 2024
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Liabilities			
Bank Overdrafts And Short-Term Borrowings From Financial Institutions (ThousandTHB)	227,000.00	105,000.00	170,000.00
Trade And Other Payables - Current (ThousandTHB)	829,529.01	1,120,549.36	1,307,077.21
Other Current Payables (ThousandTHB)	479,954.65	720,942.79	979,536.06
Current Portion Of Long-Term Debts (ThousandTHB)	13,800.00	0.00	34,000.00
Current Portion Of Long-Term Debts - Others (ThousandTHB)	13,800.00	0.00	34,000.00
Other Current Financial Liabilities (ThousandTHB)	2,193.01	0.00	860.04
Other Current Financial Liabilities - Others (ThousandTHB)	2,193.01	0.00	860.04
Current Portion Of Lease Liabilities (ThousandTHB)	79,784.49	85,610.95	94,608.26
Short-Term Provisions (ThousandTHB)	0.00	0.00	25,775.39
Income Tax Payable (ThousandTHB)	50,646.42	54,057.54	81,741.27
Total Current Liabilities (ThousandTHB)	1,202,952.92	1,365,217.86	1,714,062.16
Non-Current Portion Of Long-Term Debts (ThousandTHB)	146,447.54	311,324.23	615,223.32
Non-Current Portion Of Long-Term Debts - Others (ThousandTHB)	146,447.54	311,324.23	615,223.32
Non-Current Portion Of Lease Liabilities (ThousandTHB)	169,287.27	189,519.95	155,302.52
Other Non-Current Financial Liabilities (ThousandTHB)	16,362.98	20,448.89	23,374.06

	THB		
	31 December 2022	31 December 2023	31 December 2024
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Deposits (ThousandTHB)	16,362.98	20,448.89	23,374.06
Provisions For Employee Benefit Obligations - Non- Current (ThousandTHB)	295,502.81	359,099.48	406,566.57
Deferred Tax Liabilities (ThousandTHB)	317,658.94	294,799.15	277,594.31
Total Non-Current Liabilities (ThousandTHB)	958,855.14	1,188,787.29	1,478,060.78
Total Liabilities (ThousandTHB)	2,161,808.07	2,554,005.15	3,192,122.95

	THB		
	31 December 2022	31 December 2023	31 December 2024
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Shareholders' equity			
Authorised Share Capital (ThousandTHB)	201,210.18	201,210.18	201,210.18
Authorised Ordinary Shares (ThousandTHB)	201,210.18	201,210.18	201,210.18
Issued And Paid-Up Share Capital (ThousandTHB)	200,960.50	200,960.50	200,960.50
Paid-Up Ordinary Shares (ThousandTHB)	200,960.50	200,960.50	200,960.50
Premium (Discount) On Share Capital (ThousandTHB)	392,838.10	392,838.10	392,838.10
Premium (Discount) On Ordinary Shares (ThousandTHB)	392,838.10	392,838.10	392,838.10
Retained Earnings (Deficits) (ThousandTHB)	1,549,293.26	1,745,126.97	1,940,952.71
Retained Earnings - Appropriated (ThousandTHB)	60,000.00	60,000.00	60,000.00
Legal And Statutory Reserves (ThousandTHB)	25,000.00	25,000.00	25,000.00
Other Reserves (ThousandTHB)	35,000.00	35,000.00	35,000.00
Retained Earnings (Deficits) - Unappropriated (ThousandTHB)	1,489,293.26	1,685,126.97	1,880,952.71
Other Components Of Equity (ThousandTHB)	1,609,190.08	1,589,868.24	1,587,738.97
Other Components Of Equity - Others (ThousandTHB)	1,609,190.08	1,589,868.24	1,587,738.97
Equity Attributable To Owners Of The Parent (ThousandTHB)	3,752,281.94	3,928,793.81	4,122,490.28
Non-Controlling Interests (ThousandTHB)	1,132.86	603.09	40.50
Total Equity (ThousandTHB)	3,753,414.81	3,929,396.91	4,122,530.77

	THB		
	31 December 2022	31 December 2023	31 December 2024
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Total Liabilities And Equity (ThousandTHB)	5,915,222.87	6,483,402.05	7,314,653.72

Summary of income statement

	THB		
	31 December 2022	31 December 2023	31 December 2024
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Statement of Comprehensive Income			
Revenue From Operations (ThousandTHB)	7,048,337.78	7,805,963.86	8,129,786.44
Revenue From Sales (ThousandTHB)	7,048,337.78	7,805,963.86	8,129,786.44
Interest And Dividend Income (ThousandTHB)	61.93	59.89	51.96
Dividend Income (ThousandTHB)	61.93	59.89	51.96
Other Income (ThousandTHB)	44,136.98	57,945.48	59,246.80
Total Revenue (ThousandTHB)	7,092,536.69	7,863,969.22	8,189,085.19
Costs (ThousandTHB)	4,228,587.89	4,515,635.79	4,660,218.69
Cost Of Sales (ThousandTHB)	4,228,587.89	4,515,635.79	4,660,218.69
Selling And Administrative Expenses (ThousandTHB)	2,328,219.17	2,595,628.22	2,763,243.84
Selling Expenses (ThousandTHB)	1,449,353.24	1,603,329.14	1,695,033.47
Administrative Expenses (ThousandTHB)	878,865.93	992,299.08	1,068,210.37
(Reversal Of) Loss On Impairment (ThousandTHB)	0.00	0.00	-43.55
Total Cost And Expenses (ThousandTHB)	6,556,807.06	7,111,264.01	7,423,418.98
Other Gains (Losses) (ThousandTHB)	-132.63	2,488.54	8,557.97
Gains (Losses) On Foreign Currency Exchange (ThousandTHB)	-132.63	2,488.54	8,557.97
Profit (Loss) Before Finance Costs And Income Tax Expense (ThousandTHB)	535,597.00	755,193.76	774,224.18
Finance Costs (ThousandTHB)	9,584.40	12,382.21	21,446.30

	THB		
	31 December 2022	31 December 2023	31 December 2024
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Income Tax Expense (ThousandTHB)	95,031.35	122,242.64	148,477.15
Profit (Loss) For The Period From Continuing Operations (ThousandTHB)	430,981.25	620,568.91	604,300.73
Profit (Loss) From Discontinued Operations (ThousandTHB)	0.00	-22,533.45	-2,594.23
Net Profit (Loss) For The Period (ThousandTHB)	430,981.25	598,035.46	601,706.50
Net Profit (Loss) For The Period / Profit (Loss) For The Period From Continuing Operations (ThousandTHB)	430,981.25	598,035.46	601,706.50
Gains (Losses) On Remeasuring Investment In Equity Instruments Measured At Fair Value Through Other Comprehensive Income (ThousandTHB)	-7,960.80	1,546.13	-2,661.59
Remeasurement Of Employee Benefit Obligations (ThousandTHB)	22,909.25	-18,616.10	15,017.19
Income Taxes Relating To Items That Will Not Be Subsequently Reclassified To Profit Or Loss (ThousandTHB)	-2,989.69	8,553.68	-2,471.12
Other Comprehensive Income (Expense) - Net Of Tax (ThousandTHB)	11,958.76	-34,214.72	9,884.48
Total Comprehensive Income (Expense) For The Period (ThousandTHB)	442,940.01	563,820.74	611,590.98
Net Profit (Loss) Attributable To : Owners Of The Parent (ThousandTHB)	435,064.48	598,560.00	601,680.66
Net Profit (Loss) Attributable To : Non- Controlling Interests (ThousandTHB)	-4,083.23	-524.53	25.85

	THB		
	31 December 2022	31 December 2023	31 December 2024
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Total Comprehensive Income (Expense) Attributable To : Owners Of The Parent (ThousandTHB)	447,023.24	564,345.28	611,565.14
Total Comprehensive Income (Expense) Attributable To : Non-Controlling Interests (ThousandTHB)	-4,083.23	-524.53	25.85
Basic Earnings (Loss) Per Share (Baht/Share) (ThousandTHB)	2.16	2.26	1.50
EBITDA (ThousandTHB)	870,092.28	1,109,822.09	1,178,686.54
Operating Profit (ThousandTHB)	491,530.72	694,699.85	706,323.91
Normalize Profit (ThousandTHB)	431,113.88	595,546.92	593,148.53

Summary of cash flow statement

	THB		
	31 December 2022	31 December 2023	31 December 2024
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Cash flow statement			
Net Profit (Loss) Attributable To Owners Of The Parent For The Period (ThousandTHB)	430,981.25	598,035.46	601,706.50
Depreciation And Amortisation (ThousandTHB)	334,495.27	354,628.34	404,462.36
Depreciation (ThousandTHB)	311,015.99	338,752.97	392,159.79
Amortisation (ThousandTHB)	23,479.28	15,875.36	12,302.57
(Reversal Of) Expected Credit Losses (ThousandTHB)	186.50	-440.42	-43.55
(Reversal Of) Loss From Diminution In Value Of Inventories (ThousandTHB)	4,665.49	1,515.58	3,223.71
(Gains) Losses On Foreign Currency Exchange (ThousandTHB)	414.90	-2,417.50	-5,008.82
(Gains) Losses On Disposal Of Other Investments (ThousandTHB)	-265.93	-758.47	-1.52
(Gains) Losses On Fair Value Adjustments Of Investments (ThousandTHB)	0.00	0.00	1,655.08
(Gains) Losses On Disposal And Write-Off Of Fixed Assets (ThousandTHB)	7,565.54	-6,150.66	9,403.32
(Gains) Losses On Disposal Of Fixed Assets (ThousandTHB)	-4,292.06	-6,639.32	-1,739.64
Loss On Write-Off Of Fixed Assets (ThousandTHB)	11,857.60	674.60	11,003.19
(Reversal Of) Impairment Loss Of Other Assets (ThousandTHB)	18,311.00	16,803.48	-7,032.83
Dividend And Interest Income (ThousandTHB)	-507.25	-1,173.01	-1,072.51

	THB		
	31 December 2022	31 December 2023	31 December 2024
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Dividend Income (ThousandTHB)	-61.93	-59.89	-51.96
Interest Income (ThousandTHB)	-445.32	-1,113.12	-1,020.55
Finance Costs (ThousandTHB)	9,397.90	14,116.15	21,446.30
Income Tax Expense (ThousandTHB)	95,031.35	122,276.39	148,468.12
Cash Flows From (Used In) Operations Before Changes In Operating Assets And Liabilities (ThousandTHB)	902,186.89	1,093,644.58	1,177,206.17
(Increase) Decrease In Trade And Other Receivables (ThousandTHB)	-57,496.16	-42,174.36	-42,102.14
(Increase) Decrease In Inventories (ThousandTHB)	-53,525.01	-46,289.82	20,451.20
(Increase) Decrease In Other Operating Assets (ThousandTHB)	5,945.59	5,161.98	-326.62
Increase (Decrease) In Trade And Other Payables (ThousandTHB)	135,029.63	280,290.31	-2,677.15
Increase (Decrease) In Provisions For Employee Benefit Obligations (ThousandTHB)	17,025.87	44,980.57	62,484.28
Increase (Decrease) In Provisions (ThousandTHB)	980.97	0.00	12,179.79
Increase (Decrease) In Other Operating Liabilities (ThousandTHB)	1,775.28	4,085.91	2,925.17
Cash Generated From (Used In) Operations (ThousandTHB)	951,923.06	1,339,699.17	1,230,140.71
Income Tax (Paid) Received (ThousandTHB)	-99,200.30	-134,245.12	-140,600.43
Net Cash From (Used In) Operating Activities (ThousandTHB)	852,722.76	1,205,454.05	1,089,540.28

	THB		
	31 December 2022	31 December 2023	31 December 2024
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Proceeds From Investment (ThousandTHB)	781,000.00	682,000.00	1,300.00
Proceeds From Disposal Of Investments (ThousandTHB)	781,000.00	682,000.00	1,300.00
Proceeds From Disposal Of Fixed Assets (ThousandTHB)	4,298.49	8,188.05	1,756.34
Property, Plant And Equipment (ThousandTHB)	4,298.49	8,188.05	1,756.34
Payment For Purchase Of Fixed Assets (ThousandTHB)	-675,596.27	-766,362.18	-950,525.90
Property, Plant And Equipment (ThousandTHB)	-647,798.03	-733,685.37	-942,711.14
Intangible Assets (ThousandTHB)	-19,696.12	-22,904.44	-7,814.76
Dividend Received (ThousandTHB)	61.93	59.89	51.96
Interest Received (ThousandTHB)	445.32	1,113.12	1,020.55
Other Items (Investing Activities) (ThousandTHB)	0.00	-68,863.57	-14,708.61
Net Cash From (Used In) Investing Activities (ThousandTHB)	-665,790.54	-803,864.70	-961,105.67
Proceeds From Borrowings (ThousandTHB)	737,747.54	841,023.69	1,066,029.09
Proceeds From Short-Term Borrowings (ThousandTHB)	610,000.00	617,000.00	717,000.00
Proceeds From Long-Term Borrowings (ThousandTHB)	127,747.54	224,023.69	349,029.09
Repayments On Borrowings (ThousandTHB)	-579,580.00	-811,947.00	-663,130.00
Repayments On Short-Term Borrowings (ThousandTHB)	-445,000.00	-739,000.00	-652,000.00

	THB		
	31 December 2022	31 December 2023	31 December 2024
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Repayments On Long-Term Borrowings (ThousandTHB)	-134,580.00	-72,947.00	-11,130.00
Repayments On Lease Liabilities (ThousandTHB)	-84,170.25	-88,134.61	-93,850.01
Payments For Changes In Interest In Subsidiaries (ThousandTHB)	0.00	0.00	-448.48
Dividend Paid (ThousandTHB)	-303,427.86	-387,838.64	-418,008.64
Interest Paid (ThousandTHB)	-11,379.04	-20,165.00	-27,630.45
Net Cash From (Used In) Financing Activities (ThousandTHB)	-240,809.61	-467,061.56	-137,038.50
Net Increase (Decrease) In Cash And Cash Equivalent (ThousandTHB)	-53,877.39	-65,472.20	-8,603.89
Cash And Cash Equivalents, Beginning Balance (ThousandTHB)	217,231.97	163,354.58	97,882.38
Cash And Cash Equivalents, Ending Balance (ThousandTHB)	163,354.58	97,882.38	89,278.49

Key financial ratios

	2022	2023	2024
Liquidity ratio			
Current ratio (times)	1.10	0.90	0.80
Quick ratio (times)	0.60	0.50	0.40
Cash flow liquidity ratio (times)	0.80	0.90	0.70
Average account receivable turnover (times)	12.90	12.80	12.60
Average collection period (days)	28.30	28.50	29.00
Average finish goods turnover (times)	N/A	N/A	N/A
Average finish goods turnover period (days)	N/A	N/A	N/A
Average inventory turnover (times)	12.20	12.10	12.80
Average inventory turnover period (days)	29.90	28.50	28.50
Average account payable turnover (times)	12.40	12.10	12.80
Average payment period (days)	29.40	30.30	28.50
Average cash cycle (days)	28.80	26.70	29.00
Profitability ratio			
Gross profit margin (%)	40.90	42.20	42.70
Operating margin (%)	8.20	7.90	7.40
Other income to total income (%)	N/A	N/A	N/A
Cash from operation to operating profit (%)	N/A	N/A	N/A
Net profit margin (%)	6.30	7.70	7.40
Return on equity (ROE) (%)	11.70	15.60	14.90
Financial policy ratio			
Total debts to total equity (times)	0.58	0.65	0.77

	2022	2023	2024
Interest coverage ratio (times)	63.80	57.80	36.00
Interest bearing debt to EBITDA ratio (times)	N/A	N/A	N/A
Debt service coverage ratio (times)	N/A	N/A	N/A
Dividend payout ratio (%)	70.00	70.00	70.00
Efficiency ratio			
Return on asset (ROA) (%)	9.42	11.82	11.18
Return On Fixed Assets (%)	18.60	19.90	18.10
Asset turnover (times)	1.20	1.30	1.20

5. General information and other material facts

5.1 General information

General information

Securities registrar

Name of securities registrar : Thailand Securities Depository Co., Ltd.
Address/location : 93 Ratchadaphisek Road
Subdistrict : Din Daeng
District : Din Daeng
Province : Bangkok
Postcode : 10400
Telephone : 02-009-9000
Facsimile number : 02-009-9991

Auditing firm

Name of auditing firm* : KPMG PHOOMCHAI AUDIT COMPANY LIMITED
Address/location : -
Subdistrict : YAN NAWA
District : SATHON
Province : Bangkok
Postcode : 10120
Telephone : 0 2677 2000
Facsimile number : 0 2677 2222
List of auditors : Miss CHANARAT CHANWA
License number : 9052
List of auditors : Miss CHANLIKA PANYA
License number : 11872
List of auditors : Miss MARISA THARATHORNBUNPAKUL
License number : 5752

5.2 Other material facts

5.2.1 Other information that may significantly influence investors' decision making

Other information that may influence investors' decision : No
making

5.2.2 Restrictions of foreign shareholders

Are there restrictions on foreign shareholders? : No

5.3 Legal disputes

Legal disputes

Is there any legal dispute? : No

5.4 Secondary market

Secondary market

Has the company's security been listed on a stock exchange in : No
another country?

5.5 Financial institution with regular contact (in case of debt securities offeror)

Financial institution with regular contact

Are there any debt securities offered? : No

Part 2 Corporate Governance

6. Corporate governance policy

6.1 Overview of the policy and guidelines

Overview of the policy and guidelines

Corporate governance policy and guidelines : Yes

The Board of Directors and management prioritize and have guidelines for continuously monitoring and supervising the business. The company has instilled the principles of corporate governance and business ethics in employees at all levels to strengthen the organization to have an efficient and robust management system and promote sustainable growth. The company places great importance on good corporate governance principles and continuously develops them to be an organization that operates efficiently and creates maximum benefits for shareholders, stakeholders, society, and the environment. The company is also committed to ethics and integrity in its business operations, which can be verified. The company has established a "Code of Business Conduct" and has a Risk Management and Corporate Governance Committee to oversee the Board of Directors, executives, management, and all employees to perform their duties in accordance with the rules, regulations, and various regulations of the Securities and Exchange Commission (SEC), the Stock Exchange of Thailand (SET), the company's regulations, the Public Limited Company Act, and other relevant laws. The company has disclosed this information on the company's website under "Corporate Governance" or <https://www.haadthip.com/th/about/goodcorporate-governance>. The company has communicated its ethical business practices through an employee handbook to all employees from the first day of work. This ensures that all employees treat stakeholders, including customers, suppliers, competitors, shareholders, society, and colleagues, with ethics, honesty, responsibility, and transparency. The handbook is in line with the newly revised Code of Business Conduct, which includes:

1. Recognize the role and responsibilities of the Board of Directors as leaders who create sustainable value for the business.
2. Set objectives and key goals for the business that are geared towards sustainability.
3. Build an effective board of directors.
4. Recruitment and development of senior executives and personnel management.
5. Promote innovation and responsible business practices.
6. Ensure that there is an appropriate risk management and internal control system.
7. Maintain financial credibility and transparency.
8. Support shareholder engagement and communication.

The Board of Directors places importance on good corporate governance and understands the roles, duties, and responsibilities of the Board towards the company, shareholders, and all stakeholders. The company complies with the best practices for listed companies' boards of directors in accordance with the guidelines of the Stock Exchange of Thailand (SET) and the Securities and Exchange Commission (SEC). According to the 2024 Corporate Governance Report of Thai Listed Companies (CGR Checklist) survey by the Thai Institute of Directors Association (IOD), the company received a 5-star rating: Excellent. The company also received a score between 90-99 or 4 coins from the 2024 Annual General Meeting Quality Assessment Project (AGM Checklist) by the Thai Investors Association.

Corporate Governance Policy

The Board of Directors has established the company's corporate governance policy in accordance with the guidelines set by the Stock Exchange of Thailand (SET) and the Securities and Exchange Commission (SEC), which are based on the principles of good corporate governance of the Organization for Economic Co-operation and Development (OECD). This policy serves as a guideline for the Board of Directors, executives, and employees at all levels to perform their duties responsibly, cautiously, and with integrity. The company also ensures communication, understanding, and continuous monitoring of corporate governance practices to build confidence among shareholders, investors, stakeholders, and all related parties. The details are as follows:

1. The Board of Directors must perform its duties with dedication and responsibility, independence, prudence, and integrity to achieve the objectives and missions set forth. There is a clear separation of roles and responsibilities between the Chairman of the Board and the Chief Executive Officer.
2. The Board of Directors plays an important role in setting the vision, strategies, policies, and key plans of the company. It must consider risk factors and establish appropriate management guidelines. It must also ensure that the accounting system, financial reporting, and auditing are reliable.
3. The Board of Directors must be a leader in ethics, setting an example in working in accordance with the company's good

corporate governance guidelines, and diligently overseeing the resolution of conflicts of interest and connected transactions.

4. The Board of Directors may appoint special committees as appropriate to assist in the careful consideration of important matters.

5. The Board of Directors is responsible for setting ethical standards and a code of conduct for the company for the Board of Directors, executives, officers/employees at all levels, and all employees to use as guidelines for their conduct in conjunction with the company's rules and regulations.

6. The Board of Directors must have an annual self-evaluation to use as a framework for monitoring the performance of the Board.

7. The Board of Directors must ensure that the company's shareholders are treated equally, have the right to access information, and have appropriate channels to communicate with the company.

8. The Board of Directors must ensure that there is an appropriate system for selecting personnel to be responsible for key management positions at all levels and that the recruitment process is transparent and fair.

9. The Board of Directors must ensure that the company's information, both financial and non-financial, is disclosed adequately, reliably, and timely so that shareholders and stakeholders of the company receive equal information. The company must also have public relations and investor relations units to be responsible for providing information to investors and the general public.

10. The Board of Directors must establish an effective anti-fraud and corruption system to ensure that management is aware of and prioritizes anti-fraud and corruption measures and complies with anti-fraud and corruption measures.

6.1.1 Policy and guidelines related to the board of directors

Are there policy and guidelines related to the board of directors : Yes

Guidelines related to the board of directors : Nomination of directors, Determination of director remuneration, Independence of the board of directors from the management, Director development, Board performance evaluation, Corporate governance of subsidiaries and associated companies

Nomination of directors

The Board of Directors possesses extensive business knowledge and experience in the industries in which the Company operates. They are capable of working efficiently, offering valuable perspectives, and providing strategic vision in business operations, including risk management related to the Company's activities. Additionally, all directors must meet the required qualifications and must not have any disqualifying characteristics as specified under the Public Limited Company Act and the Securities and Exchange Act. Independent directors must fulfill all qualifications outlined in the Capital Market Supervisory Board Announcement No. TorJor. 4/2552 on Request for Permission and Permission to Offer Newly Issued Shares (No. 2) ("Announcement No. TorJor. 4/2552").

The election of the Company's directors must comply with the Company's regulations and relevant legal requirements. The shareholders' meeting will consider the election of directors based on the following criteria and procedures:

1. Each shareholder has one vote per share.
2. In electing directors, voting may be conducted by electing directors individually, one at a time, or by electing multiple directors simultaneously as a group, or through any other method deemed appropriate by the shareholders' meeting. However, in each voting instance, shareholders must cast their votes in full accordance with (1), meaning they cannot selectively distribute their votes among candidates.
3. In the election of the Board of Directors, the majority vote determines the outcome. If multiple candidates receive equal votes, the chairman of the meeting shall issue the deciding resolution. At each annual general meeting, one-third of the directors shall retire. If the total number of directors cannot be evenly divided into three parts, the number closest to one-third shall retire. Directors retiring in the first and second years following registration shall be determined by drawing lots. In subsequent years, directors who have served the longest shall retire. If the number of directors exceeds the required number of retirees at any given time, those who must retire shall be determined by drawing lots.

Determination of director remuneration

The Board of Directors has assigned the Remuneration and Nomination Committee to consider the remuneration of the directors and propose their recommendations to the Board of Directors. The Committee will consider setting the remuneration in line with the Company's performance and responsibilities. The remuneration will be at a reasonable level, comparable to companies in the same

industry, and sufficient to attract and retain quality directors. The proposal will be submitted for approval at the shareholders' meeting.

Independence of the board of directors from the management

The Company follows a policy ensuring the Board of Directors remains independent from the management. The board's decisions are made autonomously, with responsibility, diligence, honesty, and in compliance with relevant laws. The Chairman of the Board is an independent director, and the majority of the board members are non-executive directors. (The board consists of 14 members, of whom only three are executive directors.)

Director development

The Board of Directors actively supports and encourages directors to pursue training with the Thai Institute of Directors Association (IOD) or other relevant organizations. The Company Secretary is designated as the coordinator for announcing training opportunities aimed at enhancing the potential and efficiency of directors in fulfilling their responsibilities.

Board performance evaluation

For the Board of Directors' self-assessment process, the company mandates that it be conducted once a year. Initially, the company secretary will propose performance evaluation forms for the Board of Directors and appropriate sub-committees that aligns with the current situation, roles, and responsibilities of the Board. The Board has approved the use of the Board self-assessment form prepared by the Stock Exchange of Thailand. The company will then distribute the evaluation forms to all directors for performance evaluation. The evaluation will be conducted on a board level, individual level, and for the Chief Executive Officer (CEO). Subsequently, the company secretary will collect the completed evaluation forms along with a summary of the evaluation results and comments, and present them to the Board of Directors' meeting at the next meeting.

Corporate governance of subsidiaries and associated companies

The company has a policy to appoint representatives to serve as directors with control over subsidiaries to monitor and supervise the management of subsidiaries to comply with the company's strategic guidelines and policies effectively and efficiently. There is a defined scope of authority, duties, and responsibilities of directors and executives representing the company in setting important policies. There is an adequate and robust internal control system in place for subsidiaries engaged in core businesses. The Board of Directors will consider approving transactions between the company and connected persons (if any) in accordance with the criteria of the Stock Exchange of Thailand, the Securities and Exchange Commission, and other relevant laws. For joint ventures, the company will oversee the joint ventures in accordance with the agreed-upon strategies and as specified in the joint venture agreements.

6.1.2 Policy and guidelines related to shareholders and stakeholders

Are there policy and guidelines and measures related to	:	Yes
shareholders and stakeholders		
Guidelines and measures related to shareholders and	:	Shareholders, Employee, Customer, Business competitors, Suppliers,
stakeholders		Creditors, Government agencies, Community and society, Other
		guidelines and measures related to shareholders and stakeholders

Shareholders

1. The Company conducts its business with honesty, transparency, and responsibility to all shareholders equally. The Company discloses information to shareholders accurately, completely, and to a high standard within the framework of the law, ethics, and good corporate governance guidelines to protect and maximize shareholder interests.
2. The Company shall not seek benefits for itself and/or related parties by disclosing any confidential and/or not publicly disclosed inside information of the Company to outsiders, which will lead to detriment of the Company.
3. The presentation of the Company's status reports, operating results, and information to all shareholders will be conducted fairly, consistently, timely, accurately, completely, in accordance with the truth, and in compliance with relevant laws.
4. The Company facilitates and encourages all shareholders by overseeing the implementation of policies to conduct shareholder meetings in accordance with the law and shareholder meeting guidelines.
5. All executives and employees must be committed to creating business growth for the Company based on their true potential or capabilities, so that shareholders receive sustainable returns from efficient work and good performance of the Company.

In 2024, the Company had no violations of non-compliance with the rules regarding share repurchases, preventing shareholders from communicating with each other, and non-disclosure of agreements between shareholders.

Reference link for the policy, guidelines and measures related to shareholders : <https://www.haadthip.com/storage/document/code-of-conduct/2021/htc-code-of-conduct-en.pdf>

Page number of the reference link : 15

Employee

The company recognizes the value of human resources and desires for employees to take pride in the organization with a participatory work environment and equal opportunities for career advancement. All employees will be encouraged to develop their knowledge and abilities comprehensively and continuously to create value and maintain business excellence for the organization. The company will implement the following:

1. Equality and Equal Opportunities

- The company treats women equally to men, without discrimination in education, employment, training, promotion, termination, economic and social activities, marital rights, and family environment.
- The company supports operations that demonstrate that individuals are treated with dignity, honor, participation, and appropriate protection.
- The company respects the rights of indigenous peoples, local communities, and legal migrant workers when the company is involved in activities.
- The company selects individuals for employment based on educational qualifications, experience, and other necessary requirements, without discrimination based on gender, age, race, religion, etc.
- The company determines fair compensation for employees in accordance with the nature and characteristics of the work, work performance, and the company's salary structure.
- The company encourages employees to receive training and development to improve work efficiency and open up opportunities for career advancement.
- The company recognizes that good communication leads to efficiency and good working relationships. Therefore, the company encourages employees to stay informed on relevant news as appropriate, such as through the Intranet and Hadthip Journal.
- The company provides employees with channels for communication, suggestions, and grievances related to work. All suggestions will be seriously considered, and solutions will be determined to benefit all parties in accordance with human rights principles and to build good working relationships. The company has provided suggestion boxes and electronic channels for employees to express their opinions comprehensively.

2. Treatment under Human Rights

- The company recognizes the human dignity, rights, liberties, and equality of persons as guaranteed or protected by the Constitution of the Kingdom of Thailand, Thai law, or treaties to which Thailand is bound.
- The company treats all employees equally, without discrimination based on origin, ethnicity, gender, age, skin color, religion, disability, family status, education, political opinion, physical appearance, or any other status not directly related to work performance.
- The company provides equal employment opportunities for all employees under the company's rules, regulations, announcements, and orders.
- The company is committed to supporting and promoting fundamental human rights in a practicable manner, such as prohibiting child labor or other acts that demonstrate disrespect for human rights, and incorporating them into company policy.
- The company strictly adheres to human rights principles, provides knowledge and understanding of human rights to employees for implementation as part of its operations, and does not support activities and businesses that violate human rights. The company has also provided channels for receiving complaints regarding human rights violations to find ways to prevent and resolve them. Reports or complaints can be made through the channels designated by the company.
- The company takes care of employees' personal information confidentially, does not send or distribute personal information to unrelated persons, and does not disclose or transfer personal information without the consent of the data subject.
- All employees must not engage in any act of sexual harassment, whether towards company employees or external individuals who come into contact with the business. This includes sexual assault, coercion, solicitation, obscenity, and possession of obscene materials, both verbal and physical.
- The company will not engage with any agency, organization, or individual that violates human rights in any case.
- Supervisors should conduct themselves in a manner that earns the respect of employees, and employees should not engage in any disrespectful behavior towards supervisors.

3. Safety, Health, and Environment

The company is committed to ensuring the well-being of employees, the community, and the workplace environment and to maintaining a good environment. Therefore, it has established work practices to ensure workplace safety in accordance with relevant laws and regulations. The company is committed to quality, food safety, occupational safety, and the environment. The company operates under international certification standards such as ISO 9001 Quality Management System, FSSC 22000 Food Safety System Certification, ISO 14001 Environmental Management System, ISO 45001 Occupational Health and Safety Management System, NSF (National Sanitation Foundation) Drinking Water Treatment System. In addition, the company is also concerned about customers who practice Islam. The company has therefore applied for Halal certification for all products manufactured by the company.

- The company assesses and manages risks, policies for the prevention of accidents, injuries, illnesses, and environmental impacts arising from the company's operations, emphasizing the active cooperation of all employees to limit and control risks to a level that is safe for business operations.
- The company strictly complies with safety laws and regulations and will apply reliable safety management standards in cases where there are no applicable laws and regulations, such as the Coca-Cola Quality System.
- The company provides for the design of tools and equipment, the establishment of work procedures, work planning, and employee training to ensure adequate knowledge, understanding, and information on occupational safety to prevent hazards that may arise from machinery, work processes, or diseases that may occur.
- The company prohibits the use of drugs, alcohol, or any narcotics both during and outside of working hours. The company will endeavor to provide necessary information to make employees aware of the dangers of various drugs and will provide tools to measure drug and alcohol use at inappropriate levels when necessary. If an employee is found to be working under the influence of illegal drugs, alcohol, or other substances at a level that may impair work performance, disciplinary action will be considered.

Reference link for the policy, guidelines and measures related to employee conduct : <https://www.haadthip.com/storage/document/code-of-conduct/2021/htc-code-of-conduct-en.pdf>

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Customer

The company is committed to understanding the needs, expectations, and behaviors of customers in order to improve products, services, and customer experiences. We operate by focusing on customers as the center of all operations, prioritizing their needs, experiences, and satisfaction. This is not just about selling products/services, but about building lasting relationships and growing together. To build good relationships, create growth, and add value to the business in the long term together, the company adheres to fair business practices that benefit customers and consumers as follows:

- Treat customers equally and fairly, based on fair returns for both parties, and deliver quality products at fair prices.
- Committed to sourcing, developing, and manufacturing quality products to meet customer needs and providing after-sales service to facilitate customers effectively.
- Regularly study, evaluate, and improve the potential impact of products on customers, as well as
- Control and supervise products to meet quality standards, requirements, consumer protection laws, or other relevant laws.
- Provide accurate, sufficient, and useful information for customers' decision-making without exaggeration, concealment of content, false information, or intentional misleading of customers that could lead to misunderstandings about the quality or any conditions of the products.
- Respect the privacy of customers, including protecting their personal information, by not disclosing it to third parties in accordance with relevant laws.
- Contracts between the company and customers comply with legal principles, containing accurate and sufficient information and agreements. The company does not impose unfair conditions or violate customer rights, and strictly adheres to the agreed-upon contracts and conditions. In the event that any condition cannot be complied with, the company will notify the customer promptly.
- Provide a system and channels for customers to file complaints about product quality and service efficiency effectively, so that the company can prevent and resolve problems for customers quickly and appropriately, as well as use such information to improve or develop such products and services.

Reference link for the policy, guidelines and measures related to customer conduct : <https://www.haadthip.com/storage/document/code-of-conduct/2021/htc-code-of-conduct-en.pdf>

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Business competitors

The company adheres to international best practices regarding competitors, operating within the framework of the law. We do not

infringe upon or seek to obtain competitors' trade secrets through fraudulent or dishonest means, nor do we damage their reputation through defamation, even if they act against our company illegally or unethically.

Reference link for the policy, guidelines and measures related to business competitors : <https://www.haadthip.com/storage/document/code-of-conduct/2024/supplier-code-of-conduct-en.pdf>

Page number of the reference link : 3

Suppliers

The Company has a policy of treating business partners fairly and equitably. In the event that the Company has a necessary reason to be unable to comply with the conditions or agreements made with each other, the Company will notify and expedite negotiations with the business partners in advance in order to jointly find solutions and prevent damage to each other.

- The Company shall procure goods and services in accordance with the following principles:
 1. Having competition based on equal information.
 2. Having criteria for evaluating and selecting business partners and contractors.
 3. Establishing appropriate and fair contract formats.
 4. Establishing a management and monitoring system to ensure compliance with the terms and conditions of the contract and prevent fraud and misconduct at every step of the procurement process. Payment to business partners and contractors is made in accordance with the agreed payment terms.
- The Company is committed to developing and maintaining sustainable relationships with business partners and contractors who have clear objectives in terms of quality of goods and services that are value for money and mutual trust.
- The Company supports public policies that promote fair competition, including anti-monopoly and anti-dumping.
- Executives and all employees must be aware of the importance of conducting themselves in accordance with competition law and fair competition. Executives and all employees are strictly prohibited from accepting any personal benefits from business partners and contractors.

Reference link for the policy, guidelines and measures related to suppliers : <https://www.haadthip.com/storage/document/code-of-conduct/2024/supplier-code-of-conduct-en.pdf>

Creditors

The company has a policy of treating creditors equally and fairly. In the event that the company has a necessary reason that makes it unable to comply with the terms and conditions agreed upon, the company will notify and expedite negotiations with creditors in advance. This is to find solutions together and prevent losses for all parties involved.

Reference link for the policy, guidelines and measures related to creditors : <https://www.haadthip.com/storage/document/code-of-conduct/2021/htc-code-of-conduct-en.pdf>

Page number of the reference link : 19

Government agencies

Recognizing the importance of the government sector as one of the stakeholders of the Group, the Group has established guidelines for dealing with the government sector and government officials in the countries in which it invests to avoid actions that may result in impropriety and damage to the organization's image, as follows:

1. Conduct business fairly and straightforwardly when dealing with government officials or agencies.
2. Be aware that in each locality or some countries, there may be different laws, conditions, procedures, regulations, practices, or customs and traditions in conducting business regarding rewards, donations, employment, hospitality, or the organization of events for government officials or government agencies.
3. Comply with the laws of each country or locality related to the employment of government officials, both in the case of hiring as a consultant or as an employee of the Group's companies, with transparent and appropriate employment conditions.
4. Avoid conducting transactions with government officials or family members of government officials while such officials have influence over decisions regarding contracts with the state.
5. Building acquaintances or good relationships between the government sector and the Group's companies within an appropriate scope can be done, for example, by meeting and talking in public, expressing congratulations on festive occasions or according to traditional practices.

Reference link for the policy, guidelines and measures related to government agencies : <https://www.haadthip.com/storage/document/other-policy/htc-employment-policy.pdf>

Community and society

1. The Company has a policy of conducting business with consideration for the community and society and will conduct business in accordance with ethical principles, the requirements of relevant laws and regulations, including the requirements of local government organizations such as municipalities, subdistrict administrative organizations, etc.
2. The Company is committed to participating in the development of the communities in which it conducts business and society as a whole, both in terms of economics, society, and community, and encourages its personnel to have volunteerism and social responsibility without expecting anything in return.
3. In the absence of applicable laws or regulations, the Company shall have a method of treating communities and society responsibly by encouraging employees to have awareness and responsibility with the following guidelines:
 - Public relations with the community on environmental issues, including knowledge exchange and
 - Experience with other agencies to maintain the environment and improve operations to be appropriate for the environment continuously and consistently.
 - The Company promotes job creation, workforce skills development, continuous education and learning development, as well as the preservation of arts and culture of the communities in which the Company operates.
 - Manage work with the goal of preventing impacts on communities and society, reviewing and evaluating performance on an ongoing and consistent basis to track progress and to ensure that the Company complies with established policies.

Reference link for the policy, guidelines and measures related : <https://www.haadthip.com/storage/document/code-of-conduct/2021/htc-code-of-conduct-en.pdf>
to community and society

Page number of the reference link : 20

Other guidelines and measures related to shareholders and stakeholders

Environmental Conservation, Energy, and Natural Resources

The Company is committed to conducting business alongside the conservation of the environment, energy, and natural resources, adhering to the principles of social responsibility and sustainability. The Company has practices in place for the conservation of the environment, energy, and natural resources.

- The Company must comply with laws, regulations, environmental management standards, and other requirements related to the environment, energy, and natural resources in conducting its business.
- The Company is committed to conducting business with environmental considerations, both in terms of ecosystem and biodiversity management, climate, and the environment.
- The Company is committed to managing its operations with the goal of preventing and controlling environmental impacts. The Company also aims to control activities that may pose a risk of wasting energy and natural resources.
- The Company is committed to continuously reviewing and developing its environmental management, including energy conservation, the use of renewable energy, resource conservation, material reuse, and the proper disposal of waste or hazardous substances.
- The Company shall assess and monitor the results of its operations or impacts on the environment, energy, and natural resources on an ongoing basis.
- The Company is committed to creating a correct understanding among stakeholders about the conservation of the environment, energy, and natural resources to create beneficial innovations. The Company also promotes and collaborates in disseminating and publicizing related activities to organizations, government agencies, communities, and the general public.

Reference link for the other policy and guidelines : <https://www.haadthip.com/storage/document/code-of-conduct/2021/htc-code-of-conduct-en.pdf>

Page number of the reference link : 15

6.2 Business code of conduct

Business code of conduct

Business code of conduct : Yes

The Board of Directors has established a Code of Conduct for business operations in accordance with the Company's vision of growing alongside a good and sustainable society. The Board of Directors, management, employees, and related parties adhere to this code as a guideline for performing their duties with honesty, integrity, and fairness to all stakeholders. The Company also ensures regular monitoring of compliance with these guidelines, which cover the following key principles:

1. Treating shareholders and stakeholders equally and fairly, such as customers, creditors, competitors, shareholders, employees, the government, and society as a whole.
2. The Board of Directors is committed to creating long-term value for the Company, managing the business with prudence and diligence, and being accountable for performing duties with adequate competence and efficiency to maximize benefits for shareholders, preventing conflicts of interest, and taking responsibility for their decisions and actions.
3. Operating with transparency, accountability, and prioritizing the disclosure of accurate and timely information to all stakeholders, which will lead to the confidence of investors, creditors, and all related parties.
4. Conducting business with consideration for potential risks, including appropriate risk control and management, as well as risks arising from fraud and corruption in all forms.
5. Promoting best practices within the organization by encouraging all departments to continuously develop themselves.

Policy and guidelines related to business code of conduct : <https://www.haadthip.com/storage/document/code-of-conduct/2021/htc-code-of-conduct-en.pdf>

Page number of the reference link : 1

Policy and guidelines related to business code of conduct

Guidelines related to business code of conduct : Prevention of conflicts of interest, Anti-corruption, Whistleblowing and Protection of Whistleblowers, Preventing the misuse of inside information, Money laundering prevention, Gift giving or receiving, entertainment, or business hospitality, Compliance with laws, regulations, and rules, Information and assets usage and protection, Anti-unfair competitiveness, Information and IT system security, Environmental management, Human rights, Safety and occupational health at work

Prevention of conflicts of interest

The Company is committed to conducting business with honesty, integrity, transparency, and accountability. Therefore, the Board of Directors has determined that transactions with major shareholders, directors, executives, or persons related to such persons must be reviewed by the Audit Committee, which will carefully oversee every step of the approval process and comply with the criteria and procedures set by the Stock Exchange of Thailand (SET) and the Securities and Exchange Commission (SEC), as well as the Capital Market Supervisory Board, strictly. The Company will also disclose details of the transaction, the value of the transaction, the counterparty, and the reasons for the transaction transparently to the public immediately through the electronic media of the Stock Exchange of Thailand via the SET Community Portal system: www.setportal.set.or.th and disclosed in the Annual Information Form (Form 56-1 (One Report)).

Conflict of Interest Policy

Preventing Conflicts of Interest

1. All executives and employees must avoid engaging in activities that could create a conflict between personal interests and the company's interests, especially when interacting with business partners and other individuals.
2. While employed by the company or after termination of employment, executives and employees must not disclose any confidential information belonging to the company for personal benefit. This includes electronic information, financial data, performance information, business strategies, future plans, and any other information that could harm the company.
3. If executives or employees hold positions as directors or consultants in other companies, organizations, or business associations, they must inform the company and obtain approval.

4. Executives and employees must not borrow money from business partners with whom the company conducts business, as this could influence their duties as the company's representatives. The exception to this is financial institutions.
5. Executives and employees are prohibited from selling, transferring, or using the company's money or assets for any person without prior approval from an authorized individual.
6. All executives and employees must dedicate their time and efforts to the company's business. If additional work is necessary for personal income or other purposes outside of working hours, it must meet the following criteria:
 - It does not violate the law or contravene public order, peace, or morals.
 - It does not conflict with the company's interests.
 - It does not harm the company's reputation or business.
 - It does not involve using the company's confidential information for personal benefit or that of relatives.

Reference link for prevention of conflicts of interest : <https://www.haadthip.com/storage/document/code-of-conduct/2021/htc-code-of-conduct-en.pdf>

Page number of the reference link : 9

Anti-corruption

The Company's business operations will be conducted with transparency and honesty, in compliance with relevant laws and standards, and will encourage business partners to comply with the Anti-Corruption Policy. In 2024, the Company submitted a 71-item self-assessment form (3-year certification period) to renew its membership in the Private Sector Collective Against Corruption (Re-Certified), which has been ongoing for the third time and will expire again in 2026. The project is organized by the Thai Listed Companies Association, supported by the government and the National Anti-Corruption Commission (NACC) since 2013. This certification demonstrates the Company's commitment to conducting business with integrity, transparency, and fairness, and to not tolerating corruption in any form, both directly and indirectly. It also reflects the Company's commitment to social, community, and environmental responsibility in order to establish good corporate governance standards and build confidence among investors and the stock market. In addition, it is important to create and instill in employees a sense of integrity, transparency, and a refusal to condone or ignore corruption. The Company places great importance on communication to ensure that employees at all levels and all stakeholders are aware of the management's intentions, including:

- Developing a Code of Conduct for Business Conduct in both Thai and English and distributing it to executives and employees, as well as communicating it as an e-document via intranet channels.
- Develop a Supplier Code of Conduct
- As a main topic in the orientation of new employees on the Code of Conduct for Employees, and training is provided to all employees every quarter.
- Organize activities to promote good governance knowledge for youth.
- Organize an auction to select a manufacturer of promotional materials.
- Organize scrap material auctions
- Organize vehicle auctions
- Organize anti-corruption campaigns

Activities to promote good governance knowledge for youth

Activities to auction for the selection of manufacturers of promotional materials, scrap material auction and car auctions

Anti-corruption campaign activities

No Gift Policy communication activities

Reference link for anti-corruption : <https://www.haadthip.com/storage/document/other-policy/htc-policies-and-practices-against-corruption-en.pdf>

Page number of the reference link : 1

Whistleblowing and Protection of Whistleblowers

The company has established channels for receiving whistleblowing reports, complaints, and suggestions that indicate stakeholders who have been or are at risk of being harmed by the company's business operations or by the actions of employees related to misconduct or ethical violations. This includes actions that may indicate corruption, unfair treatment, negligence, or lack of due diligence. These channels and processes are as follows:

Employees or stakeholders can report whistleblowing tips, complaints, feedback, or suggestions through designated channels. The company will conduct an investigation, document the fact-finding in writing, and keep the whistleblower's identity confidential. Complaint information will be kept confidential to mitigate any potential impact. If the complaint is found to be true, a fact-

finding committee will be set up to summarize the report for the Disciplinary Action Committee, which will then make a decision and determine the appropriate disciplinary action. This process adheres to the principle of checks and balances to ensure fairness and impartiality for all parties involved.

In 2024, the company received 25 complaints through various channels. All complaints were resolved, and the complainants were satisfied with the solutions provided. These complaints can be categorized into 2 issues as follows:

Issue 1: Complaints regarding fraud and corruption: There were no complaints of fraud and corruption.

Issue 2: Complaints regarding service and process improvements can be divided into 2 parts.

1. There were 11 complaints from internal personnel, all of which have been addressed in accordance with the complaint resolution measures.
2. There were 14 complaints from external parties, all of which have been addressed in accordance with the complaint resolution measures.

In 2024, there were no cases of fraud or ethical violations (Penalty) found from the complaints.

Reference link for whistleblowing and protection of : <https://www.haadthip.com/storage/document/other-whistleblowers-policy/complaint-policy-and-procedures-en.pdf>

Page number of the reference link : 1

Preventing the misuse of inside information

The Company is listed on the Stock Exchange of Thailand, making it essential to operate in a manner that ensures equality and fairness for all shareholders. Inside information refers to material information that has not been publicly disclosed and could influence securities prices. Such information is considered confidential and, if disclosed, could harm the company.

Protecting inside information is critical to the Company's success and is also vital for job security. All personnel must ensure that the provision of information to external parties does not damage the company's business or reputation. Therefore, the Company has implemented measures and systems to control internal data. Employees must strictly adhere to the company's policies regarding the use of inside information, including maintaining its confidentiality and refraining from using it for personal gain, even after leaving the company or ceasing to perform their duties.

Controlling the use of inside information

All shareholders of the company must be treated equally and fairly in accordance with their basic rights. Therefore, the Board of Directors has established a policy to supervise and prevent directors, executives, and employees who possess important information about the company from using inside information that has not yet been disclosed to the public—for improper purposes, whether for personal gain or for the benefit of others. The policy is as follows:

1. The use of inside information must be limited to the scope of the duties and responsibilities assigned to the individual.
2. Directors, executives, or employees who have access to inside information—including their spouses and minor children—are prohibited from using the company's undisclosed inside information for personal benefit or the benefit of others, including for securities trading. Specifically, the policy prohibits trading securities during the blackout period, which is at least 30 days before the company's financial statements are made public, and up to 24 hours after the information is publicly released.
3. Disclosing inside information to external parties or individuals who are not involved in the company's operations is strictly prohibited.
4. Directors and executives are required to report any changes in their securities holdings to the Securities and Exchange Commission in accordance with Section 59 of the Securities and Exchange Act B.E. 2535.

In 2024, no violations of the policies and regulations regarding the use of inside information were found.

Reference link for misuse of inside information : <https://www.haadthip.com/storage/document/other-policy/insider-information-policy-and-blackout-periods-for-securities-trading-en.pdf>

Page number of the reference link : 1

Money laundering prevention

The Company is committed to preventing its operations from being used as a vehicle for money laundering or a channel for financing terrorism. As such, the company and its affiliates have established guidelines for business operations that emphasize monitoring and oversight. The company is committed to providing information to authorities if it becomes aware of activities that could lead to illegal actions, including maintaining proper records and complying with the law in relation to the handling of funds or assets.

Gift giving or receiving, entertainment, or business hospitality

The Company recognizes the importance of building strong relationships with business partners, which is a key factor in the company's continued success. Giving or receiving gifts, entertainment, and hospitality can be done under the following conditions:

- All actions must be on behalf of the Company and carried out correctly, transparently, and in compliance with moral principles, legal requirements, and the company's regulations, including those set by government agencies, state enterprises, and other relevant organizations.
- Directors, executives, and employees may receive or give gifts, provide hospitality, or cover other expenses on behalf of the company, such as receptions or entertainment from others on various occasions, according to tradition or morality. These actions must be for the purpose of building good relationships and creating a positive image for the company, provided they do not affect business decisions and the value does not exceed 3,000 Baht (three thousand Baht) per occasion.
- If gifts, hospitality services, or other expenses for the company's image exceed 3,000 Baht (three thousand Baht) per occasion, prior written approval must be obtained from the authorized person, as specified in the Company's operating procedures.

Reference link for gift giving or receiving, entertainment, or business hospitality : <https://www.haadthip.com/storage/document/code-of-conduct/2021/htc-code-of-conduct-en.pdf>

Page number of the reference link : 13

Compliance with laws, regulations, and rules

Compliance with the Company's Laws and Regulations

All executives and employees must comply with all applicable laws, regulations, and government property regulations, as well as the company's own policies. This includes avoiding involvement in any illegal activities or actions that contradict public order or morality. Providing employees or using Company property for illegal purposes is strictly prohibited. The laws, regulations, guidelines, principles for operations, and the Company's operational authority manual cover the following:

1. Executives and employees must comply with all laws, regulations, orders, the company's manual of powers of attorney, as well as the guidelines and work criteria determined and announced by the Company.
2. Violating the law, shareholder resolutions, board resolutions, company regulations, rules, or company orders by claiming that such actions are for increasing company profits or any other reason is unacceptable.
3. All executives and employees must perform their duties with integrity, even in situations where there may be gaps in the law, regulations, or orders of the Company.

Information and assets usage and protection

As a listed company on the Stock Exchange of Thailand, it is an important policy to ensure equality and fairness for all shareholders. Internal information or news that materially affects securities prices but has not been publicly disclosed is considered inside information and is confidential to the company. If disclosed, it could adversely affect the company. Protecting this internal information is critical to the Company's success and the stability of all personnel's careers. To ensure that information provided to external parties does not harm the company's business or reputation, the Company has implemented measures and systems for controlling internal information. Employees must strictly adhere to the company's rules and regulations regarding the use of internal information, including maintaining its confidentiality and not using it for personal gain, even after leaving the company or ceasing their duties.

Confidential information includes, but is not limited to, the following: Operational plans, trade secrets, operating results, information about distributors and trade agreements, financial data, and any information that may affect the image and value of the company. Information that must be kept confidential, such as land surveys and acquisitions, personal information of employees, system access passwords, and any information that could harm the company, employees, business partners, or customers if disclosed including

1. Business information and documents are valuable assets of the company. Each department must determine the appropriate retention period for documents, and ensure their storage is done properly, completely, and ready for regular inspection.
2. The Company's personnel must report information accurately, directly, and truthfully, without falsifying, concealing, or distorting the facts.
3. The Company enforces the strictest safekeeping of important business and confidential information of the company and its stakeholders, ensuring that it is not disclosed to unrelated persons, both inside and outside the Company, even after an employee leaves the company—unless required by law or a resolution of the Company's Board of Directors.
4. Personnel must not use internal Company information that has not been disclosed to the public for personal or improper

gain.

5. External parties who may be exposed to the Company's sensitive information must sign a confidentiality agreement, ensuring they maintain the same level of confidentiality as Company personnel.
6. Disclosure of material business information must be carried out only by authorized company personnel. If anyone inquires about business information not required to be disclosed, they should be advised to contact the designated individual responsible for the disclosure.

Reference link for information and assets usage and protection : <https://www.haadthip.com/storage/document/code-of-conduct/2021/htc-code-of-conduct-en.pdf>

Page number of the reference link : 10

Anti-unfair competitiveness

The Company is committed to complying with anti-monopoly and trade competition laws. It supports free and fair trade competition without discrimination or exploitation, adhering to both domestic and international trade competition regulations. The Company shall exercise caution and comply with the following guidelines:

- Avoid engaging in any actions that may be considered unfair trade practices.
- Refrain from participating in joint agreements that aim to monopolize or reduce trade competition.
- Do not engage in unfair trade practices, even if the Company has a dominant market position.
- Prohibit any agreements between operators that restrict competition and negatively impact consumers and the economy.

Reference link for anti-unfair competitiveness : <https://www.haadthip.com/storage/document/code-of-conduct/2021/htc-code-of-conduct-en.pdf>

Page number of the reference link : 20

Information and IT system security

All executives and employees must comply with regulations, rules, laws, and the Company's information technology policies and standards:

1. Electronic Messaging Communication
 - Executives and employees must exercise caution when disclosing information via electronic communication. For confidential information, additional security measures such as strong encryption must be implemented.
 - Electronic communication must not be used for personal gain, and messages that could harm the Company's reputation should be avoided. It is strictly prohibited to send or forward messages containing illegal content, material that contradicts ethical standards, or anything that could damage the Company's reputation.
2. Internet usage
 - The Company promotes the responsible use of internet services within the scope of assigned duties and encourages its use as a learning tool for business purposes.
 - All executives and employees must avoid accessing or sharing illegal or immoral websites, both within and outside the Company.
 - If you have any doubts that any website is illegal or against good morals, please contact the company's IT department for consultation.

Reference link for information and IT system security : <https://www.haadthip.com/storage/document/code-of-conduct/2021/htc-code-of-conduct-en.pdf>

Page number of the reference link : 10-11

Environmental management

The Company follows these environmental conservation practices:

1. Comply with all applicable laws, regulations, environmental management standards, and other requirements related to the environment, energy, and natural resources in its business operations.
2. Conduct business with environmental considerations, including ecosystem management, biodiversity conservation, and climate protection.
3. Manage operations to prevent and control environmental impacts, while minimizing risks related to energy and resource wastage.
4. Continuously review and improve environmental management practices, focusing on energy efficiency, renewable energy usage, resource conservation, material recycling, and the proper disposal of waste and hazardous materials.
5. Regularly assess and monitor the Company's environmental footprint, including energy and resource usage.
6. Promote awareness and understanding among stakeholders regarding environmental conservation, energy efficiency, and

resource management. The Company also encourages innovation in this area and actively collaborates with organizations, government agencies, society, and the public to support sustainability initiatives.

Human rights

Human Rights Practices

The Company upholds respect for human rights, considering human dignity, rights, freedoms, and equality as guaranteed by the Constitution of the Kingdom of Thailand, Thai laws, or international treaties that Thailand is obligated to comply with. The Company adheres to the following principles:

1. The Company treats all employees equally, without discrimination based on origin, race, gender, age, skin color, religion, disability, family status, education, political opinions, appearance, or any other characteristic unrelated to job performance.
2. The Company ensures that all employees have equal rights and opportunities in the workplace, in accordance with its rules, regulations, announcements, and policies.
3. The Company actively supports and promotes fundamental human rights, including the prohibition of child labor and any other practices that violate human rights principles, making this a core part of its policies.
4. The Company strictly adheres to human rights principles, educates employees on these principles to integrate them into their work, and refrains from supporting activities or businesses that violate human rights. Additionally, the Company has established complaint channels for reporting human rights violations, ensuring effective prevention and resolution measures.
5. The Company safeguards employees' personal information as confidential and does not share, disclose, or transfer such data without the explicit consent of the data owner.
6. All employees must refrain from any form of sexual harassment, whether directed at colleagues or external parties conducting business with the Company. This includes inappropriate remarks, unwelcome advances, molestation, indecent behavior, and the possession of obscene images.
7. The Company does not engage with any agency, organization, or individual involved in human rights violations.
8. Supervisors must treat employees with respect, and employees should, in turn, show respect to their supervisors.

Reference link for human rights : <https://www.haadthip.com/storage/document/other-policy/htc-human-rights-policy-en.pdf>

Page number of the reference link : 1

Safety and occupational health at work

Safety, Health and Environment

The Company is committed to providing a safe and healthy work environment for employees and the community. It strives to maintain high workplace safety standards through the following measures:

1. The Company conducts risk assessments and implements policies to prevent accidents, injuries, illnesses, and environmental impacts resulting from its operations. Employees are expected to actively participate in minimizing and controlling risks to ensure a safe working environment.
2. The Company strictly complies with all laws and regulations regarding occupational safety. Where specific legal requirements are not applicable, the Company adopts reliable safety management standards, such as Coca-Cola's internationally recognized quality systems
3. The Company designs tools and equipment, establishes operational procedures, and provides comprehensive training to employees, ensuring they have sufficient knowledge and understanding of workplace safety. This includes measures to prevent hazards related to machinery, work processes, and occupational diseases.
4. The Company strictly prohibits the use of drugs, alcohol, or any addictive substances both during and outside of working hours. Employees are provided with necessary information regarding the dangers of substance abuse, along with tools for detecting drug and alcohol levels when necessary. If an employee is found to be under the influence of illegal drugs or consuming alcohol at levels that may impair job performance, appropriate disciplinary action will be taken. Any damage work performance, disciplinary action will be considered.

Promotion of compliance with the business code of conduct

Promotion for the board of directors, executives, and : Yes
employees to comply with the business code of conduct

The company discloses its Code of Conduct to the Board of Directors, executives, and employees. Training on the Code of Conduct is provided, including during the orientation of new employees. Training is provided to all new employees to ensure their understanding of good practices and that they will perform their duties in strict accordance with the company's Code of Conduct.

The company publishes its Code of Business Conduct on its website under the heading of Corporate Governance to provide convenient access to information for shareholders, investors, and the general public. In addition, the Internal Audit Unit is responsible for reviewing preliminary information in the event of a credible reason to believe that a violation of regulations and ethics has occurred, in order to report to the Audit Committee and supervisors.

Reference link for the process of promotion for the board of directors, executives, and employees to comply with the business code of conduct : <https://www.haadthip.com/storage/document/code-of-conduct/2021/htc-code-of-conduct-en.pdf>

Page number of the reference link : 21

Participation in anti-corruption networks

Participation or declaration of intent to join anti-corruption networks : Yes

Anti-corruption networks or projects the company has joined or declared intent to join : Thai Private Sector Collective Action Against Corruption (CAC)
CAC membership certification status : Certified

Diagram of participation in anti-corruption networks



6.3 Material changes and developments in policy and corporate governance system over the past year

6.3.1 Material changes and developments related to the review of policy and guidelines in corporate governance system or board of directors' charter

In the past year, did the company review the corporate governance policy and guidelines, or board of directors' charter : Yes

Material changes and developments in policy and guidelines over the past year : Yes

In 2024, the Company implemented significant changes and developments in three key areas of corporate governance policies and practices:

- Anti-Corruption Policy and Practices
- Business Partner Code of Conduct
- Corporate Governance and Ethics Manual

Throughout 2024, the Company has strengthened its corporate governance framework with the following initiatives:

1. Developed an internal corporate communication plan focused on anti-corruption, including media design activities, the No Gift Policy, symbolic anti-corruption initiatives, and participation in International Anti-Corruption Day to raise awareness among employees.
2. Promoted and publicized information on managing internal company data, emphasizing periods during which trading of the Company's securities is prohibited.
3. Created online learning materials to educate employees and executives on good governance principles, including the Personal Data Protection Act (PDPA) and other relevant topics.
4. Conducted an employee engagement survey to identify areas for improvement, recognizing that employees are key drivers of the Company's long-term sustainability.
5. Launched a morality and ethics promotion project for youth in collaboration with universities and government agencies.
6. Received the Outstanding Large Business Model Organization in Human Rights Award for the fourth consecutive year from the Department of Rights and Liberties Protection, Ministry of Justice.
7. Earned an Excellent CGR Award from the Thai Institute of Directors, supported by the Stock Exchange of Thailand, in recognition of outstanding corporate governance. This award underscores the Company's vision: "To be the leader in the beverage industry with sustainable development," integrating governance principles across environmental, social, and corporate governance (ESG) dimensions, while considering all stakeholders to drive sustainable growth.
8. Successfully passed the self-assessment criteria (Checklist: 71 items) in 2024 for renewing membership in the Private Sector Collective Action Coalition Against Corruption (CAC), a certification renewed every three years, with the next expiration set for 2028.
9. Received the ESG100 Company 2024 certification from the Thaipat Institute, recognizing the Company's excellence in environmental, social, and governance (ESG) performance.
10. Won 2nd Runner-up in the Gender-Aware Marketing category from UN Women for outstanding efforts in promoting gender equality in marketing and trade. The award recognizes projects that create equal business opportunities for women, develop gender-inclusive products and services, and foster sustainable gender equality in business and marketing.
11. Conducted a comprehensive Human Rights Due Diligence (HRDD) risk assessment to ensure ethical business practices and compliance with human rights standards.
12. Selected by the Stock Exchange of Thailand (SET) as one of 228 listed companies included in the SET ESG Rating list for 2024, highlighting the Company's commitment to ESG excellence.
13. Organized an auction for promotional and scrap materials, incorporating training and awareness sessions on business ethics for participating business partners, reinforcing a corporate culture based on good governance and ethical business practices.

6.3.2 Implementation of the CG Code for listed companies

Implementation of the CG Code as prescribed by the SEC : Fully implement

The Company has adopted the CG Code principles as outlined by the Office of the Securities and Exchange Commission (SEC) and has implemented them accordingly.

6.3.3 Other corporate governance performance and outcomes

Awards and Recognitions in 2024

1. HaadThip Public Company Limited received a 5-star or "Excellent" rating in the 2024 Corporate Governance Report of Thai Listed Companies (CGR) for the second consecutive year.
2. Awarded the 2024 Human Rights Model Organization Award in the Outstanding Large Business Organization category for the fourth consecutive year.
3. Certificate of Membership in the Private Sector Anti-Corruption Coalition of Thailand (CAC) for the third time, received during the CAC Certification Ceremony 2/2024, under the theme "Navigating ESG: The Power of Integrity."
4. WEPs Awards: HaadThip (HTC) won 2nd Runner-Up in the Gender-Aware Marketing category at the 2024 Women's Empowerment Principles (WEPs) Awards.

Corporate Governance Activities:

1. No Gift Policy Media Design Competition: Aimed at raising awareness, encouraging employee participation, and fostering an organizational culture of good governance aligned with the Company's anti-corruption policies.
2. Symbolic Anti-Corruption Activities
 - "Snap & Post" Anti-Corruption Campaign: Encouraging employees to express their commitment to integrity and transparency.
 - Participation in International Anti-Corruption Day 2024 under the theme "Fight Against Corruption – Fight to the End, Stop Cheating." The objective was to showcase the commitment of all sectors in combating corruption and to promote a zero-tolerance culture.
3. Promotional and Scrap Materials Auction: Designed to motivate and educate employees and stakeholders on ethical and transparent business practices in line with good governance principles.

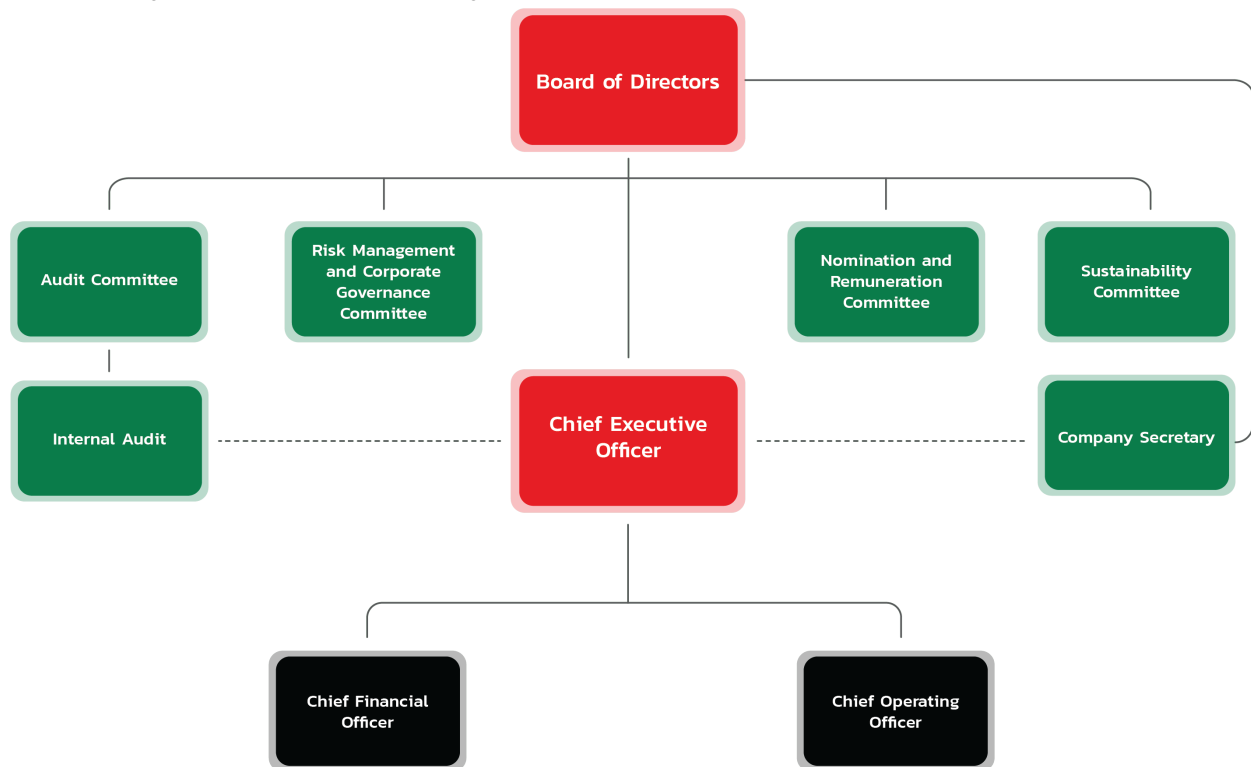
7. Corporate governance structure and significant information related to the board of directors, subcommittees, executives, employees, and others

7.1 Corporate governance structure

Corporate governance structure diagram ⁽¹⁸⁾

Corporate governance structure as of date : 31 December 2024

Corporate governance structure diagram



Remark : ⁽¹⁸⁾ Maj. Gen. Patchara Rattakul is Chief Executive Officer.

7.2 Information on the board of directors

7.2.1 Composition of the board of directors

The Board of Directors is comprised of qualified persons with experience, leadership, vision, independence in decision-making, dedicating time and effort to perform duties with Duty of Care, Duty of Loyalty to maintain the highest benefits of the Company, shareholders and all stakeholders, complying with the law, objectives, resolutions of the Board of Directors and resolutions of the shareholders' meeting (Duty of Obedience) and disclosing information correctly, completely, transparently and timely (Duty of Disclosure). The structure of the Company's Board of Directors is diverse in various aspects, such as professional skills, specialized expertise and gender, etc., with a total of 14 persons, as follows:

	Number (persons)	Percent (%)
Total directors	14	100.00
Male directors	12	85.71
Female directors	2	14.29
Executive directors	3	21.43
Non-executive directors	11	78.57
Independent directors	5	35.71
Non-executive directors who have no position in independent directors	6	42.86

7.2.2 The information on each director and controlling person

List of the board of directors

List of directors	Position	First appointment date of director	Skills and expertise
<p>1. GEN. CHARAN KULLAVANIJAYA</p> <p>Gender: Male</p> <p>Age : 88 years</p> <p>Highest level of education : Bachelor's degree</p> <p>Study field of the highest level of education : Military</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesn't Have</p> <p>Legal offenses in the past 5 years ^(*) : Doesn't Have</p> <p>DAP course : No</p> <p>DCP course : No</p> <p>Shareholding in a company</p> <ul style="list-style-type: none"> • Direct shareholding : 0 Shares (0.000000 %) • Shareholding by persons related to directors, executives according to Section 59 ^(**) : 0 Shares (0.000000 %) 	<p>Director</p> <p>(Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	25 May 1998	Corporate Social Responsibility, Sustainability, Corporate Management, Leadership, Public Administration
<p>2. Maj.Gen. PATCHARA RATTAKUL</p> <p>Gender: Male</p> <p>Age : 62 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Economics</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Have</p> <p>Legal offenses in the past 5 years ^(*) : Doesn't Have</p> <p>DAP course : Yes</p> <p>DCP course : No</p> <p>Shareholding in a company</p> <ul style="list-style-type: none"> • Direct shareholding : 5,952,840 Shares (1.481097 %) • Shareholding by persons related to directors, executives according to Section 59 ^(**) : 0 Shares (0.000000 %) 	<p>Director</p> <p>(Executive Directors)</p> <p>Authorized directors as per the company's certificate of registration : Yes</p> <p>Type of director : Existing director</p>	17 Mar 2004	Food & Beverage, Human Resource Management, Strategic Management, Governance/ Compliance, Leadership

List of directors	Position	First appointment date of director	Skills and expertise
<p>3. Mr. PRAKIT PRADIPASEN</p> <p>Gender: Male</p> <p>Age : 82 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Business Administration</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesn't Have</p> <p>Legal offenses in the past 5 years ^(*) : Doesn't Have</p> <p>DAP course : Yes</p> <p>DCP course : No</p> <p>Shareholding in a company</p> <ul style="list-style-type: none"> • Direct shareholding : 0 Shares (0.000000 %) • Shareholding by persons related to directors, executives according to Section 59 ^(**) : 0 Shares (0.000000 %) 	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	17 Mar 1989	Banking, Accounting, Finance, Audit, Internal Control
<p>4. Mr. PHILIPP HUGO GUTSCHE</p> <p>Gender: Male</p> <p>Age : 86 years</p> <p>Highest level of education : Bachelor's degree</p> <p>Study field of the highest level of education : Business Administration</p> <p>Thai nationality : No</p> <p>Residence in Thailand : No</p> <p>Family relationship between directors and executives : Doesn't Have</p> <p>Legal offenses in the past 5 years ^(*) : Doesn't Have</p> <p>DAP course : No</p> <p>DCP course : No</p> <p>Shareholding in a company</p> <ul style="list-style-type: none"> • Direct shareholding : 532,116 Shares (0.132393 %) 	<p>Director (Non-executive directors)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Existing director</p>	30 Nov 2005	Food & Beverage, Commerce, Marketing, Brand Management, Negotiation

List of directors	Position	First appointment date of director	Skills and expertise
<p>5. Mr. JOHAN WILLEM MAARTEN JANSEN</p> <p>Gender: Male</p> <p>Age : 66 years</p> <p>Highest level of education : Bachelor's degree</p> <p>Study field of the highest level of education : Marketing</p> <p>Thai nationality : No</p> <p>Residence in Thailand : No</p> <p>Family relationship between directors and executives : Doesn't Have</p> <p>Legal offenses in the past 5 years ^(*) : Doesn't Have</p> <p>DAP course : No</p> <p>DCP course : No</p> <p>Shareholding in a company</p> <ul style="list-style-type: none"> • Direct shareholding : 0 Shares (0.000000 %) • Shareholding by persons related to directors, executives according to Section 59 ^(**) : 0 Shares (0.000000 %) 	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Existing director</p>	21 Mar 2006	Food & Beverage, Marketing, Leadership, Strategic Management, Negotiation
<p>6. Mrs. PARIYA CHIRABANDHU</p> <p>Gender: Female</p> <p>Age : 63 years</p> <p>Highest level of education : Bachelor's degree</p> <p>Study field of the highest level of education : Economics</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Have</p> <p>Legal offenses in the past 5 years ^(*) : Doesn't Have</p> <p>DAP course : Yes</p> <p>DCP course : No</p> <p>Shareholding in a company</p> <ul style="list-style-type: none"> • Direct shareholding : 61,663,354 Shares (15.342158 %) • Shareholding by persons related to directors, executives according to Section 59 ^(**) : 71,424 Shares (0.017771 %) <p><u>Indirect shareholding details</u></p> <p>Spouse</p>	<p>Director (Executive Directors)</p> <p>Authorized directors as per the company's certificate of registration : Yes</p> <p>Type of director : Existing director</p>	29 Mar 1993	Food & Beverage, Insurance, Human Resource Management, Budgeting, Business Administration

List of directors	Position	First appointment date of director	Skills and expertise
<p>7. Mr. YANYONG MAETHAPANICH</p> <p>Gender: Male</p> <p>Age : 58 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Business Administration</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesn't Have</p> <p>Legal offenses in the past 5 years ^(*) : Doesn't Have</p> <p>DAP course : Yes</p> <p>DCP course : No</p> <p>Shareholding in a company</p> <ul style="list-style-type: none"> • Direct shareholding : 0 Shares (0.000000 %) • Shareholding by persons related to directors, executives according to Section 59 ^(**) : 0 Shares (0.000000 %) 	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	5 Nov 1999	Banking, Finance, Accounting, Data Analysis, Audit
<p>8. M.L. Dhisana Sritavaj</p> <p>Gender: Male</p> <p>Age : 61 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Engineering</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesn't Have</p> <p>Legal offenses in the past 5 years ^(*) : Doesn't Have</p> <p>DAP course : No</p> <p>DCP course : No</p> <p>Shareholding in a company</p> <ul style="list-style-type: none"> • Direct shareholding : 0 Shares (0.000000 %) • Shareholding by persons related to directors, executives according to Section 59 ^(**) : 6,367,614 Shares (1.584295 %) <p><u>Indirect shareholding details</u></p> <p>Spouse</p>	<p>Director (Non-executive directors)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Existing director</p>	30 Nov 2005	Information & Communication Technology, Marketing, Data Management, Engineering, Business Administration

List of directors	Position	First appointment date of director	Skills and expertise
<p>9. Mr. DUMRONGRUGS APIBALSAWASDI Gender: Male Age : 62 years Highest level of education : Bachelor's degree Study field of the highest level of education : Political science Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesn't Have Legal offenses in the past 5 years ^(*) : Doesn't Have DAP course : No DCP course : No</p> <p>Shareholding in a company</p> <ul style="list-style-type: none"> • Direct shareholding : 0 Shares (0.000000 %) • Shareholding by persons related to directors, executives according to Section 59 ^(**) : 0 Shares (0.000000 %) 	<p>Director (Executive Directors)</p> <p>Authorized directors as per the company's certificate of registration : Yes</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	20 May 2009	Food & Beverage, Marketing, Brand Management, Negotiation, Project Management
<p>10. Mrs. Kerry Ann Shipp Gender: Female Age : 55 years Highest level of education : Bachelor's degree Study field of the highest level of education : Business Administration Thai nationality : No Residence in Thailand : No Family relationship between directors and executives : Doesn't Have Legal offenses in the past 5 years ^(*) : Doesn't Have DAP course : Yes DCP course : No</p> <p>Shareholding in a company</p> <ul style="list-style-type: none"> • Direct shareholding : 0 Shares (0.000000 %) • Shareholding by persons related to directors, executives according to Section 59 ^(**) : 0 Shares (0.000000 %) 	<p>Director (Non-executive directors)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Existing director</p>	21 Oct 2019	Food & Beverage, Commerce, Marketing, Business Administration, Strategic Management

List of directors	Position	First appointment date of director	Skills and expertise
<p>11. Mr. Pongsakorn Thientham Gender: Male Age : 62 years Highest level of education : Master's degree Study field of the highest level of education : Finance and International Business Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Have Legal offenses in the past 5 years ^(*) : Doesn't Have DAP course : No DCP course : Yes</p> <p>Shareholding in a company</p> <ul style="list-style-type: none"> • Direct shareholding : 60,000 Shares (0.014928 %) • Shareholding by persons related to directors, executives according to Section 59 ^(**) : 180,000 Shares (0.044785 %) <p><u>Indirect shareholding details</u></p> <p>Spouse</p>	<p>Director (Non-executive directors)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	1 Jun 2022	Economics, Finance & Securities, Commerce, Law, Finance
<p>12. Pol. Gen. Jaruvat Vaisaya Gender: Male Age : 64 years Highest level of education : Master's degree Study field of the highest level of education : Public Administration Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesn't Have Legal offenses in the past 5 years ^(*) : Doesn't Have DAP course : No DCP course : No</p> <p>Shareholding in a company</p> <ul style="list-style-type: none"> • Direct shareholding : 0 Shares (0.000000 %) • Shareholding by persons related to directors, executives according to Section 59 ^(**) : 0 Shares (0.000000 %) 	<p>Director (Non-executive directors)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Existing director</p>	1 Jun 2022	Property Development, Law, Leadership, Public Administration, Project Management

List of directors	Position	First appointment date of director	Skills and expertise
<p>13. Mr. SWIN CHATSUWAN</p> <p>Gender: Male</p> <p>Age : 61 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Finance</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesn't Have</p> <p>Legal offenses in the past 5 years ^(*) : Doesn't Have</p> <p>DAP course : Yes</p> <p>DCP course : No</p> <p>Shareholding in a company</p> <ul style="list-style-type: none"> • Direct shareholding : 0 Shares (0.000000 %) • Shareholding by persons related to directors, executives according to Section 59 ^(**) : 0 Shares (0.000000 %) 	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Existing director</p>	26 Jul 2022	Banking, Accounting, Finance, Audit, Internal Control
<p>14. Mr. Pakorn Sukhum</p> <p>Gender: Male</p> <p>Age : 63 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Finance and International Business</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesn't Have</p> <p>Legal offenses in the past 5 years ^(*) : Doesn't Have</p> <p>DAP course : No</p> <p>DCP course : Yes</p> <p>Shareholding in a company</p> <ul style="list-style-type: none"> • Direct shareholding : 2,000 Shares (0.000498 %) • Shareholding by persons related to directors, executives according to Section 59 ^(**) : 742,500 Shares (0.184738 %) <p><u>Indirect shareholding details</u></p> <p>Spouse</p>	<p>Director (Non-executive directors)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Existing director</p>	26 Jul 2022	Industrial Materials & Machinery, Marketing, Corporate Management, Strategic Management, Leadership

Additional explanation :

(*) Any offense under the Securities and Exchange Act B.E. 2535 (1992) or the Derivatives Act B.E. 2546 (2003), only in the following cases:

(1) Dishonest act or gross negligence

(2) Disclosure or dissemination of false information or statements that may be misleading or conceal material facts that should be notified, which may affect decision making of shareholders, investors or other parties involved

(3) Unfair acts or exploitation of investors in trading securities or derivatives, or participation in, or support to, such acts.

(**) Shareholdings by persons related to directors or executives as prescribed in Section 59 of the Securities and Exchange Act B.E. 2535 (1992), such as spouses or cohabiting couple (unmarried couples living together openly), minor children, etc.

List of the board of directors by position

List of the board of directors	Position	Executive directors	Non-executive directors	Independent directors	Non-executive directors who have no position in independent directors	Authorized directors as per the company's certificate of registration
1. GEN. CHARAN KULLAVANIJAYA	Director		✓	✓		
2. Maj.Gen. PATCHARA RATTAKUL	Director	✓				✓
3. Mr. PRAKIT PRADIPASEN	Director		✓	✓		
4. Mr. PHILIPP HUGO GUTSCHE	Director		✓		✓	
5. Mr. JOHAN WILLEM MAARTEN JANSEN	Director		✓	✓		
6. Mrs. PARIYA CHIRABANDHU	Director	✓				✓
7. Mr. YANYONG MAETHAPANICH	Director		✓	✓		
8. M.L. Dhisana Sritavaj	Director		✓		✓	
9. Mr. DUMRONGRUGS APIBALSASWADI	Director	✓				✓
10. Mrs. Kerry Ann Shipp	Director		✓		✓	
11. Mr. Pongsakorn Thiengtham	Director		✓		✓	
12. Pol. Gen. Jaruvat Vaisaya	Director		✓		✓	
13. Mr. SWIN CHATSUWAN	Director		✓	✓		
14. Mr. Pakorn Sukhum	Director		✓		✓	
Total (persons)		3	11	5	6	3

Overview of director skills and expertise

Skills and expertise	Number (persons)	Percent (%)
1. Economics	1	7.14
2. Food & Beverage	6	42.86
3. Banking	3	21.43
4. Finance & Securities	1	7.14
5. Insurance	1	7.14
6. Industrial Materials & Machinery	1	7.14
7. Property Development	1	7.14
8. Commerce	3	21.43
9. Information & Communication Technology	1	7.14
10. Law	2	14.29
11. Marketing	6	42.86
12. Accounting	3	21.43
13. Finance	4	28.57
14. Corporate Social Responsibility	1	7.14
15. Human Resource Management	2	14.29
16. Sustainability	1	7.14
17. Data Management	1	7.14
18. Data Analysis	1	7.14
19. Brand Management	2	14.29
20. Negotiation	3	21.43
21. Project Management	2	14.29
22. Corporate Management	2	14.29
23. Engineering	1	7.14
24. Leadership	5	35.71
25. Strategic Management	4	28.57
26. Audit	3	21.43
27. Internal Control	2	14.29
28. Budgeting	1	7.14
29. Governance/ Compliance	1	7.14
30. Public Administration	2	14.29
31. Business Administration	3	21.43

Information about the other directors

- The chairman of the board and the highest-ranking executive : No
are from the same family
- Chairman is a member of the executive board or taskforce : No
- The company appoints at least one independent director to : No
determine the agenda of the board of directors' meeting

The measures for balancing the power between the board of directors and the Management

- The measures for balancing the power between the board of : Yes
directors and the Management
- Methods of balancing power between the board of directors : Others : Chairman of the Board is independent director.
and Management

Chairman of the Board is independent director which does not manage the organization.

7.2.3 Information on the roles and duties of the board of directors

The scope of the Board of Directors' authority and responsibility can be summarized as follows:

- 1 The board of Directors shall operate duties responsibly, carefully and honestly in accordance with laws, objectives, regulations of the Company, and resolutions made by the Board of Directors and the shareholders and abide by the rules and regulations specified by the Stock Exchange of Thailand, the Securities and Exchange Commission and the Capital Market Supervisory Board;
- 2 The Board of Directors shall determine policies, objectives, plans and annual budgets and supervise the Directors' and the Executives' management so that they will efficiently perform duties as assigned, and regularly monitor the Management's operation;
- 3 The Board of Directors shall specify the structure of the Company diversely in different aspects necessary for business operation, such as professional skills, specializations and genders;
- 4 The Board of Directors shall stipulate reviews and participate in specifying visions, missions, and values so that the Executives and Employees will set objectives in the same direction;
- 5 The Board of Directors shall determine enough appropriate internal control and risk management systems;
- 6 The Board of Directors shall specify the guideline for doing transactions possibly causing conflicts of interest, including related transactions;
- 7 The Board of Directors shall stipulate the Board of Directors' Meetings and the Shareholders' Meetings, prepare the balance sheets and disclose the Company's information to related persons sufficiently and regularly;
- 8 The Board of Directors shall appoint specific sub-committees nominated by the Nomination and Remuneration Committee and specify the scope of the sub-committee's authority and responsibilities as follows:
 - 8.1 Audit Committee
 - 8.2 Nomination and Remuneration Committee
 - 8.3 Sustainability Committee
 - 8.4 Corporate Governance and Risk Management Committee
9. The Board of Directors specifies that the Chairman and the CEO be different persons and that the Chairman be an Independent Director, whose scope of authority as follows:

- The Chairman: The Chairman is responsible for specifying policies and business plans, monitoring the Management to operate efficiently, and giving advice and assistance, but not intervening daily administration. Moreover, the Chairman shall possess leadership, prevent the Directors from being influenced by the Management, and encourage and push the participants to exercise the right to votes and abide by the Good Corporate Governance strictly and efficiently.

- The Chief executive officer (CEO): The CEO is responsible for managing routine work in accordance with the objectives, policies, goals, strategies, and work plans approved by the Board of Directors, within the scope of the authority assigned by the Board of Directors.

10. Appointing the Company's Secretary and specifying the scope of authority and responsibilities to the Secretary, who coordinates between the Executives, Directors and Shareholders, organizes meetings, records minutes of Board of Directors' Meetings and Shareholders' Meetings, and takes care of information disclosure, as specified by the rules and regulations of the Stock Exchange of Thailand (SET) and the Securities and Exchange Commission (SEC);

11. Supervising the Company's operation in accordance with related laws, rules and regulations, including resolutions made by the Shareholders' meetings and the Securities and Exchange Laws, as well as regulations and good guidelines of the SEC, in compliance with the Securities and Exchange Act B.E. 2535 as amended, Article 89/7-89/10;
12. Collaborating with the sub-committees to prepare the Board Charters for each committee, which determine roles, duties and responsibilities for every Director and review such charters at least once a year in order to comply with the working directions of the Company.
13. Approval Authority of The Board of Directors
 - 13.1 To approve bank borrowings for the purpose of working capital for the Company, for the part of credit line that exceeds the authority of the CEO;
 - 13.2 To approve the receipt or cancellation of credit line for loans, for the part of the credit line that exceeds the authority of the CEO;
 - 13.3 To approve the opening or closing of the fixed, savings and current accounts with financial institutions;
 - 13.4 To approve the establishment, merging or termination of the subsidiary company, affiliated company or joint venture company of the Company as per the requirements in regards to the acquisition or the sales of assets, as stipulated by the Stock Exchange of Thailand, Securities and Exchange Commission and related laws and legal requirements;
 - 13.5 To approve the investments in the fixed assets, such as new production line installation project, in accordance with the requirements in regards to the acquisition or the sales of assets, as stipulated by the Stock Exchange of Thailand, Securities and Exchange Commission and related laws and legal requirements;
 - 13.6 Other approval authorities shall be in accordance with the Company regulations.

Board charter : Yes

The Board of Directors established this Board of Directors Charter to ensure that all directors are fully aware of their duties and responsibilities, enabling them to perform their roles accurately and comprehensively. The Board of Directors have authority for decision, oversee the Company's operations and to comply with the Company's regulations, the Public Limited Companies Act B. E. 2535 or other relevant laws, as well as the requirements of the Stock Exchange of Thailand and the Securities and Exchange Commission, including the Company's regulations.

Reference link for the board charter : <https://www.haadthip.com/storage/document/cg-policy/2025/board-of-directors-charter-en.pdf>

7.3 Information on subcommittees

7.3.1 Information on roles of subcommittees

Roles of subcommittees

Audit Committee

Role

- Audit of financial statements and internal controls

Scope of authorities, role, and duties

- 1 Reviewing to ensure the accuracy and adequate disclosure of the Company's financial reporting.
- 2 Reviewing to ensure the Company maintains an appropriate and efficient internal control and internal audit system, while also considering the independence of the internal audit department. This includes granting approval for the appointment, transfer, and termination of the head of the internal audit department.
- 3 Supporting and facilitating the work of the Risk Management Committee in evaluating the adequacy and effectiveness of the Company's and its business group's risk management practices.
- 4 Assisting the company in adhering to securities and stock exchange laws, stock exchange regulations, and other relevant laws pertinent to the Company's business operations.
- 5 Considering the selection, appointment, or dismissal of external auditors, including proposing their compensation to the Board of Directors and conducting annual performance evaluations of the external auditors.
- 6 Reviewing operational procedures and supervisory matters, particularly those related to transactions that may present conflicts of interest, ensuring compliance with relevant laws and regulations.
- 7 Compiling the Audit Committee's report, which is to be included in the Company's annual report and signed by the Chairman of the Audit Committee.
- 8 Reviewing and monitoring the practices in accordance with the policies related to ethics such as Code of Conduct policy and Anti-Corruption policy and obtain regular updates from management.
- 9 Undertaking any additional duties as assigned by the Company's Board of Directors, subject to the approval of the Audit Committee.

Reference link for the charter

<https://www.haadthip.com/storage/document/cg-policy/2024/audit-committee-charter-en.pdf>

SUSTAINABILITY COMMITTEE

Role

- Sustainability development

Scope of authorities, role, and duties

- 1 Set, review and improve the organization's sustainability development policy, as well as various policies and practices in line with business changes, regulations, announcements and related laws. To meet international standards.
- 2 Set and review the organization's sustainability strategy, including presenting various relevant recommendations to the Board of Directors.
- 3 Promote and campaign for cooperation in developing the sustainability of the organization.
- 4 Follow up and inspect operations to be in accordance with the plan, and evaluate the progress of the organization's sustainability operations. It covers important matters as follows:
 - 4.1 Impact of climate change and carbon footprint management.
 - 4.2 Sustainable use of plastics and packaging.
 - 4.3 Management to return water back to nature (Water replenishment and management).
 - 4.4 Responsible and sustainable procurement process.
 - 4.5 Fair treatment and participation of stakeholders with emphasis on diversity, equality, including comprehensive human rights management (Human Rights Due Diligence Process).
 - 4.6 Participation in social and community activities.
 - 4.7 Evaluate the company's strategy against the principles of sustainable development.
- 5 Report performance results to the Board of Directors regularly.
- 6 Review, amend the Corporate Sustainability Committee Charter and present to the Board of Directors for approval.
- 7 Have authority to invite management or employees of related companies to attend meetings, give opinions or submit documents as deemed relevant or necessary, or appoint working groups to support efficient sustainability work.
- 8 Perform any other work as assigned by the Board of Directors.

Reference link for the charter

<https://www.haadthip.com/storage/document/cg-policy/2024/sustainability-committee-charter-en.pdf>

NOMINATION AND REMUNERATION COMMITTEE

Role

- Director and executive nomination
- Remuneration

Scope of authorities, role, and duties

- 1 Review and recommend on the organization structure and the component of the Board of Directors and sub-committees.
- 2 Review and select the qualified person to be proposed as a member of the Company's Board of Directors and sub-committees.
- 3 Consider and if appropriate support minor shareholders' nomination of qualified directors
- 4 Provide induction and ongoing training and development to all directors
- 5 Propose guidelines and recommended methods for remuneration and performance evaluation consideration for the Board of Directors, sub-committees and senior management, in order to adequately attract and retain competent persons for the Company who will be motivated and will add value to the Company.
- 6 The Committee may appoint independent consultants to advise and recommend salary packages that will enable the Company to be a leading Company in Thailand. Further the scope of the Committee can include basic incentive schemes, pension/provident and medical schemes.
- 7 Recommend a succession plan for senior management and review the list of qualified and suitable person as necessary
- 8 Undertake other activities as considered appropriate and assigned by the Board of Directors

Reference link for the charter

<https://www.haadthip.com/storage/document/cg-policy/2022/nr-committee-charter-en.pdf>

Corporate Governance and Risk Management Committee

Role

- Risk management
- Corporate governance

Scope of authorities, role, and duties

- 1 Review and screen risk management and corporate governance policies, as well as other relevant policies, to provide guidance for the organization to comply with the Company's and international standards, and the stock exchange of Thailand's standard.
- 2 Evaluate long-term and annual operating plans related to risk management and corporate governance, ensuring a continuous and systematic approach.
- 3 Supervise, monitor, and evaluate the performance of risk management and corporate governance, reporting the results to the Company's Board of Directors.
- 4 Foster an atmosphere that emphasizes the importance of integrating risk management and corporate governance, encouraging all employees to work effectively.
- 5 Support and promote the dissemination of good corporate governance culture, recommending ethical practices to prevent and resist corporate corruption, and informing directors, executives, and employees about potential risks.
- 6 Perform other duties assigned by the Company's Board of Directors.

Reference link for the charter

<https://www.haadthip.com/storage/document/cg-policy/2024/risk-management-cg-charter-en.pdf>

7.3.2 Information on each subcommittee

List of audit committee

List of directors	Position	Appointment date of audit committee member	Skills and expertise
<p>1. Mr. PRAKIT PRADIPASEN</p> <p>Gender: Male</p> <p>Age : 82 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Business Administration</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Expertise in accounting information review : No</p>	<p>Chairman of the audit committee</p> <p>(Non-executive directors, Independent director)</p> <p>Director type : Continuing director (Full term of directorship and being re-appointed as a director)</p>	17 Dec 1999	Banking, Accounting, Finance, Audit, Internal Control
<p>2. Mr. YANYONG MAETHAPANICH^(*)</p> <p>Gender: Male</p> <p>Age : 58 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Business Administration</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Expertise in accounting information review : Yes</p>	<p>Member of the audit committee</p> <p>(Non-executive directors, Independent director)</p> <p>Director type : Continuing director (Full term of directorship and being re-appointed as a director)</p>	17 Dec 1999	Banking, Finance, Accounting, Data Analysis, Audit
<p>3. Mr. SWIN CHATSUWAN</p> <p>Gender: Male</p> <p>Age : 61 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Finance</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Expertise in accounting information review : No</p>	<p>Member of the audit committee</p> <p>(Non-executive directors, Independent director)</p> <p>Director type : Existing director</p>	26 Jul 2022	Banking, Accounting, Finance, Audit, Internal Control

Additional explanation :

(*) Directors with expertise in accounting information review

Other Subcommittees

Subcommittee name	Name list	Position
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Subcommittee name	Name list	Position
SUSTAINABILITY COMMITTEE	Maj.Gen. PATCHARA RATTAKUL	The chairman of the subcommittee
	Mr. DUMRONGRUGS APIBALSAWASDI	Member of the subcommittee
	Mr. JOSE HENRIQUE ZEITUNE	Member of the subcommittee
	Mr. RICCARDO VRODOM SUCHARITKUL	Member of the subcommittee
	Mr. Nuntivat Thamhatai	Member of the subcommittee
NOMINATION AND REMUNERATION COMMITTEE	Mr. PHILIPP HUGO GUTSCHE	Member of the subcommittee
	Mr. YANYONG MAETHAPANICH	The chairman of the subcommittee (Independent director)
	Mrs. PARIYA CHIRABANDHU	Member of the subcommittee
Corporate Governance and Risk Management Committee	Mr. Pongsakorn Thiengtham	The chairman of the subcommittee
	Mr. YANYONG MAETHAPANICH	Member of the subcommittee (Independent director)
	Mr. RICCARDO VRODOM SUCHARITKUL	Member of the subcommittee

7.4 Information on the executives

7.4.1 List and positions of the executive

List of the highest-ranking executive and the next four executives

List of executives	Position	First appointment date	Skills and expertise
<p>1. Maj.Gen. PATCHARA RATTAKUL</p> <p>Gender: Male</p> <p>Age : 62 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Economics</p> <p>Thai nationality : Yes</p> <p>Residing in Thailand : Yes</p> <p>Highest responsibility in corporate accounting and finance : No</p> <p>Accounting supervisor : No</p>	CHIEF EXECUTIVE OFFICER (The highest-ranking executive)	21 Jan 2019	Food & Beverage, Human Resource Management, Strategic Management, Governance/ Compliance, Leadership
<p>2. Mrs. PARIYA CHIRABANDHU</p> <p>Gender: Female</p> <p>Age : 63 years</p> <p>Highest level of education : Bachelor's degree</p> <p>Study field of the highest level of education : Economics</p> <p>Thai nationality : Yes</p> <p>Residing in Thailand : Yes</p> <p>Highest responsibility in corporate accounting and finance : No</p> <p>Accounting supervisor : No</p>	Senior Vice President (TT-DSD, Wholesale, HORECA, Tele-sales, Vending, and Sales Capability)	2 Jan 2019	Food & Beverage, Insurance, Human Resource Management, Budgeting, Business Administration
<p>3. Mr. DUMRONGRUGS APIBALSASWADI</p> <p>Gender: Male</p> <p>Age : 62 years</p> <p>Highest level of education : Bachelor's degree</p> <p>Study field of the highest level of education : Political science</p> <p>Thai nationality : Yes</p> <p>Residing in Thailand : Yes</p> <p>Highest responsibility in corporate accounting and finance : No</p> <p>Accounting supervisor : No</p>	Vice President (CDE & Construction)	2 Jan 2015	Food & Beverage, Marketing, Brand Management, Negotiation, Project Management
<p>4. Mr. JOSE HENRIQUE ZEITUNE</p> <p>Gender: Male</p> <p>Age : 60 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Business Administration</p> <p>Thai nationality : No</p> <p>Residing in Thailand : Yes</p> <p>Highest responsibility in corporate accounting and finance : No</p> <p>Accounting supervisor : No</p>	Chief Operating Officer	4 Jan 2021	Food & Beverage, Brand Management, Corporate Management, Strategic Management, Business Administration

List of executives	Position	First appointment date	Skills and expertise
5. Mr. AMRIT KUMAR SHRESTHA ^(*) Gender: Male Age : 55 years Highest level of education : Bachelor's degree Study field of the highest level of education : Business Administration Thai nationality : No Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : Yes Accounting supervisor : No	Chief Financial Officer	1 Dec 2020	Food & Beverage, Accounting, Finance, Budgeting, Audit
6. Mr. JOHN JOSEPH BENEDETTI Gender: Male Age : 59 years Highest level of education : Bachelor's degree Study field of the highest level of education : Business Administration Thai nationality : No Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Senior Vice President (Supply Chain)	1 Jan 2014	Food & Beverage, Transportation & Logistics, Brand Management, Business Administration, Strategic Management
7. Mr. Timothy Edward Doyle Gender: Male Age : 63 years Highest level of education : Bachelor's degree Study field of the highest level of education : Speech Communication & Business Marketing Thai nationality : No Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Senior Vice President (Makro, Wholesale KA, Customer Service System)	1 Apr 2020	Marketing, Food & Beverage, Business Administration, Negotiation, Commerce

List of executives	Position	First appointment date	Skills and expertise
<p>8. Mr. VORANIN ASADAMONGKOL</p> <p>Gender: Male</p> <p>Age : 50 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Business Administration</p> <p>Thai nationality : Yes</p> <p>Residing in Thailand : Yes</p> <p>Highest responsibility in corporate accounting and finance : No</p> <p>Accounting supervisor : No</p>	<p>Senior Vice President (TT-DSD, Wholesale, HORECA, Tele-sales, Vending, and Sales Capability)</p>	<p>29 May 2019</p>	<p>Business Administration, Food & Beverage, Marketing, Brand Management, Project Management</p>
<p>9. Mr. THAKERNG KANCHANA</p> <p>Gender: Male</p> <p>Age : 69 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Public administration</p> <p>Thai nationality : Yes</p> <p>Residing in Thailand : Yes</p> <p>Highest responsibility in corporate accounting and finance : No</p> <p>Accounting supervisor : No</p>	<p>Vice President (CDE & Construction)</p>	<p>1 Jan 2015</p>	<p>Food & Beverage, Construction Materials, Construction Services, Project Management, Engineering</p>
<p>10. Mr. THONGCHAI UNCHURIT</p> <p>Gender: Male</p> <p>Age : 71 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Public Administration</p> <p>Thai nationality : Yes</p> <p>Residing in Thailand : Yes</p> <p>Highest responsibility in corporate accounting and finance : No</p> <p>Accounting supervisor : No</p>	<p>Vice President (General Administration & Government Relations)</p>	<p>1 Jul 2016</p>	<p>Economics, Food & Beverage, Law, Public Administration, Business Administration</p>

List of executives	Position	First appointment date	Skills and expertise
11. Mr. RICCARDO VRODOM SUCHARITKUL Gender: Male Age : 47 years Highest level of education : Master's degree Study field of the highest level of education : Law Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Vice President (Corporate Strategy)	1 Aug 2019	Law, IT Management, Information & Communication Technology, Risk Management, Governance/ Compliance
12. Ms. Sarunluck Thepwarin Gender: Female Age : 56 years Highest level of education : Doctoral degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Vice President (Modern Trade)	1 Jan 2020	Food & Beverage, Business Administration, Marketing, Brand Management, Negotiation
13. Mr. PUTTAPORN RAJPRICHA Gender: Male Age : 55 years Highest level of education : Master's degree Study field of the highest level of education : Industrial Relations Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Vice President (Human Resources)	2 Mar 2020	Food & Beverage, Human Resource Management, Business Administration, Leadership, Corporate Management

List of executives	Position	First appointment date	Skills and expertise
<p>14. Mr. SEKSAN PHETSUT</p> <p>Gender: Male</p> <p>Age : 58 years</p> <p>Highest level of education : Below a bachelor's degree</p> <p>Study field of the highest level of education : Engineering</p> <p>Thai nationality : Yes</p> <p>Residing in Thailand : Yes</p> <p>Highest responsibility in corporate accounting and finance : No</p> <p>Accounting supervisor : No</p>	Vice President (Operation)	2 Mar 2020	Food & Beverage, Industrial Materials & Machinery, Project Management, Leadership, Engineering
<p>15. Mrs. ARISA PUKDEEMAKANON</p> <p>Gender: Female</p> <p>Age : 47 years</p> <p>Highest level of education : Bachelor's degree</p> <p>Study field of the highest level of education : Arts</p> <p>Thai nationality : Yes</p> <p>Residing in Thailand : Yes</p> <p>Highest responsibility in corporate accounting and finance : No</p> <p>Accounting supervisor : No</p>	Vice President (Commercial Operations)	1 Jan 2020	Food & Beverage, Business Administration, Marketing, Digital Marketing, Brand Management
<p>16. Mr. Nuntivat Thamhatai</p> <p>Gender: Male</p> <p>Age : 59 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Economics</p> <p>Thai nationality : Yes</p> <p>Residing in Thailand : Yes</p> <p>Highest responsibility in corporate accounting and finance : No</p> <p>Accounting supervisor : No</p>	Vice President (Corporate Affairs and Communications)	31 Jan 2024	Economics, Food & Beverage, Media & Publishing, Sustainability, Governance/ Compliance
<p>17. Mr. SARAPAT THIENGTHAM</p> <p>Gender: Male</p> <p>Age : 59 years</p> <p>Highest level of education : Bachelor's degree</p> <p>Study field of the highest level of education : International Management</p> <p>Thai nationality : Yes</p> <p>Residing in Thailand : Yes</p> <p>Highest responsibility in corporate accounting and finance : No</p> <p>Accounting supervisor : No</p>	Senior Vice President (CDE Assets & Maintenance)	1 Jul 2016	Business Administration, Food & Beverage, Project Management, Budgeting, Commerce

List of executives	Position	First appointment date	Skills and expertise
18. Mr. TAWEEDET JANMEEON Gender: Male Age : 66 years Highest level of education : Below a bachelor's degree Study field of the highest level of education : Engineering Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Assistant Vice President (TT/DSD, Wholesale TT, Sales Operation)	3 Jan 2022	Food & Beverage, Engineering, Industrial Materials & Machinery, Energy & Utilities, Change Management
19. Mr. THAKSAPOL RORDPON Gender: Male Age : 60 years Highest level of education : Bachelor's degree Study field of the highest level of education : Political Science Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Vice President (Logistics)	1 Jan 2024	Food & Beverage, Transportation & Logistics, Business Administration, Project Management, Data Management
20. Mr. Satjapat Tuchinda Gender: Male Age : 58 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Assistant Vice President (Modern Trade	1 Mar 2024	Food & Beverage

Additional Explanation :

(*) Highest responsibility in corporate accounting and finance

(**) Accounting supervisor

(***) Appointed after the fiscal year end of the reporting year

7.4.2 Remuneration policy for executive directors and executives

Remunerations for the Executives shall comply with the policies and criteria, as specified by the Company, which are linked to the performance and specified key performing indicators (KPIs). Remunerations for the Executives will be given at the level attractive enough to maintain quality executives as required by the Company, compared with businesses in the same industry.

Does the board of directors or the remuneration committee : Have
have an opinion on the remuneration policy for executive
directors and executives

The Nomination and Remuneration Committee proposed guidelines and recommended methods for remuneration and performance evaluation consideration for the Board of Directors, sub-committees and senior management, in order to adequately attract and retain competent persons for the Company who will be motivated and will add value to the Company.

7.4.3 Remuneration of executive directors and executives

Monetary remuneration of executive directors and executives

	2022	2023	2024
Total remuneration of executive directors and executives (baht)	161,466,647.00	219,997,220.00	253,700,568.00

Other remunerations of executive directors and executives

	2022	2023	2024
Company's contribution to provident fund for executive directors and executives (Baht)	N/A	3,909,934.00	7,297,544.00
Employee Stock Ownership Plan (ESOP)	No	No	No
Employee Joint Investment Program (EJIP)	No	No	No

Outstanding remuneration or benefits of executive directors and executives

Outstanding remuneration or benefits of executive directors : 0.00
and executives in the past year

Estimated remuneration of executive directors and executives : 0.00
in the current year

7.5 Information on employees

Information on the company's employees

Employees

	2022	2023	2024
Total employees (persons)	2,298	2,404	2,478
Male employees (persons)	1,721	1,787	1,846
Female employees (persons)	577	617	632

Significant changes in the number of employees

Significant changes in number of employees over the past 3 : No
Years

Information on employee remuneration

Employee remuneration

	2022	2023	2024
Total employee remuneration (baht)	737,033,434.00	834,272,767.00	883,020,943.00

Provident fund management policy

Provident fund management policy : Have

The Provident Fund promotes long-term savings, which benefits employees in retirement, in cases of resignation, retirement, withdrawal from the fund, or death.

Provident fund management companies must be licensed to operate provident funds under the Securities and Exchange Act. They must have fund managers, approved by the Securities and Exchange Commission (SEC), to oversee and grow the funds. These managers must have a proven track record of good and transparent performance.

Provident fund for employees (PVD)

	2022	2023	2024
Number of employees joining in PVD (persons)	1,964	2,214	2,247
Proportion of employees who are PVD members (%)	85.47	92.10	90.68
Total amount of provident fund contributed by the company (baht)	17,497,188.00	22,099,341.00	36,778,282.00

7.6 Other significant information

7.6.1 Assigned person

List of persons assigned for accounting oversight

General information	Email	Telephone number
1. Ms. Nithinart Juntasurat	nithinart@haadthip.com	074-210008-18

List of the company secretary

Company Secretary

The Board of Directors' Meeting No. 2/2022, held on Tuesday, March 15, 2022, resolved to appoint Ms. Marisa Sangvoranit as the Company Secretary. The qualifications of the Company Secretary are shown in Annex 1, with responsibilities as specified in Section 89/15 of the Securities and Exchange Act (No. 4) B.E. 2551, including compliance with the law, company regulations, Board of Directors' resolutions, and Shareholders' resolutions, as follows:

1. Prepare and maintain the following documents:
 - a. Register of Directors
 - b. Notice of Board of Directors' Meeting, Minutes of the Board of Directors' Meeting, and the Company's Annual Report
 - c. Notice of Shareholders' Meeting and Minutes of the Shareholders' Meeting
 2. Maintain a record of disclosures of interest reported by directors or executives and send a copy of the disclosure of interest report under Section 89/14 to the Chairman of the Board and the Chairman of the Audit Committee within 7 days from the date the company receives such report.
 3. Perform other actions as prescribed by the Securities and Exchange Commission.
- In addition, the Company Secretary has other duties as assigned by the company, as follows:
1. Provide advice on relevant regulations and corporate governance practices that the Board of Directors should be aware of and comply with.
 2. Perform duties in conducting Board of Directors' Meetings and Shareholders' Meetings.
 3. Coordinate with departments within the company to comply with the resolutions of the Board of Directors and the Shareholders' Meeting.
 4. Liaise with regulatory agencies such as the Securities and Exchange Commission (SEC), the Stock Exchange of Thailand (SET), and oversee the disclosure and reporting of information to regulators and the public accurately and completely in accordance with the law.
 5. Other duties as assigned.

General information	Email	Telephone number
1. Ms. Marisa Sangvoranit	cs.bkk@haadthip.com	02 391 4488

List of the head of internal audit or outsourced internal auditor

General information	Email	Telephone number
1. Mrs. Arunee Pradupetch	arunee.pra@haadthip.com	074-210008-18

List of the head of the compliance unit

General information	Email	Telephone number
1. Mr. Riccardo Vrodom Sucharitkul	riccardo@haadthip.com	(02) 391-4488

7.6.2 Head of investor relations

Does the Company have an appointed head of investor relations : Yes

List of the head of investor relations

General information	Email	Telephone number
1. Mrs. Anyanee Kerrick	ir@haadthip.com	(02) 391-4488 Ext. 8248

7.6.3 Company's auditor

Details of the company's auditor

Audit firms	Audit fee (Baht)	Other service fees	Names and general information of auditors
KPMG PHOOMCHAI AUDIT COMPANY LIMITED YAN NAWA SATHON Bangkok 10120 Telephone 0 2677 2000	1,835,000.00	-	1. Ms. CHANARAT CHANWA Email: info@kpmg.co.th License number: 9052 2. Ms. CHANLIKA PANYA Email: info@kpmg.co.th License number: 11872 3. Ms. MARISA THARATHORNBUNPAKUL Email: info@kpmg.co.th License number: 5752

Details of the auditors of the subsidiaries

Audit firms	Audit fee (Baht)	Other service fees	Names and general information of auditors
KPMG PHOOMCHAI AUDIT COMPANY LIMITED YAN NAWA SATHON Bangkok 10120 Telephone 0 2677 2000	1,315,000.00	Types of non-audit service: Vending Machine Details of non-audit service: Vending Machine Amount paid during the fiscal year: N/A baht Amount to be paid in the future: N/A baht Total non-audit fee: 80,000.00 baht	1. Ms. CHANARAT CHANWA Email: info@kpmg.co.th License number: 9052 2. Ms. CHANLIKA PANYA Email: info@kpmg.co.th License number: 11872 3. Ms. MARISA THARATHORNBUNPAKUL Email: info@kpmg.co.th License number: 5752

7.6.4 Assigned personnel in case of a foreign company

Does the company have any individual assigned to be : No
representatives in Thailand

8. Report on key operating results on corporate governance

8.1 Summary of duty performance of the board of directors over the past year

8.1.1 Selection, development and evaluation of duty performance of the board of directors

Information about the selection of the board of directors

The Company's directors are knowledgeable and experienced in the industry that the Company is operating. The Company's directors are capable of working effectively, offering viewpoints and visions useful for business operation including risks, related to the Company's business. Moreover, all the Directors of the Company are qualified persons without any incompatibilities, as specified by the Public Company law and the Securities and Exchange Law. Each of the Independent director full qualifications, as specified in the SEC's announcement at Tor Jor 4/2552 Re: Asking for and Giving Permission to Offer for Sale of Newly Issued Shares (No. 2) (announced at Tor Jor 4/2552).

Directors

The election of the Board of Directors shall abide by the Company's regulations and related laws. The Shareholders' Meetings shall consider election of Directors, according to the following criteria and methods.

1. Each shareholder has a voting right equivalent to one share to one vote;
2. For a Director election, the shareholders can cast their votes to elect one Director, or a group of Directors at a time, or by any other methods as deemed appropriate by the Shareholders' Meeting. During the voting procedure, however, the shareholders can only exercise their voting right as per condition (1) above, and cannot allocate any portions, less or more, of their voting rights to any one Director or group of Directors;
3. The appointment of Directors shall be decided by majority votes. If the votes are tied, Chairman of the Meeting shall cast the vote to determine the final outcome. At the vote to determine the final outcome one third of the Directors shall be retired. If the number of Directors cannot be divided evenly by one third, the number of retiring Directors shall be as close to one third as possible. The names shall be drawn and announced, for Directors to retire in the first and second year following registration. But for the following years, the method employed will be to retire the Director with longest tenure. In the case that the number of Directors with longest tenure exceed that of the number of Directors to retire at that time, the names of Directors to retire at that time shall be drawn.

The nomination and remuneration committee considered directors retiring from office by rotation to be reelect and propose to the board of director for consideration. The board of directors will consider to propose directors retiring from office by rotation to be reelect and propose to shareholders' meeting.

The Company has provided an opportunity for shareholders to propose agendas and propose names of persons to be considered for election as directors in advance between 1 November 2023 and 31 December 2023, a period of 2 months (91 days), but no shareholders have proposed agendas or proposed names of persons to be considered for election as directors.

List of directors whose terms have ended and have been reappointed

List of directors	Position	First appointment date of director	Skills and expertise
GEN. CHARAN KULLAVANIJAYA	Director (Non-executive directors, Independent director)	25 May 1998	Corporate Social Responsibility, Sustainability, Corporate Management, Leadership, Public Administration
Mr. PRAKIT PRADIPASEN	Director (Non-executive directors, Independent director)	17 Mar 1989	Banking, Accounting, Finance, Audit, Internal Control

List of directors	Position	First appointment date of director	Skills and expertise
Mr. YANYONG MAETHAPANICH	Director (Non-executive directors, Independent director)	5 Nov 1999	Banking, Finance, Accounting, Data Analysis, Audit
Mr. DUMRONGRUGS APIBALSAWSDI	Director (Executive Directors)	20 May 2009	Food & Beverage, Marketing, Brand Management, Negotiation, Project Management
Mr. Pongsakorn Thientham	Director (Non-executive directors)	1 Jun 2022	Economics, Finance & Securities, Commerce, Law, Finance

Selection of independent directors

Criteria for selecting independent directors

Independent directors must have qualification according to The Notification of the Capital Market Supervisory Board No. TorJor. 39/2559 and not hold share worth more than 0.5 percent of paid-up capital of the Company, including with share which held by any person who has related to independent director.

Business or professional relationships of independent directors over the past year

Business or professional relationships of independent : No
directors over the past year

Selection of directors and the highest-ranking executive

New Directors

The nomination and remuneration committee select qualified person to be the Company's directors without any incompatibilities, as specified by the Public Company law and the Securities and Exchange Law. Each of the Independent director full qualifications, as specified in the SEC's announcement at Tor Jor 4/2552 Re: Asking for and Giving Permission to Offer for Sale of Newly Issued Shares (No. 2) (announced at Tor Jor 4/2552). The nomination and remuneration committee are to propose new qualified directors to the board of directors for consideration. If the new director is not to replace resigned directors, the board of directors is to consider to propose to shareholders' meeting for election. There is a orientation plan for new directors, taken place within 3 months after entering the position to communicate the working procedure of the Company.

The Company conducted skill matrix for directors to ensure that the Board of Directors has adequate skills, strengthening the competitive capabilities in Market and also uses the matrix for director recruitment.

Chairman of the Board of Directors

The Chairman of the Board of Directors must have knowledge, experience and abilities appropriate for the company, with the Board selecting one director to hold the position.

Top Executive/CEO

The Nomination and Remuneration Committee is responsible for screening the recruitment, selection and determination of remuneration of senior executives based on various key factors, including knowledge, capabilities and experience related to the business. The Board of Directors will select the top executive/Chief Executive Officer proposed by the Nomination and Remuneration Committee. A Succession Plan is systematically developed, including knowledge and capabilities development, and the results are systematically evaluated.

Method for selecting directors and the highest-ranking executive

Method for selecting persons to be appointed as : Yes
directors through the nomination committee
Method for selecting persons to be appointed as the : Yes
highest-ranking executive through the nomination
committee

Number of directors from major shareholders

Number of directors from each group of major : 4
shareholders over the past year (persons)

Rights of minority shareholders on director appointment

The Company has provided an opportunity for shareholders to exercise their rights to nominate persons to be considered for election as directors of the Company. Shareholders of the Company who hold shares continuously of not less than 5 percent of the total number of voting shares of the Company, which may be a single shareholder or multiple shareholders combined, and hold shares continuously from the date of holding shares to the date of proposing the matter to be included in the meeting agenda or the date of proposing persons to be considered for election as directors for a period of not less than 12 months.

For the annual general meeting of shareholders, for the annual general meeting of shareholders in 2025, shareholders had been given the opportunity to nominate persons to be considered for election as directors of the Company from November 1, 2024 to December 31, 2024, totaling 2 months (91 days), without any shareholders proposing any names.

Method of director appointment : Method whereby each director requires approval votes more than half of
the votes of attending shareholders and casting votes

Setting qualifications for the selection of directors

Details of qualifications for the selection of directors

Qualifications, knowledge, or experience	Skill and expertise
The Board of Directors have knowledge and experience in the business industry in which the Company operates, perform their duties efficiently, can provide perspectives and visions that are beneficial to the Company's business operations, including risks related to the Company's business. In addition, all directors of the Company are qualified and do not have prohibited characteristics as specified by the Public Limited Company Act and the Securities and Exchange Act. As for the Company's independent directors, all have complete qualifications according to the Capital Market Supervisory Board's Announcement No. TorJor. 4/2552 on Request for Permission and Permission to Offer Newly Issued Shares (No. 2) ("Announcement No. TorJor. 4/2552").	Risk Management, Audit, Governance/ Compliance, Business Administration, Others : Company's industry knowledge and other qualifications that the Board of Directors considers they are suitable for the position.

Information on the development of directors

Development of directors over the past year

The Board of Directors supports and takes action for directors to consider training with the Thai Institute of Directors Association (IOD) or other appropriate organizations. The Company Secretary is assigned to coordinate and inform various training courses for the development of directors' potential and increase efficiency in their work as directors continuously. In 2024, the

following directors participated in training, development, and review of knowledge that will be beneficial to their work as directors:

1. Mr. Pakorn Sukhum

Strategic Board Master Class (SBM), Class 15/2024

2. Mr. Yanyong Methaphanich
Financial

Hot Issue for Directors: Empowering Boards: Enhancing Governance, Standards, and

Insights Seminar 2024

Details of the development of directors over the past year

List of directors	Participation in training in the past financial year	History of training participation
1. GEN. CHARAN KULLAVANJAYA Director	Non-participating	-
2. Maj.Gen. PATCHARA RATTAKUL Director	Non-participating	Thai Institute of Directors (IOD) • 2005: Director Accreditation Program (DAP)
3. Mr. PRAKIT PRADIPASEN Director	Non-participating	Thai Institute of Directors (IOD) • 2007: Role of the Chairman Program (RCP) • 2003: Director Accreditation Program (DAP) Other • 2013: Thailand's 4th National Conference on Collective Action Against Corruption
4. Mr. PHILIPP HUGO GUTSCHE Director	Non-participating	-
5. Mr. JOHAN WILLEM MAARTEN JANSEN Director	Non-participating	-
6. Mrs. PARIYA CHIRABANDHU Director	Non-participating	Thai Institute of Directors (IOD) • 2020: Strategic Board Master Class (SBM) • 2005: Director Accreditation Program (DAP) Other • 2018: Strategic Board member • 2012: Role of the Compensation Committee
7. Mr. YANYONG MAETHAPANICH Director	Participating	Thai Institute of Directors (IOD) • 2021: Ethical Leadership Program (ELP) • 2005: Director Accreditation Program (DAP) Other • 2024: Hot Issue for Director: Empowering Boards: Enhancing Governance, Standards, and Financial Insights • 2018: How to develop a risk management plan (HRP)
8. M.L. Dhisana Sritavaj Director	Non-participating	-
9. Mr. DUMRONGRUGS APIBALSAWASDI Director	Non-participating	Thai Institute of Directors (IOD) • 2018: Ethical Leadership Program (ELP) Other • 2018: Strategic Board member
10. Mrs. Kerry Ann Shipp Director	Non-participating	Thai Institute of Directors (IOD) • 2023: Director Accreditation Program (DAP)

List of directors	Participation in training in the past financial year	History of training participation
11. Mr. Pongsakorn Thientham Director	Non-participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2023: Risk Management Program for Corporate Leaders (RCL) • 2022: Director Leadership Certification Program (DLCP) • 2002: Director Certification Program (DCP)
12. Pol. Gen. Jaruvat Vaisaya Director	Non-participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2022: Director Certification Program (DCP)
13. Mr. SWIN CHATSUWAN Director	Non-participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2023: Director Accreditation Program (DAP)
14. Mr. Pakorn Sukhum Director	Participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2024: Strategic Board Master Class (SBM) • 2022: Advanced Audit Committee Program (AAP) • 2016: Financial Statements for Directors (FSD) • 2010: Director Certification Program (DCP)

Information on the evaluation of duty performance of directors

Criteria for evaluating the duty performance of the board of directors

The Company has specified that the Board of Directors' self-assessment be conducted once a year. First of all, the Company's secretary shall present the assessment forms of the Board of Directors and those of the sub-committees, appropriate for current situations and compliant with the Board of Directors' roles and duties. The Board of Directors' self-assessment forms prepared by the Stock Exchange of Thailand have been approved for use by the Board of Directors. After that, the Company shall distribute the forms to all the Directors for assessing performances each director, each team and the CEO. Next, the Company's secretary shall collect the completed forms, summarize the assessment results and opinions, and present them to the Board of Directors at the next meeting.

In 2024, the Company conducted an assessment of performances of each Director, of each board, of each sub-committee and of the CEO. The details are summarized as follows:

1. The objectives of assessing performances of each Director, each Board, each committee and the CEO, in accordance with the Corporate Governance Principle for listed companies. The Company conducted an annual self-assessment of performances of the Board of Directors and the sub-committees and jointly considered the performances, including improving and correcting operations and responsibilities of the Board of Directors in order to create benefits to the Company with the highest efficiency and effectiveness.
2. Criteria and Assessment
 1. The Board of Directors approves and reviews the self-assessment forms of the Board of Directors and the sub-committees at least once a year;
 2. The Board of Directors assigns the Company's Secretary to dispatch the Board of Directors the annual self-assessment forms within early December;
 3. All the Directors complete the self-assessment forms and return them the Company's Secretary within the specified time;
 4. The Company's Secretary collects, assesses and summarizes results of the assessment, including reporting the results to the Board of Directors;
 5. The Board of Directors uses the results, discusses them and gives additional opinions in order to make a plan for improving the Board of Directors' efficiency in performing duties by assigning the Company's Secretary to manage the plan, as specified by the Board of Directors;
 6. The sub-committees' self-assessment forms shall be completed in the same manner as those for the Board of

Directors; and

7. The scoring method of the assessment is as follows:

Results of Assessment	Average Score (%)	Levels of Operation
0	less than 30%	strongly disagree or do no actions in that matter
1	between 31% and 50%	disagree or do a few actions in that matter
2	between 51% and 70%	agree or do some actions in that matters
3	between 71% and 90%	really agree or do a lot of good actions in that matter
4	more than 91%	strongly agree or do a lot of very good actions in that matter

Evaluation of the duty performance of the board of directors over the past year

The results of the self-assessment of the board and committee (individually) are as follows:

• Board self-assessment form

Assessment Topics	Average Score %
1. Structure and Qualifications of the Board	90.00 (Good)
2. Role, Duties and Responsibilities of the Board	
3. Board Meetings	
4. Dynamics of the Board's Performance	
5. Relationship with Management	

• Self-assessment form for the Nomination and Remuneration Committee

Assessment topics	Average score %
1. Structure and qualifications of the Nomination and Remuneration Committee	85.91 (Good)
2. Nomination and Remuneration Committee meetings	
3. Roles, duties and responsibilities of the Nomination and Remuneration Committee	
4. Nomination and Remuneration Committee reports	

• Self-assessment form of the Corporate Governance and Risk Management Committee

Assessment topics	Average score %
1. Structure and qualifications of the Corporate Governance and Risk Management Committee	81.08 (Good)
2. Corporate Governance and Risk Management Committee meetings	
3. Roles, duties and responsibilities of the Corporate Governance and Risk Management Committee	
4. Corporate Governance and Risk Management Committee reports	

• Self-assessment form of the Sustainability Committee

Assessment topics	Average score %
1. Structure and characteristics of the Sustainability Committee	83.00 (Good)
2. Sustainability Committee meetings	
3. Roles, duties and responsibilities of the Sustainability Committee	
4. Sustainability Committee reports	

The results of the CEO performance assessment are as follows:

• CEO performance assessment form

Assessment topics	Average score %
1. Leadership	100.00 (Excellent)
2. Strategy form	
3. Strategy implementation	

4. Financial planning and performance
5. Relationship with the Board
6. External relations
7. Management and relations with personnel
8. Succession
9. Product and service knowledge
10. Personal characteristics

8.1.2 Meeting attendance and remuneration payment to each board member

Meeting attendance of the board of directors

Meeting attendance of the board of directors

Number of the board of directors meeting over the past : 6
year (times)
Date of AGM meeting : 24 Apr 2024
EGM meeting : No

Details of the board of directors' meeting attendance

List of directors	Meeting attendance of the board of directors			AGM meeting attendance			EGM meeting attendance		
	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)
1. GEN. CHARAN KULLAVANIJAYA (Director, Independent director)	6	/	6	1	/	1	N/A	/	N/A
2. Maj.Gen. PATCHARA RATTAKUL (Director)	6	/	6	1	/	1	N/A	/	N/A
3. Mr. PRAKIT PRADIPASEN (Director, Independent director)	5	/	6	1	/	1	N/A	/	N/A
4. Mr. PHILIPP HUGO GUTSCHE (Director)	5	/	6	0	/	1	N/A	/	N/A
5. Mr. JOHAN WILLEM MAARTEN JANSEN (Director, Independent director)	5	/	6	0	/	1	N/A	/	N/A
6. Mrs. PARIYA CHIRABANDHU (Director)	6	/	6	1	/	1	N/A	/	N/A

List of directors	Meeting attendance of the board of directors			AGM meeting attendance			EGM meeting attendance		
	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)
7. Mr. YANYONG MAETHAPANICH (Director, Independent director)	6	/	6	1	/	1	N/A	/	N/A
8. M.L. Dhisana Sritavaj (Director)	5	/	6	0	/	1	N/A	/	N/A
9. Mr. DUMRONGRUGS APIBALSAWASDI (Director)	6	/	6	0	/	1	N/A	/	N/A
10. Mrs. Kerry Ann Shipp (Director)	5	/	6	1	/	1	N/A	/	N/A
11. Mr. Pongsakorn Thiengtham (Director)	6	/	6	1	/	1	N/A	/	N/A
12. Pol. Gen. Jaruvat Vaisaya (Director)	6	/	6	0	/	1	N/A	/	N/A
13. Mr. SWIN CHATSUWAN (Director, Independent director)	6	/	6	1	/	1	N/A	/	N/A
14. Mr. Pakorn Sukhum (Director)	6	/	6	1	/	1	N/A	/	N/A

Remuneration of the board of directors

Types of remuneration of the board of directors

The Board of Directors has assigned the Nomination and Remuneration Committee to consider the remuneration of directors and propose its opinions to the Board of Directors. The Committee will consider determining the remuneration in line with the Company's performance and responsibilities. Such remuneration will be at an appropriate level comparable to companies in the same industry and sufficient to motivate and retain quality directors. The committee will then submit the proposal for approval at the shareholders' meeting.

Remuneration of the board of directors

The 2024 Annual General Meeting of Shareholders on Wednesday, April 24, 2024 had the resolution to approve the remuneration of the Company's directors and subcommittees as follows:

1. Monetary remuneration

Board of Directors

- Remuneration (Baht/person/year)

Chairman: 266,000
 Directors: 191,000
 • Meeting allowance (Baht/person/meeting)
 Chairman: 21,000
 Directors: 21,000

Audit Committee

• Remuneration (Baht/person/year)
 Chairman: 266,000
 Directors: 191,000
 • Meeting allowance (Baht/person/time)
 Chairman: 5,200
 Committee: 5,200

Selection and Remuneration Committee

• Remuneration (Baht/person/year)
 Chairman: 42,000
 Committee: 21,000
 • Meeting Allowance (Baht/person/time)
 Chairman: 5,200
 Committee: 5,200

Corporate Governance and Risk Management Committee

• Remuneration (Baht/person/year)
 Chairman: 42,000
 Committee: 21,000
 • Meeting Allowance (Baht/person/time)
 Chairman: 5,200
 Committee: 5,200

Sustainability Committee

• Remuneration (Baht/person/year)
 Chairman: 42,000
 Committee: 21,000
 • Meeting Allowance (Baht/person/time)
 Chairman: 5,200
 Committee: 5,200

2. Non-cash compensation: Directors' and Officers' Liability Insurance (D&O)

3. Director's bonus For the 2023 operating period was to all directors in an amount not exceeding Baht 3,990,000, with the Board of Directors paying an equal amount to all directors, totaling Baht 285,000 baht.

Details of the remuneration of each director over the past year

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
1. GEN. CHARAN KULLAVANIJAYA (Director)			677,000.00		0.00

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Board of Directors	126,000.00	551,000.00	677,000.00	Yes	
2. Maj.Gen. PATCHARA RATTAKUL (Director)			654,400.00		30,000.00
Board of Directors	126,000.00	476,000.00	602,000.00	Yes	
SUSTAINABILITY COMMITTEE	10,400.00	42,000.00	52,400.00	Yes	
3. Mr. PRAKIT PRADIPASEN (Director)			867,800.00		0.00
Board of Directors	105,000.00	476,000.00	581,000.00	Yes	
Audit Committee	20,800.00	266,000.00	286,800.00	Yes	
4. Mr. PHILIPP HUGO GUTSCHE (Director)			633,400.00		0.00
Board of Directors	126,000.00	476,000.00	602,000.00	Yes	
NOMINATION AND REMUNERATION COMMITTEE	10,400.00	21,000.00	31,400.00	Yes	
5. Mr. JOHAN WILLEM MAARTEN JANSEN (Director)			581,000.00		0.00
Board of Directors	105,000.00	476,000.00	581,000.00	Yes	
6. Mrs. PARIYA CHIRABANDHU (Director)			633,400.00		30,000.00
Board of Directors	126,000.00	476,000.00	602,000.00	Yes	
NOMINATION AND REMUNERATION COMMITTEE	10,400.00	21,000.00	31,400.00	Yes	
7. Mr. YANYONG MAETHAPANICH (Director)			897,600.00		0.00

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Board of Directors	126,000.00	476,000.00	602,000.00	Yes	
Audit Committee	20,800.00	191,000.00	211,800.00	Yes	
NOMINATION AND REMUNERATION COMMITTEE	10,400.00	42,000.00	52,400.00	Yes	
Corporate Governance and Risk Management Committee	10,400.00	21,000.00	31,400.00	Yes	
8. M.L. Dhisana Sritavaj (Director)			581,000.00		0.00
Board of Directors	105,000.00	476,000.00	581,000.00	Yes	
9. Mr. DUMRONGRUGS APIBALSAWASDI (Director)			633,400.00		0.00
Board of Directors	126,000.00	476,000.00	602,000.00	Yes	
SUSTAINABILITY COMMITTEE	10,400.00	21,000.00	31,400.00	Yes	
10. Mrs. Kerry Ann Shipp (Director)			581,000.00		0.00
Board of Directors	105,000.00	476,000.00	581,000.00	Yes	
11. Mr. Pongsakorn Thientham (Director)			654,400.00		30,000.00
Board of Directors	126,000.00	476,000.00	602,000.00	Yes	
Corporate Governance and Risk Management Committee	10,400.00	42,000.00	52,400.00	Yes	
12. Pol. Gen. Jaruvat Vaisaya (Director)			602,000.00		30,000.00
Board of Directors	126,000.00	476,000.00	602,000.00	Yes	
13. Mr. SWIN CHATSUWAN (Director)			813,800.00		0.00

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Board of Directors	126,000.00	476,000.00	602,000.00	Yes	
Audit Committee	20,800.00	191,000.00	211,800.00	Yes	
14. Mr. Pakorn Sukhum (Director)			602,000.00		0.00
Board of Directors	126,000.00	476,000.00	602,000.00	Yes	
15. Mr. JOSE HENRIQUE ZEITUNE (Member of the subcommittee)			0.00		0.00
SUSTAINABILITY COMMITTEE	0.00	0.00	0.00	Yes	
16. Mr. RICCARDO VRODOM SUCHARITKUL (Member of the subcommittee)			0.00		0.00
Corporate Governance and Risk Management Committee	0.00	0.00	0.00	Yes	
SUSTAINABILITY COMMITTEE	0.00	0.00	0.00	Yes	
17. Mr. Nuntivat Thamhatai (Member of the subcommittee)			0.00		0.00
SUSTAINABILITY COMMITTEE	0.00	0.00	0.00	Yes	

Summary of the remuneration of each committee over the past year

Names of board members	Meeting allowance	Other monetary remuneration	Total (Baht)
1. Board of Directors	1,680,000.00	6,739,000.00	8,419,000.00
2. Audit Committee	62,400.00	648,000.00	710,400.00
3. SUSTAINABILITY COMMITTEE	20,800.00	63,000.00	83,800.00

Names of board members	Meeting allowance	Other monetary remuneration	Total (Baht)
4. NOMINATION AND REMUNERATION COMMITTEE	31,200.00	84,000.00	115,200.00
5. Corporate Governance and Risk Management Committee	20,800.00	63,000.00	83,800.00

Remunerations or benefits pending payment to the board of directors

Remunerations or benefits pending payment to the : 0.00
board of directors over the past year
(Baht)

8.1.3 Supervision of subsidiaries and associated companies

Mechanism for overseeing subsidiaries and associated companies

Does the Company have subsidiaries and associated : Yes
companies

Mechanism for overseeing subsidiaries and associated : Yes
companies

Mechanism for overseeing management and taking : The appointment of representatives as directors, executives, or controlling
responsibility for operations in subsidiaries and persons in proportion to shareholding, The determination of the scope of
associated companies approved by the board of duties and responsibilities of directors and executives as company
directors representatives in establishing important policies, Disclosure of financial
condition and operating results, Transactions between the company and
related parties, Acquisition or disposal of assets, Internal control system of
the subsidiary operating the core business is appropriate and sufficient in
the subsidiary operating the core business

The Company has a policy to appoint representatives to hold positions as directors with the authority to control subsidiaries in order to monitor and supervise the management of subsidiaries to ensure that they are in line with the Company's strategies and policies effectively and efficiently. The scope of authority, duties and responsibilities of directors and executives who are representatives of the Company in determining important policies are defined. The internal control system of subsidiaries that are engaged in core business is appropriate and strict enough. In subsidiaries that are companies engaged in core business, the Company's Board of Directors will consider and approve transactions between the Company and related persons (if any) in accordance with the criteria of the Stock Exchange of Thailand, the Securities and Exchange Commission and other relevant laws. For joint ventures, the Company will supervise joint ventures to ensure that they are in line with the mutually agreed upon strategies and as specified in the joint venture agreement.

8.1.4 The monitoring of compliance with corporate governance policy and guidelines

Prevention of conflicts of interest

Operations for conflict of interest prevention over the past year

Has the company operated in preventing conflicts of : Yes
interest over the past year

The Company is committed to conducting business with honesty, integrity, transparency and responsibility for its actions. Therefore, the Board of Directors has determined that any transactions with major shareholders, directors, executives or persons related to such persons must be considered by the Audit Committee, which will carefully oversee every step of the approval

process for the transaction and strictly comply with the criteria and methods set by the Stock Exchange of Thailand (SET), the Securities and Exchange Commission (SEC) and the Capital Market Supervisory Board. Details of the transaction, the value of the transaction, the contracting party and the reasons are disclosed transparently to the public immediately via the electronic media of the Stock Exchange of Thailand via the SET Community Portal system: www.setportal.set.or.th and disclosed in the annual information disclosure form (Form 56-1 (One Report)).

For the Board of Directors' meetings and shareholders' meetings, if any director has a conflict of interest in the agenda under consideration, that director must immediately disclose the details of such conflict of interest to the Board of Directors and must not participate in the consideration and voting on that agenda.

In 2024, the Company entered into related transactions which are normal business transactions or support normal business transactions with general trading conditions and in accordance with the principles for entering into transactions as specified in Section 89/12(1) of the Securities Act. and the Stock Exchange of Thailand (No. 4) 2008, which the Board of Directors approved in principle in 2008

Number of cases or issues related to conflict of interest

	2022	2023	2024
Total number of cases or issues related to conflict of interest (cases)	0	0	0

Prevention of the use of inside information to seek benefits

Operations for prevention of the use of inside information to seek benefits over the past year

Has the company operated in preventing the use of : Yes
inside information to seek benefits over the past year

Control of the use of inside information

All shareholders of the Company must be treated equally and fairly according to their basic rights. The Board of Directors has therefore established a policy on the management of inside information to prevent directors of the Company and its subsidiaries, executives and employees of the Company and its subsidiaries who have access to inside information of the Company, persons who represent or represent themselves on behalf of the Company or its subsidiaries, and outsiders who perform their duties and have access to inside information of the Company and its subsidiaries from using inside information that has not yet been disclosed to the general public for their own benefit or that of others, as follows:

- 1) Do not disclose inside information to other persons, directly or indirectly, and in any way, knowing or should know that the person who knows the information may use this information to buy or sell securities or enter into futures contracts related to securities, whether for themselves or others.
- 2) Keep inside information of the Company with care and safety to prevent the leakage of inside information of the Company outside.
- 3) Do not disclose inside information of the Company to other persons who are not involved in the work to prevent the use of inside information for their own benefit or that of others, as this may affect the price or value of the securities of the Company or other listed companies related to the inside information. Or may affect investment decisions
- 4) Must not buy or sell securities related to inside information that you know, possess or are involved in, which is taking advantage of other people who trade securities without knowing inside information.

In December 2024, knowledge and understanding on preventing the use of inside information for personal gain was disseminated to the company's board of directors, executives and all employees, which is an annual operation. In addition, knowledge on preventing the use of inside information for personal gain is included in the orientation for all new directors and employees.

There is also a period of no trading in securities of HaadThip Public Company Limited by

1. Directors, executives or employees who know inside information, including spouses and minor children of such persons, are

prohibited from using inside information of the company that has not been disclosed to the public for personal gain or for the benefit of others, including for trading securities. In particular, a policy has been set to prohibit trading in securities during the blackout period, which is at least 30 days before the company's financial statements are disclosed to the public and 24 hours after the disclosure to the public.

2. Ensure that directors and executives report changes in their securities holdings to the Securities and Exchange Commission. and the Stock Exchange of Thailand, under Section 59 of the Securities and Exchange Act B.E. 2535

In 2024, there was no evidence of any violation of the policies and regulations regarding the use of inside information.

Number of cases or issues related to the use of inside information to seek benefits

	2022	2023	2024
Total number of cases or issues related to the use of inside information to seek benefits (cases)	0	0	0

Anti-corruption action

Operations in anti-corruption in the past year

Has the company operated in anti-corruption over the : Yes
past year

Form of operations in anti-corruption : Review of appropriateness in anti-corruption, The participation in anti-corruption projects, Assessment and identification of corruption risk, Communication and training for employees on anti-corruption policy and guidelines, The monitoring of the evaluation of compliance with the anti-corruption policy

The Company's business operations towards stakeholders will be conducted with transparency and honesty, in compliance with relevant laws and standards, and support business partners to comply with the anti-corruption policy. In 2024, the Company submitted a self-assessment form to renew its membership in the Private Sector Collective Action Against Corruption (Re-Certified), a project organized by the Thai Institute of Directors Association and supported by the government and the National Anti-Corruption Commission (NACC) since 2013. The Company has been certified by the Private Sector Collective Action Against Corruption (CAC) for the third time. This certification demonstrates the transparent working principles, building confidence among investors and the stock market. The Company has a plan to further improve its work by establishing the CAC-Change Agent Project with business partners to create an anti-corruption network in 2024.

In addition, it is important to create and instill a sense of awareness among employees to perform their duties with honesty, transparency, and not neglect or ignore corruption. The Company places importance on communication to ensure that all levels of employees, children of employees, and suppliers are aware of the intentions of the executives.

Number of cases or issues related to corruption

	2022	2023	2024
Total number of cases or issues related to corruption (cases)	0	0	0

Whistleblowing

Operations related to whistleblowing over the past year

Has the company implemented whistleblowing : Yes
procedures over the past year

In addition, the Company still announces the "No Gift Policy" policy on all festivals to create good standards in the performance of personnel with the aim that personnel at all levels perform their duties to the best of their ability without expecting any benefits in return.

Complaints / Whistle Blowing in 2024

The Company provides channels to receive complaints, comments, or suggestions indicating that stakeholders have been affected or are at risk of being affected, which may cause damage to stakeholders from the Company's business operations or from employee actions related to illegal or unethical conduct, including behavior that may indicate corruption, unequal treatment, or careless and lack of caution through the following channels:

Number of cases or issues related to whistleblowing

In 2024, the complaints/whistle blowing channels did not report any illegal or unethical acts, including behaviors that may indicate corruption, unequal treatment, or risks of such actions. This channel is used to file other complaints.

In 2024, the company received 9 complaints through various channels. All complaints were resolved and the complainants were satisfied with the resolution of all problems, which were divided into 2 issues as follows:

Issue 1: Complaints about corruption: No complaints were filed about corruption.

Issue 2: Complaints about improving services and work processes: Divided into 2 parts:

- 1. Complaints from internal personnel: 2 cases; all complaints were resolved in accordance with the complaint resolution measures.
- 2. Complaints from external personnel: 7 cases; all complaint resolution measures were completed in accordance with the complaint resolution measures.

	2022	2023	2024
Total number of cases or issues received through whistleblowing channels (cases)	0	0	0

8.2 Report on the results of duty performance of the audit committee in the past year

8.2.1 Meeting attendance of audit committee

Meeting attendance of audit committee (times) : 4

List of directors	Meeting attendance of audit committee		
	Meeting attendance (times)	/	Meeting attendance rights (times)
1 Mr. PRAKIT PRADIPASEN (Chairman of the audit committee)	4	/	4
2 Mr. YANYONG MAETHAPANICH (Member of the audit committee)	4	/	4
3 Mr. SWIN CHATSUWAN (Member of the audit committee)	4	/	4

8.2.2 The results of duty performance of the audit committee

1. Overseeing the preparation of the company's financial reports, including inquiring with management about the use of judgment in financial reporting. Reviewing the company's quarterly financial statements, including related reports of subsidiaries, and annual financial statements in conjunction with accounting management and the company's external auditors to ensure satisfaction with the audit or review observations. Meetings with the external auditors will be held without the responsible executives present until a mutual agreement is reached, and then recommendations for improvement will be made. The Committee is satisfied that the quarterly and annual financial statements for 2024 are reliable, prepared in accordance with generally accepted accounting standards, and contain adequate and appropriate disclosures.
2. Overseeing the work of internal auditors, including reviewing the adequacy and appropriateness of the internal control systems of the company and its subsidiaries. Reviewing internal audit reports according to the 2024 annual audit plan and observations from internal control assessments. Encouraging the systematic and sustainable improvement of problem-solving and prevention of issues identified by the Internal Audit Office in various processes. The Internal Audit Office should analyze issues and coordinate with the audited units to determine concrete and clear solutions and preventive measures. Providing advice and monitoring the implementation of corrective actions on significant issues to ensure good governance and adequate internal control.
3. Considering and approving the 2024 Internal Audit Plan, Work Development Plan, Staff Rotation Plan, Staff Training, and Budget of the Internal Audit Office. Setting the direction for internal audits of the company and its subsidiaries, focusing on audit objectives and scope to cover key risks in each department and activity level. Defining the direction of internal audit to support rapid changes.
4. The Audit Committee has considered, selected, proposed the appointment, and proposed remuneration for the 2024 auditor. This decision considered the auditor's qualifications, independence, performance, and appropriate remuneration. The proposal was presented to the Board of Directors before being submitted to the shareholders' meeting.
5. Reviewing related party transactions and disclosures in the notes to the annual and quarterly financial statements. Providing independent opinions on the acquisition or disposal of assets in significant investments of the company and its subsidiaries.

8.3 Summary of the results of duty performance of subcommittees

8.3.1 - 8.3.2 Meeting attendance and the results of duty performance of subcommittees

Meeting attendance SUSTAINABILITY COMMITTEE

Meeting SUSTAINABILITY COMMITTEE (times) : 2

List of Directors	Meeting attendance SUSTAINABILITY COMMITTEE		
	Meeting attendance (times)	/	Meeting attendance right (times)
1 Maj.Gen. PATCHARA RATTAKUL (The chairman of the subcommittee)	2	/	2
2 Mr. DUMRONGRUGS APIBALSAWASDI (Member of the subcommittee)	2	/	2
3 Mr. JOSE HENRIQUE ZEITUNE (Member of the subcommittee)	2	/	2
4 Mr. RICCARDO VRODOM SUCHARITKUL (Member of the subcommittee)	2	/	2
5 Mr. Nuntivat Thamhatai (Member of the subcommittee)	2	/	2

The results of duty performance of SUSTAINABILITY COMMITTEE

1. The Sustainability Committee discussed and appointed a working group for sustainable development from relevant departments within the company, with the Sustainable Development Department as the secretariat. This ensures systematic implementation of operations towards the goals set. It also requires reporting on performance and feedback to the Sustainability Committee at least twice a year, according to the current Sustainability Committee charter, for further reporting to the Board of Directors.

2. The Sustainability Committee has reviewed and considered setting a plan to support sustainability goals. The plan is clearly defined, along with a sustainability data reporting table for proper monitoring and data collection. It also defines definitions and measurement methodologies that are reliable and transparent in all goals to prevent greenwashing. Sustainability goals are divided into 6 main groups as follows:

2.1 CLIMATE ACTION

2.2 PACKAGING

2.3 WATER

2.4 SUPPLY CHAIN

2.5 PRODUCT

2.6 SOCIAL AND COMMUNITY

3. The Sustainability Committee has considered establishing seminars or workshops for employees throughout the organization to create knowledge, understanding, and awareness of their roles and responsibilities in the company's sustainability operations. It states that sustainability is a shared responsibility that requires collaboration from many parties to align with the company's sustainability vision.

4. The Sustainability Committee has reviewed and considered establishing a sustainability communication framework for clear communication or dissemination of information in accordance with the organization's vision. It is divided into 2 parts:

- Homeland Uplifting: Developing communities to grow with the business, supporting communities during times of disaster, and the unity of the South, respecting differences and living peacefully.
- Global Citizenship: Reflects HaadThip's awareness as a global citizen, including the importance of reducing environmental

impacts, as well as promoting a good society and good governance.

Meeting attendance NOMINATION AND REMUNERATION COMMITTEE

Meeting NOMINATION AND REMUNERATION : 2
COMMITTEE (times)

List of Directors	Meeting attendance NOMINATION AND REMUNERATION COMMITTEE		
	Meeting attendance (times)	/	Meeting attendance right (times)
1 Mr. PHILIPP HUGO GUTSCHE (Member of the subcommittee)	2	/	2
2 Mr. YANYONG MAETHAPANICH (The chairman of the subcommittee)	2	/	2
3 Mrs. PARIYA CHIRABANDHU (Member of the subcommittee)	2	/	2

The results of duty performance of NOMINATION AND REMUNERATION COMMITTEE

1. Consider the recruitment of directors to replace the resigned directors and the directors whose terms have expired, and propose to the Board of Directors Meeting of Haad Thip Public Company Limited for further submission for approval from the Shareholders' Meeting.
2. Consider the recruitment of directors and appropriate positions for subcommittees to be proposed to the Board of Directors Meeting of Haad Thip Public Company Limited for further appointment.
3. Consider the appropriateness of the annual remuneration of the Board of Directors and subcommittees, including annual director remuneration (director fees), meeting allowances, and other appropriate remuneration, and propose opinions to the Board of Directors for approval from the Shareholders' Meeting. The remuneration considered is appropriate for the scope of duties and responsibilities, comparable to other listed companies on the Stock Exchange of Thailand in the same industry and of similar size, and at a level sufficient to attract and retain qualified directors, as well as being in line with the Company's performance in that year.

Meeting attendance Corporate Governance and Risk Management Committee

Meeting Corporate Governance and Risk : 2
Management Committee (times)

List of Directors	Meeting attendance Corporate Governance and Risk Management Committee		
	Meeting attendance (times)	/	Meeting attendance right (times)
1 Mr. Pongsakorn Thiengtham (The chairman of the subcommittee)	2	/	2
2 Mr. YANYONG MAETHAPANICH (Member of the subcommittee)	2	/	2
3 Mr. RICCARDO VRODOM SUCHARITKUL (Member of the subcommittee)	2	/	2

The results of duty performance of Corporate Governance and Risk Management Committee

1. Governance in Fraud Prevention, Complaint Management, and Preventive Risk Management

The Committee has conducted a comprehensive and systematic assessment of fraud and corruption risks. The Corporate Governance Department requires all relevant departments to conduct risk assessments and implement stringent preventive control measures. The risk assessment results show that all departments have effective internal control systems and strictly comply with company regulations, reflecting the company's commitment to conducting business with integrity and transparency to build maximum confidence among shareholders, investors, and all stakeholders.

2. Complaints through the system and the results of the operation

In 2024 (January - December), the company received and managed complaints as follows:

2.1 External Complaints

The company received 7 complaints from external stakeholders, including issues related to service quality, delivery, product availability in the market, and operations in the community. The company has taken steps to resolve and improve work processes in all areas promptly and efficiently.

2.2 Internal Complaints

For complaints from employees, the main issues are about wanting to know how to calculate Multi-skills compensation and the plan to relocate production from the Hatyai plant to the Phunphin plant. The management has arranged a meeting to clarify the details and create an understanding with employees comprehensively to maintain employee morale and commitment to the organization.

2.3 Complaint Management

The company has established an efficient complaint management process. All complaints are logged into the system and processed according to the established criteria, as follows:

1. Conduct a thorough investigation and analysis of the causes of the problem.
2. Determine urgent remedial measures and long-term prevention plans.
3. Continuously monitor the remediation results and report progress to the complainant.
4. Use the lessons learned to improve work processes and service standards.

The Committee is committed to effectively managing complaints, reflecting the company's commitment to continuously improving the quality of its operations and services to maximize stakeholder satisfaction.

3. Report on Corporate Governance and Anti-Fraud and Corruption Activities

In 2023, the company received recognition from leading national and international organizations, reflecting its commitment to good governance and sustainable development, as follows:

3.1 Good Corporate Governance

The company has been assessed for corporate governance at the "Excellent Level" by the Thai Institute of Directors Association (IOD) in its 2024 Corporate Governance Report (CGR) with a score of 99 percent, up from 96 percent in 2023, demonstrating continuous improvement in raising good corporate governance standards.

3.2 Excellence in Human Rights

The company has been recognized as an "Outstanding Human Rights Role Model Organization" in the large business category for 2024 by the Department of Rights and Liberties Protection, Ministry of Justice, for the 4th consecutive year and remains the only private sector organization in the south to receive this award.

3.3 Excellence in Anti-Corruption

The company received the "CAC Change Agent Award 2024" for the third consecutive year from the Private Sector Collective Action Coalition Against Corruption (CAC) for its success in expanding its transparent business network by inviting partners to join in declaring their intention to fight corruption to create a standard of transparent business practices throughout the supply chain.

3.4 Promoting Gender Equality

The company was awarded the second runner-up in the Gender-

Responsive Marketplace category from UN Women at the Thailand Women's

Empowerment Principles Awards 2024 for its success in developing projects that promote business opportunities and the participation of women in the supply chain, reflecting its commitment to promoting gender equality in the business sector sustainably.

9. Internal control and related party transactions

9.1 Internal control

The Board of Directors has considered and reviewed the Internal Control and Risk Management System, realizing that the system is a mechanism that creates confidence in the Management to reduce business-related risks, enabling the business to be operated efficiently and effectively, as specified by the Board of Directors.

9.1.1 Adequacy and appropriateness of the company's internal control system

Company's internal control system : The Committee of Sponsoring Organizations of the Treadway Commission (COSO)

The Committee of Sponsoring Organizations of the Treadway Commission (COSO)

The Board of Directors has assigned the Audit Committee to supervise the Internal Control System, the Risk Management System and the Corporate Governance System of the Company so that the systems will be furnished with appropriateness, efficiency, inspection mechanisms and balance. The Internal Audit Office is responsible for auditing operation of all the Company's agencies, including giving counsels on formulation of the internal control system for the Company's work systems and assessing efficiency and adequacy of the internal control system, the risk management system and the corporate governance system of all the Company's agencies, by applying the framework of the internal control system, according to the international standard of the Committee of Sponsoring Organizations of the Treadway Commission (COSO) and the framework of the Enterprise Risk Management and the supervision criteria of the SET and the IOD, so that the internal control, risk management and supervision will be more complete by directly reporting them to the Audit Committee. All the activities of the Internal Audit Office shall be given agreement and approval by the Audit Committee.

The Management has implemented other technological systems, namely CQR, POD, MOS-IR, RTM Mobile, ROAD net and VHM to help management the internal control more effectively and increase more system of the internal control.

Operational Control

The Company has clearly determined operational measures and guidelines by specifying them in the forms of commands, operational rules, approval authority and operational methods, so that all levels of the Executives and Employees shall operate in the same direction, including establishing the Internal Audit Office responsible for regularly calibrating operating results in accordance with the commands, operational rules, approval authority and operational methods, in order to ensure adequacy and appropriateness of the internal control system and efficiency in operation, including use of the SAP system to increase speed and efficiency in operation.

Moreover, the Audit Committee shall regularly consider reports of internal audit results, in order to keep informed of significant aspects and problems found on audit, by giving suggestions to the Management so that it will correct the problems and prevent them from reoccurring.

Information Technology and Communication System

The Company has a data storage system and information that can be used for the benefit of the Company's business sufficiently, as well as improving the information technology system to develop a more efficient work system. It takes into account data security and defines data access rights according to responsibilities. The Company has standards and policies for managing and protecting personal data to be safe. It stores personal data and uses it with regard to the PDPA.

In addition, in 2024, the Company was audited by an external auditor for its information system without being informed by the external auditor that there were any significant deficiencies.

Monitoring System

The Board of Directors has provided an assessment system, regularly monitored the comprehensive internal control system and assigned the Audit Committee to monitor and calibrate the internal control system via the Internal Audit Office, perform operational audits and assess operations, according to the international standard, in order to ensure that the problems found at audit or calibration shall be appropriately and promptly improved and corrected. As for the evaluation of internal control on the accounting and finance side of the Company, the Auditor shall be responsible to perform the audit activities on the part and

present the results for consideration by the Audit Committee on a quarterly and yearly basis.

9.1.2 Deficiencies related to the internal control system

	2022	2023	2024
Total number of deficiencies related to the internal control system (cases)	0	0	0

9.1.3 Opinions of the audit committee and auditor's observations on internal control

Does the audit committee have opinions on internal control : No
different from the board of directors' opinions?

Does the auditor have any observations on the company's : No
internal control?

9.1.4 Opinions of the audit committee on the position of the head of the internal audit unit

Head of the internal audit unit : Internal personnel

The Audit Committee shall supervise the Internal Audit Office creating confidence, independently and fairly giving counsels on auditing and assessing adequacy of the internal control system, including monitoring improvement results, correcting the operational process appropriately to cover the Company's operational process and reporting them directly to the Internal Audit. The Charter of the Internal Audit Office and the Code of Conduct for Internal Auditors are clearly used as the operational guideline.

9.1.5 Appointment, discharge, and transfer of the head of the internal audit unit

Does the appointment, discharge, and transfer of the head of : Yes
the internal audit unit require the audit committee approval?

The Audit Committee reviews to ensure the Company maintains an appropriate and efficient internal control and internal audit system, while also considering the independence of the internal audit department. This includes granting approval for the appointment, transfer, and termination of the head of the internal audit department.

9.2 Related party transactions

Related party transactions

Does the company have any related party transactions? : Yes

9.2.1 - 9.2.2 Names of the group of persons who may have a conflict of interest, nature of relationship, and information on related party transactions

Persons/entities with potential conflicts

Name of person or entity/type of business	Nature of relationship	Information as of date
Jiva Residences Company Construction service	The same director	31 Dec 2024
Vaisaya Consulting Company Limited Business consulting related to law and other legal issues	The same director	31 Dec 2024
Castle Partners Company Limited The service is a business consulting service related to business management, business administration and various assigned business matters.	The Same director	31 Dec 2024

Details of related party transactions

Related party transactions	Transaction value at the end of the fiscal year (million baht)		
	2022	2023	2024
Jiva Residences Company			
Transaction 1 <u>Nature of transaction</u> Construction service <u>Details</u> Providing construction services for the training center of Haadthip Public Company Limited, which is under construction, located at Taling Ngam Subdistrict, Koh Samui District, Surat Thani Province. This project was transferred from Haadthip Development Company Limited, with a land area of 1 rai 66.3 sq. wah, and a building size of 1,450 sq. m. The propose of training center is for employees of Haadthip Public Company Limited and subsidiaries. <u>Necessity/reasonableness</u> Transaction is reasonable and benefit to the Company. <u>Audit committee's opinion</u> Not different from the Opinion of the Board of Directors	7.94	12.95	8.18
Vaisaya Consulting Company Limited			
Transaction 1 <u>Nature of transaction</u> The service is business consultant service related law and regulations to support the business operation <u>Details</u> The service is business consultant service related law and regulations to support the business for practice precision in accordance with laws and any regulations for HaadThip Public Company Limited and its subsidiaries. <u>Necessity/reasonableness</u> The transaction is reasonable and benefit to the Company. <u>Audit committee's opinion</u> Not different from the Opinion of the Board of Directors	1.80	1.80	1.80
Castle Partners Company Limited			
Transaction 1	4.20	4.20	4.20

Related party transactions	Transaction value at the end of the fiscal year (million baht)		
	2022	2023	2024
<p><u>Nature of transaction</u></p> <p>Business consulting services related to business management, business administration and various assigned business matters.</p> <p><u>Details</u></p> <p>The service is business consultant service related business management and other delegated business works including consulting related to regulations of SET and SEC, advising on investor relations, financial analyses, strategy and others for accuracy and speediness for businesses of HaadThip Public Company Limited and its subsidiaries.</p> <p><u>Necessity/reasonableness</u></p> <p>The transaction is reasonable and benefit to the Company.</p> <p><u>Audit committee's opinion</u></p> <p>Not different from the Opinion of the Board of Directors.</p>			

9.2.3 Policy and future trends of related party transactions and the compliance with the obligations specified in the prospectus of the company

Measures and procedures for approving related party transactions or connected transactions

Related party transactions refer to transactions between listed companies or subsidiaries with related persons, such as the Executives, Major Shareholders or Controlling Persons inclusive of a company wherein the connected person is a major shareholder or person with controlling interest.

The Company realizes that doing transactions with related parties may cause conflicts of interest. Therefore, to create transparency and fairness for all the Shareholders equally, the Company abides by the following principles:

1. A connected transaction must go through an approval process deemed transparent, and stakeholders or persons with possible conflict of interest in the connected transaction shall refrain from participating in the decision - making process
2. Consideration to enter into a connected transaction must be based on the best interest of the Company as the top priority
3. Careful consideration by the Audit Committee must be carried out before proposing to the Board of Directors and/or Shareholders' Meeting for approval of such a transaction
4. If any transaction done with related parties is a trade agreement in the same manner as the one done with general contract parties by reasonable persons in the same situations, with bargaining power not influenced by being Directors, Executives and related persons, depending on each case or normal transactions or normal business promoting transactions, under normal trade conditions. The Company shall present the agreement to the Board of Directors for approval or approval in principle before the transaction is done, in accordance with Article 89/12 (1) of the Securities and Exchange Act (no. 4) B.E. 2551
5. Related party transactions shall be disclosed in compliance with the criteria and methods, as specified by the SEC; and
6. There must be reliable follow-up and verification systems to ensure that the connected transactions are adhered to the correct procedure

Future trends in related party transactions

Related transactions of the Company in the future shall be transactions of normal business operation without transferring any interest between the Company and related companies or persons. The company shall adhere to and strictly follow the regulations of

the Stock Exchange of Thailand (SET) and the Securities and Exchange Commission, Thailand (SEC) as well as relevant laws, considering the reasonability and appropriateness of the conditions and market price which can be referred to in order to ensure that the shareholders and every stakeholder receive fair and equitable benefits according to the Company's good governance.

9.2.4 Information on appraised assets and appraisal price in conjunction with the execution of related party transactions

Can be referred in attachment 4: assets for business undertaking and details of asset appraisal

Part 3 Financial Statement

Board of Directors' Responsibility Statement for the
Financial Report

Report on the Board of Directors' Responsibilities for the Financial Report

To Shareholders

The Company's Board of Directors shall be responsible for the Financial Statements of HaadThip Public Company Limited and the Subsidiary, which have been prepared in accordance with the Financial Reporting Standards as per the Accounting Act B.E. 2543 and the requirements set forth by The Securities and Exchange Commission on the subject of Financial Reporting, under The Securities and Exchange Act B.E. 2535. The Company has considered and adopted the accounting policy deemed suitable for the Company and has put the policy to practice on a regular basis. In addition, essential information in the Notes to the Financial Statements have been disclosed in a sufficient manner.

The Company's Board of Directors has ensured that the Company has a sound Corporate Governance Policy; Anti-corruption Policy; and has established as well as intended to maintain the Risk Management System and Internal Control System, for the purpose of assurance that every accounting record is accurate, complete and timely, sufficient to preserve the Company's assets and prevent any fraudulence or anomalous operations deemed material.

As such, the Company has appointed an Audit Committee that comprises independent directors for the purpose of monitor and control; to perform the review of the Financial Statements in order to ensure reliable and accurate information in the Financial Statements; and to perform an assessment on Internal Control and Internal Audit System to ensure efficiency and effectiveness of the system. The opinions of the Audit Committee appear in the Audit Committee Report, which is presented in this Form 56-1 One Report.

The Board of Directors issues an opinion that the Company's Internal Control and Internal Audit System serves to assure that the Financial Statements of HaadThip Public Company Limited and the Subsidiary for the accounting year ended 31st December 2024 display the financial status, operating results and cash flows in an accurate manner, in all material respects, and appropriately in accordance with the Financial Reporting

Standards. The Auditor has performed a review; disclosed opinions; and issued an unqualified opinion in the Audit Report, which is presented in this Form 56-1 One Report.

A handwritten signature in black ink, appearing to read "Charan Kullavanijaya".

(Gen. Charan Kullavanijaya)

Chairman of The Board of Directors

A handwritten signature in black ink, appearing to read "P. Rattakul".

(Maj. Gen Patchara Rattakul)

Authorized Director, Chief Executive Officer

Auditor's Report

**Haad Thip Public Company Limited
and its Subsidiaries**

Financial statements for the year ended
31 December 2024
and
Independent Auditor's Report

Independent Auditor's Report

To the Shareholders of Haad Thip Public Company Limited

Opinion

I have audited the consolidated and separate financial statements of Haad Thip Public Company Limited and its subsidiaries (the “Group”) and of Haad Thip Public Company Limited (the “Company”), respectively, which comprise the consolidated and separate statements of financial position as at 31 December 2024, the consolidated and separate statements of comprehensive income, changes in equity and cash flows for the year then ended, and notes, comprising a summary of material accounting policies and other explanatory information.

In my opinion, the accompanying consolidated and separate financial statements present fairly, in all material respects, the financial position of the Group and the Company, respectively, as at 31 December 2024 and their financial performance and cash flows for the year then ended in accordance with Thai Financial Reporting Standards (TFRSs).

Basis for Opinion

I conducted my audit in accordance with Thai Standards on Auditing (TSAs). My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Consolidated and Separate Financial Statements* section of my report. I am independent of the Group and the Company in accordance with the *Code of Ethics for Professional Accountants including Independence Standards* issued by the Federation of Accounting Profession (Code of Ethics for Professional Accountants) that is relevant to my audit of the consolidated and separate financial statements, and I have fulfilled my other ethical responsibilities in accordance with the Code of Ethics for Professional Accountants. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Key Audit Matters

Key audit matters are those matters that, in my professional judgment, were of most significance in my audit of the consolidated and separate financial statements of the current period. These matters were addressed in the context of my audit of the consolidated and separate financial statements as a whole, and in forming my opinion thereon, and I do not provide a separate opinion on these matters.

Completeness of accrued sales promotion and marketing expenses	
Refer to Note 14 to the consolidated and separate financial statements	
The key audit matter	How the matter was addressed in the audit
In a highly competitive market, the Group has to incur more expenditures in relation to sales promotional and various marketing activities to maintain their market shares. Sales through modern trades come with different types of sales incentives such as discounts, rebates, marketing support and sales promotion. Due to the variety of contractual terms, the estimate of the expenditure on incentives is complex in nature and uncertain depending upon market conditions. As a result, the completeness on estimate of accrued discounts, rebates, sales promotion and marketing is an area of focus for my audit.	<p>My audit procedures to address this matter included:</p> <ul style="list-style-type: none"> - Understanding the process of sales and estimate relating to the accrual of sales promotion and marketing expenses and testing key controls of such process. This included, but was not limited to, accessing and maintaining selling price data and credit limit approval. - Considering the reasonableness of the accrual calculation on a sample basis, by corroboration of samples of inputs and inspection of underlying contractual terms with modern trades, and considering the historical accuracy of the accrual with actual expenditures incurred. I also performed test of subsequent expenditures incurred with amounts invoiced and payment documents on a sample basis. - Sampling the sales promotion activities from promotion grid during the end of accounting period and considering whether the sales promotion and marketing expenses have been recognised in the proper period. - Evaluating the adequacy of the Group's disclosure in accordance with Thai Financial Reporting Standards.

Other Information

Management is responsible for the other information. The other information comprises the information included in the annual report, but does not include the consolidated and separate financial statements and my auditor's report thereon. The annual report is expected to be made available to me after the date of this auditor's report.

My opinion on the consolidated and separate financial statements does not cover the other information and I will not express any form of assurance conclusion thereon.

In connection with my audit of the consolidated and separate financial statements, my responsibility is to read the other information identified above when it becomes available and, in doing so, consider whether the other information is materially inconsistent with the consolidated and separate financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

When I read the annual report, if I conclude that there is a material misstatement therein, I am required to communicate the matter to those charged with governance and request that the correction be made.

Responsibilities of Management and Those Charged with Governance for the Consolidated and Separate Financial Statements

Management is responsible for the preparation and fair presentation of the consolidated and separate financial statements in accordance with TFRSs, and for such internal control as management determines is necessary to enable the preparation of consolidated and separate financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated and separate financial statements, management is responsible for assessing the Group's and the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Group and the Company or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Group's and the Company's financial reporting process.

Auditor's Responsibilities for the Audit of the Consolidated and Separate Financial Statements

My objectives are to obtain reasonable assurance about whether the consolidated and separate financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with TSAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated and separate financial statements.

As part of an audit in accordance with TSAs, I exercise professional judgment and maintain professional skepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the consolidated and separate financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's and the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's and the Company's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the consolidated and separate financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the Group and the Company to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the consolidated and separate financial statements, including the disclosures, and whether the consolidated and separate financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. I am responsible for the direction, supervision and performance of the group audit. I remain solely responsible for my audit opinion.

I communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

I also provide those charged with governance with a statement that I have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on my independence, and where applicable, actions taken to eliminate threats or safeguards applied.

From the matters communicated with those charged with governance, I determine those matters that were of most significance in the audit of the consolidated and separate financial statements of the current period and are therefore the key audit matters. I describe these matters in my auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, I determine that a matter should not be communicated in my report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

(Chanarat Chanwa)
 Certified Public Accountant
 Registration No. 9052

KPMG Phoomchai Audit Ltd.
 Bangkok
 25 February 2025

Financial Statements

Haad Thip Public Company Limited and its Subsidiaries

Statement of financial position

Assets	Note	Consolidated		Separate	
		financial statements		financial statements	
		31 December		31 December	
		2024	2023	2024	2023
(in Baht)					
Current assets					
Cash and cash equivalents	5	89,278,492	97,882,382	67,871,661	64,254,204
Trade accounts receivable	6	662,579,032	629,807,576	662,532,438	629,711,540
Other current receivables	4	74,014,504	64,640,271	71,456,717	56,273,628
Inventories	7	354,475,167	373,045,240	312,057,984	337,886,826
Real estate development for sale	8	79,661,740	78,543,306	-	-
Other current financial assets	25	1,656,605	3,750,118	275,039	2,397,909
Non-current assets classified as held for sale		-	600,893	-	-
Other current assets	15	30,571,931	10,686,191	29,601,504	9,715,764
Total current assets		1,292,237,471	1,258,955,977	1,143,795,343	1,100,239,871
Non-current assets					
Other non-current financial assets	25	4,251,253	7,161,761	4,251,253	7,161,761
Investment in subsidiaries	9	-	-	156,921,061	177,992,800
Investment properties	10	192,102,231	192,102,231	193,060,795	193,060,795
Property, plant and equipment	11	5,516,252,980	4,610,530,057	5,254,305,909	4,340,163,467
Right-of-use assets	12	249,979,331	275,527,469	249,671,604	275,099,743
Intangible assets		33,830,879	46,114,260	33,725,178	45,999,833
Deferred tax assets	22	1,653,990	1,513,910	-	-
Other non-current assets	15	24,345,582	91,496,388	24,048,842	84,398,317
Total non-current assets		6,022,416,246	5,224,446,076	5,915,984,642	5,123,876,716
Total assets		7,314,653,717	6,483,402,053	7,059,779,985	6,224,116,587

The accompanying notes form an integral part of the financial statements.

Haad Thip Public Company Limited and its Subsidiaries

Statement of financial position

Liabilities and equity	Note	Consolidated		Separate	
		financial statements		financial statements	
		31 December		31 December	
		2024	2023	2024	2023
(in Baht)					
Current liabilities					
Short-term loans from financial institutions	13, 25	170,000,000	105,000,000	150,000,000	90,000,000
Trade accounts payable	4	327,541,150	399,606,576	425,799,524	506,173,866
Other current payables	4, 14	979,536,056	720,942,785	966,009,400	695,998,105
Current portion of long-term loans					
from financial institutions	13, 25	34,000,000	-	34,000,000	-
Current portion of lease liabilities	13	94,608,261	85,610,954	94,486,422	85,493,940
Current income tax payable		81,741,271	54,057,544	67,646,667	49,827,940
Other current provisions	15	25,775,385	-	25,775,385	-
Other financial liabilities	25	860,041	-	860,041	-
Total current liabilities		1,714,062,164	1,365,217,859	1,764,577,439	1,427,493,851
Non-current liabilities					
Long-term loans	13, 25	615,223,320	311,324,233	586,000,000	280,000,000
Lease liabilities	13	155,302,515	189,519,945	155,099,248	189,194,840
Customers' deposits on bottles and cases		23,374,064	20,448,890	23,374,064	20,448,890
Deferred tax liabilities	22	277,594,313	294,799,145	268,819,526	290,719,058
Non-current provisions for employee benefits	16	406,566,570	359,099,477	404,354,439	357,708,248
Other non-current provisions	15	-	13,595,598	-	13,595,598
Total non-current liabilities		1,478,060,782	1,188,787,288	1,437,647,277	1,151,666,634
Total liabilities		3,192,122,946	2,554,005,147	3,202,224,716	2,579,160,485

The accompanying notes form an integral part of the financial statements.

Haad Thip Public Company Limited and its Subsidiaries

Statement of financial position

		Consolidated		Separate	
		financial statements		financial statements	
		31 December		31 December	
Liabilities and equity	Note	2024	2023	2024	2023
(in Baht)					
Equity					
Share capital	17				
Authorised share capital		201,210,180	201,210,180	201,210,180	201,210,180
Issued and paid-up share capital		200,960,500	200,960,500	200,960,500	200,960,500
Share premium					
Share premium on ordinary shares		392,838,100	392,838,100	392,838,100	392,838,100
Retained earnings					
Appropriated					
Legal reserve	18	25,000,000	25,000,000	25,000,000	25,000,000
General reserve	18	35,000,000	35,000,000	35,000,000	35,000,000
Unappropriated		1,880,952,706	1,685,126,973	1,625,548,939	1,410,820,502
Other components of equity		1,587,738,969	1,589,868,239	1,578,207,730	1,580,337,000
Equity attributable to owners of					
the parent		4,122,490,275	3,928,793,812	3,857,555,269	3,644,956,102
Non-controlling interests		40,496	603,094	-	-
Total equity		4,122,530,771	3,929,396,906	3,857,555,269	3,644,956,102
Total liabilities and equity		7,314,653,717	6,483,402,053	7,059,779,985	6,224,116,587

The accompanying notes form an integral part of the financial statements.

Haad Thip Public Company Limited and its Subsidiaries
Statement of comprehensive income

	<i>Note</i>	Consolidated		Separate	
		financial statements		financial statements	
		Year ended 31 December		Year ended 31 December	
		2024	2023	2024	2023
<i>(in Baht)</i>					
<i>Income</i>					
Revenue from sale of goods	19	8,129,786,436	7,805,963,858	8,110,215,938	7,749,221,779
Dividend income	4, 9	51,955	59,888	155,241,075	74,744,652
Net foreign exchange gain		8,557,972	2,488,543	8,380,416	5,242,503
Other income		59,246,796	57,945,475	58,356,948	64,011,528
Total income		8,197,643,159	7,866,457,764	8,332,194,377	7,893,220,462
<i>Expenses</i>					
Cost of sales of goods	7, 21	4,660,218,691	4,515,635,792	4,811,619,713	4,672,255,624
Distribution costs	21	1,695,033,468	1,603,329,138	1,691,583,362	1,597,745,886
Administrative expenses	21	1,068,210,372	992,299,077	1,054,744,563	973,399,352
Impairment loss on investment in subsidiaries	9	-	-	21,071,739	128,000,000
Total expenses		7,423,462,531	7,111,264,007	7,579,019,377	7,371,400,862
Profit from operating activities		774,180,628	755,193,757	753,175,000	521,819,600
Finance costs		(21,446,302)	(12,674,025)	(21,430,563)	(12,263,977)
Reversal of impairment loss determined in accordance with TFRS 9	4, 6	43,552	291,816	43,552	23,291,816
Profit before income tax expense		752,777,878	742,811,548	731,787,989	532,847,439
Tax expense	22	(148,477,149)	(122,242,639)	(111,366,821)	(109,943,614)
Profit for the year from continuing operations		604,300,729	620,568,909	620,421,168	422,903,825
Loss for the year from discontinued operation, net of tax	20	(2,594,225)	(22,533,447)	-	-
Profit for the year		601,706,504	598,035,462	620,421,168	422,903,825

The accompanying notes form an integral part of the financial statements.

Haad Thip Public Company Limited and its Subsidiaries
Statement of comprehensive income

	<i>Note</i>	Consolidated		Separate	
		financial statements		financial statements	
		Year ended 31 December		Year ended 31 December	
		2024	2023	2024	2023
<i>(in Baht)</i>					
Other comprehensive income					
<i>Items that will not be reclassified to profit or loss</i>					
Gain (loss) on investments in equity instruments designated at FVOCI		(2,661,588)	1,546,127	(2,661,588)	1,546,127
Loss on revaluation of assets	11	-	(25,698,430)	-	(25,698,430)
Gain (loss) on remeasurements of defined benefit plans	16	15,017,188	(18,616,097)	15,381,284	(18,452,282)
Income tax relating to items that will not be reclassified subsequently to profit or loss	22	(2,471,120)	8,553,680	(2,543,939)	8,520,917
Total items that will not be reclassified subsequently to profit or loss		9,884,480	(34,214,720)	10,175,757	(34,083,668)
Other comprehensive income (expense) for the year, net of tax		9,884,480	(34,214,720)	10,175,757	(34,083,668)
Total comprehensive income for the year		611,590,984	563,820,742	630,596,925	388,820,157
Profit (loss) attributable to:					
Owners of the parent		601,680,656	598,559,995	620,421,168	422,903,825
Non-controlling interests		25,848	(524,533)	-	-
		601,706,504	598,035,462	620,421,168	422,903,825
Total comprehensive income (expense) attributable to:					
Owners of parent		611,565,136	564,345,275	630,596,925	388,820,157
Non-controlling interests		25,848	(524,533)	-	-
		611,590,984	563,820,742	630,596,925	388,820,157
Basic earnings (loss) per share (in Baht)	23				
Continuing operations		1.50	1.54	1.54	1.05
Discontinued operations		(0.01)	(0.05)	-	-

The accompanying notes form an integral part of the financial statements.

Haad Thip Public Company Limited and its Subsidiaries

Statement of changes in equity

Consolidated financial statements											
Note	Issued and paid-up share capital	Share premium on ordinary shares	Retained earnings			Other components of equity			Equity attributable to owners of the parent	Non-controlling interests	Total equity
			Legal reserve	General reserve	Unappropriated	Fair value reserve	Revaluation reserve	Total other components of equity			
			(in Baht)								
Year ended 31 December 2023											
Balance at 1 January 2023	200,960,500	392,838,100	25,000,000	35,000,000	1,489,293,260	(6,847,922)	1,616,038,003	1,609,190,081	3,752,281,941	1,132,864	3,753,414,805
Transactions with owners, recorded directly in equity											
Distributions to owners											
Dividends to owners of the Company	24	-	-	-	(387,833,404)	-	-	-	(387,833,404)	-	(387,833,404)
Dividends of subsidiary to non-controlling interests		-	-	-	-	-	-	-	-	(5,237)	(5,237)
Total distributions to owners		-	-	-	(387,833,404)	-	-	-	(387,833,404)	(5,237)	(387,838,641)
Total transactions with owners, recorded directly in equity		-	-	-	(387,833,404)	-	-	-	(387,833,404)	(5,237)	(387,838,641)
Comprehensive income (expense) for the year											
Profit (loss)		-	-	-	598,559,995	-	-	-	598,559,995	(524,533)	598,035,462
Other comprehensive income (expense)		-	-	-	(14,892,878)	1,236,902	(20,558,744)	(19,321,842)	(34,214,720)	-	(34,214,720)
Total comprehensive income (expense) for the year		-	-	-	583,667,117	1,236,902	(20,558,744)	(19,321,842)	564,345,275	(524,533)	563,820,742
Balance at 31 December 2023	200,960,500	392,838,100	25,000,000	35,000,000	1,685,126,973	(5,611,020)	1,595,479,259	1,589,868,239	3,928,793,812	603,094	3,929,396,906

The accompanying notes form an integral part of the financial statements.

Haad Thip Public Company Limited and its Subsidiaries

Statement of changes in equity

Consolidated financial statements												
		Retained earnings				Other components of equity			Equity attributable to owners of the parent	Non-controlling interests	Total equity	
Note	Issued and paid-up share capital	Share premium on ordinary shares	Legal reserve	General reserve	Unappropriated	Fair value reserve (in Baht)	Revaluation reserve	Total other components of equity				
Year ended 31 December 2024												
	200,960,500	392,838,100	25,000,000	35,000,000	1,685,126,973	(5,611,020)	1,595,479,259	1,589,868,239	3,928,793,812	603,094	3,929,396,906	
Transactions with owners, recorded directly in equity												
Distributions to owners												
Dividends to owners of the Company	24	-	-	-	-	(417,997,758)	-	-	-	(417,997,758)	-	(417,997,758)
Dividends of subsidiary to non-controlling interests		-	-	-	-	-	-	-	-	-	(10,880)	(10,880)
Total distributions to owners		-	-	-	-	(417,997,758)	-	-	-	(417,997,758)	(10,880)	(418,008,638)
Change in ownership interests in subsidiaries												
Payment to owners of the Company without a change in contr	9	-	-	-	-	129,085	-	-	-	129,085	(577,566)	(448,481)
Total change in ownership interests in subsidiaries		-	-	-	-	129,085	-	-	-	129,085	(577,566)	(448,481)
Total transactions with owners, recorded directly in equity		-	-	-	-	(417,868,673)	-	-	-	(417,868,673)	(588,446)	(418,457,119)
Comprehensive income (expense) for the year												
Profit (loss)		-	-	-	-	601,680,656	-	-	-	601,680,656	25,848	601,706,504
Other comprehensive income (expense)		-	-	-	-	12,013,750	(2,129,270)	-	(2,129,270)	9,884,480	-	9,884,480
Total comprehensive income (expense) for the year		-	-	-	-	613,694,406	(2,129,270)	-	(2,129,270)	611,565,136	25,848	611,590,984
Balance at 31 December 2024		200,960,500	392,838,100	25,000,000	35,000,000	1,880,952,706	(7,740,290)	1,595,479,259	1,587,738,969	4,122,490,275	40,496	4,122,530,771

The accompanying notes form an integral part of the financial statements.

Haad Thip Public Company Limited and its Subsidiaries

Statement of changes in equity

Separate financial statements									
			Retained earnings			Other components of equity			
	Issued and paid-up share capital	Share premium on ordinary shares	Legal reserve	General reserve	Unappropriated (in Baht)	Fair value reserve	Revaluation reserve	Total other components of equity	Total equity
Note									
Year ended 31 December 2023									
Balance at 1 January 2023	200,960,500	392,838,100	25,000,000	35,000,000	1,390,511,907	(6,847,922)	1,606,506,764	1,599,658,842	3,643,969,349
Transactions with owners, recorded directly in equity									
Distributions to owners									
Dividends to owners of the Company	24	-	-	-	(387,833,404)	-	-	-	(387,833,404)
Total distributions to owners		-	-	-	(387,833,404)	-	-	-	(387,833,404)
Total transactions with owners, recorded directly in equity									
	-	-	-	-	(387,833,404)	-	-	-	(387,833,404)
Comprehensive income (expense) for the year									
Profit	-	-	-	-	422,903,825	-	-	-	422,903,825
Other comprehensive income (expense)	-	-	-	-	(14,761,826)	1,236,902	(20,558,744)	(19,321,842)	(34,083,668)
Total comprehensive income (expense) for the year	-	-	-	-	408,141,999	1,236,902	(20,558,744)	(19,321,842)	388,820,157
Balance at 31 December 2023	200,960,500	392,838,100	25,000,000	35,000,000	1,410,820,502	(5,611,020)	1,585,948,020	1,580,337,000	3,644,956,102

The accompanying notes form an integral part of the financial statements.

Haad Thip Public Company Limited and its Subsidiaries

Statement of changes in equity

		Separate financial statements							
			Retained earnings			Other components of equity			
	Issued and paid-up share capital	Share premium on ordinary shares	Legal reserve	General reserve	Unappropriated	Fair value reserve	Revaluation reserve	Total other components of equity	Total equity
Note					(in Baht)				
Year ended 31 December 2024									
Balance at 1 January 2024	200,960,500	392,838,100	25,000,000	35,000,000	1,410,820,502	(5,611,020)	1,585,948,020	1,580,337,000	3,644,956,102
Transactions with owners, recorded directly in equity									
Distributions to owners									
Dividends to owners of the Company	24	-	-	-	(417,997,758)	-	-	-	(417,997,758)
Total distributions to owners		-	-	-	(417,997,758)	-	-	-	(417,997,758)
Total transactions with owners, recorded directly in equity									
		-	-	-	(417,997,758)	-	-	-	(417,997,758)
Comprehensive income (expense) for the year									
Profit		-	-	-	620,421,168	-	-	-	620,421,168
Other comprehensive income (expense)		-	-	-	12,305,027	(2,129,270)	-	(2,129,270)	10,175,757
Total comprehensive income (expense) for the year		-	-	-	632,726,195	(2,129,270)	-	(2,129,270)	630,596,925
Balance at 31 December 2024	200,960,500	392,838,100	25,000,000	35,000,000	1,625,548,939	(7,740,290)	1,585,948,020	1,578,207,730	3,857,555,269

The accompanying notes form an integral part of the financial statements.

Haad Thip Public Company Limited and its Subsidiaries

Statement of cash flows

	Consolidated		Separate	
	financial statements		financial statements	
	Year ended 31 December		Year ended 31 December	
	2024	2023	2024	2023
	(in Baht)			
<i>Cash flows from operating activities</i>				
Profit for the year	601,706,504	598,035,462	620,421,168	422,903,825
<i>Adjustments to reconcile profit to cash receipts (payments)</i>				
Tax expense	148,468,124	122,276,385	111,366,821	109,943,614
Finance costs	21,446,302	14,116,147	21,430,563	12,263,977
Depreciation	392,159,789	338,752,972	349,097,207	302,958,977
Amortisation	12,302,572	15,875,363	12,286,570	14,795,377
Reversal of expected credit loss	(43,552)	(440,420)	(43,552)	(23,291,816)
(Reversal of) impairment loss	(7,032,829)	16,803,481	(6,912,329)	12,008,223
Impairment loss on investment in subsidiaries	-	-	21,071,739	128,000,000
Unrealised (gain) loss on foreign exchange	(5,008,824)	(2,417,500)	(5,011,330)	(2,428,868)
Loss on inventories devaluation	3,223,708	1,515,584	3,223,708	3,207,013
Gain on disposal of property, plant and equipment	(1,739,639)	(6,639,320)	(1,739,639)	(5,817,010)
Loss on written-off of property, plant and equipment	11,003,189	674,596	11,002,612	659,478
Gain on written-off of right-of-use assets	139,774	(185,937)	139,774	(2,182)
Gain on sale of investment in debt instruments	(1,523)	(758,468)	(1,523)	(120,195)
(Gain) loss on fair value adjustment of derivatives assets	1,655,078	(2,790,755)	1,684,435	(3,480,477)
Provision for employee benefits	72,985,557	58,576,640	72,528,751	56,022,874
Other current provisions	12,179,787	-	12,179,787	-
Dividend income	(51,955)	(59,888)	(155,241,075)	(74,744,652)
Interest income	(1,020,553)	(1,113,123)	(726,537)	(2,537,281)
	1,262,371,509	1,152,221,219	1,066,757,150	950,340,877
<i>Changes in operating assets and liabilities</i>				
Trade accounts receivable	(32,727,904)	(41,339,833)	(32,777,346)	(49,564,718)
Other current receivables	(9,374,233)	(834,528)	(15,183,089)	3,774,145
Inventories	15,346,365	(43,209,042)	22,605,134	(63,621,510)
Real estate development for sale	5,104,838	(3,080,776)	-	-
Non-current assets classified as held for sale	600,893	2,037,396	-	-
Other current assets	(19,885,740)	1,100,935	(19,885,740)	377,815
Other non-current assets	18,958,232	2,023,646	12,156,901	(517,817)
Trade accounts payable	(71,680,177)	50,898,175	(79,989,094)	91,945,616
Other current payables	69,003,025	229,392,137	64,603,521	230,904,941
Customers' deposits on bottles and cases	2,925,174	4,085,912	2,925,174	4,085,912
Other non-current liabilities	-	-	-	(1,006,422)
Provision for employee benefits paid	(10,501,276)	(13,596,074)	(10,501,276)	(10,183,687)
Net cash generated from operating	1,230,140,706	1,339,699,167	1,010,711,335	1,156,535,152
Taxes paid	(140,600,429)	(134,245,115)	(117,991,565)	(116,495,420)
Net cash provided by operating activities	1,089,540,277	1,205,454,052	892,719,770	1,040,039,732

The accompanying notes form an integral part of the financial statements.

Haad Thip Public Company Limited and its Subsidiaries

Statement of cash flows

	Consolidated		Separate	
	financial statements		financial statements	
	Year ended 31 December		Year ended 31 December	
	2024	2023	2024	2023
	(in Baht)			
<i>Cash flows from investing activities</i>				
Acquisition of investment properties	-	(9,772,376)	-	-
Proceeds from sale of property, plant and equipment	1,756,335	8,188,045	1,756,335	5,822,551
Acquisition of property, plant and equipment	(942,711,142)	(733,685,366)	(892,487,917)	(684,318,296)
Advances payment of machinery	-	(68,863,572)	-	(62,901,187)
Acquisition of intangible assets	(7,814,760)	(22,904,439)	(7,807,484)	(23,129,802)
Advances payment of intangible assets	(14,708,613)	-	(14,708,613)	-
Proceeds from sale of investment in debt instruments	1,300,000	682,000,000	1,300,000	410,000,000
Acquisition of investment in debt instruments	-	(660,000,000)	-	(410,000,000)
Loans to related parties	-	-	-	(105,000,000)
Dividends received	51,955	59,888	155,241,075	74,744,652
Interest received	1,020,553	1,113,123	726,537	2,537,281
Net cash used in investing activities	(961,105,672)	(803,864,697)	(755,980,067)	(792,244,801)
<i>Cash flows from financing activities</i>				
Payment to owners of the Company	(448,481)	-	-	-
Proceeds from short-term loans	717,000,000	617,000,000	710,000,000	290,000,000
Repayment of short-term loans	(652,000,000)	(739,000,000)	(650,000,000)	(330,000,000)
Proceeds from long-term loans	349,029,087	224,023,693	340,000,000	205,000,000
Repayment of long-term loans	(11,130,000)	(72,947,000)	-	-
Payment of lease liabilities	(93,850,013)	(88,134,606)	(93,732,999)	(85,285,520)
Dividends paid to owners of the Company	(417,997,758)	(387,833,404)	(417,997,758)	(387,833,404)
Dividends paid to non-controlling interests	(10,880)	(5,237)	-	-
Interest paid	(27,630,450)	(20,165,001)	(21,391,489)	(14,477,607)
Net cash used in financing activities	(137,038,495)	(467,061,555)	(133,122,246)	(322,596,531)
Net increase (decrease) in cash and cash equivalents	(8,603,890)	(65,472,200)	3,617,457	(74,801,600)
Cash and cash equivalents at 1 January	97,882,382	163,354,582	64,254,204	139,055,804
Cash and cash equivalents at 31 December	89,278,492	97,882,382	67,871,661	64,254,204

The accompanying notes form an integral part of the financial statements.

Haad Thip Public Company Limited and its Subsidiaries

Statement of cash flows

	<i>Note</i>	Consolidated		Separate	
		financial statements		financial statements	
		Year ended 31 December		Year ended 31 December	
		2024	2023	2024	2023
<i>(in Baht)</i>					
Supplemental disclosure of cash flows information					
Property, plant and equipment and intangible assets					
purchased during the years are detailed as follows:					
Property, plant and equipment purchased during the years	11	1,137,118,437	749,082,459	1,102,715,297	683,514,792
Intangible assets purchased during the years		7,831,080	22,904,439	7,823,804	23,129,802
Capitalised borrowing cost		-	(2,603,305)	-	(2,213,630)
(Increase) decrease in payables on purchases of property and equipment		(194,407,295)	(12,793,788)	(210,227,380)	3,017,134
Increase in payables on purchases of intangible assets		(16,320)	-	(16,320)	-
Net purchase of property, plant and equipment					
and intangible assets paid by cash		950,525,902	756,589,805	900,295,401	707,448,098

The accompanying notes form an integral part of the financial statements.

Notes to the Financial Statements

Haad Thip Public Company Limited and its Subsidiaries
Notes to the financial statements
For the year ended 31 December 2024

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Haad Thip Public Company Limited and its Subsidiaries
Notes to the financial statements
For the year ended 31 December 2024

These notes form an integral part of the financial statements.

The financial statements issued for Thai statutory and regulatory reporting purposes are prepared in the Thai language. These English language financial statements have been prepared from the Thai language statutory financial statements, and were approved and authorised for issue by the Board of Directors on 25 February 2025.

1 General information

Haad Thip Public Company Limited, the “Company”, is incorporated in Thailand and was listed on the Stock Exchange of Thailand in December 1988. The Company’s registered office at 87/1, Kanchanavanich Road, Thambol Banphru, Amphur Hadyai, Songkhla, Thailand.

The Company’s major shareholders during the financial year were Rattakul family (35.63% shareholding), and Gutsche Family Investments (Proprietary) Limited (24.40% shareholding) which was incorporated in South Africa.

The principal businesses of the Company are manufacturing and distribution of soft drinks. Detail of the Company’s subsidiaries as at 31 December 2024 and 2023 is given in note 9.

2 Basis of preparation of the financial statements

The financial statements are prepared in accordance with Thai Financial Reporting Standards (TFRS); guidelines promulgated by the Federation of Accounting Professions and applicable rules and regulations of the Thai Securities and Exchange Commission. The financial statements are presented in Thai Baht, which is the Company’s functional currency.

The preparation of financial statements in conformity with TFRS requires management to make judgements, estimates and assumptions that affect the application of the Group’s accounting policies. Actual results may differ from these estimates. Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised prospectively.

3 Material accounting policies

The accounting policies set out below have been applied consistently to all periods presented in these financial statements.

(a) Basis of consolidation

The consolidated financial statements relate to the Company and its subsidiaries (together referred to as the “Group”).

Subsidiaries are entities controlled by the Group. The Group controls an entity when it is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity. The financial statements of subsidiaries is included in the consolidated financial statements from the date on which control commences until the date on which control ceases.

Intra-group balances and transactions, and any unrealised income or expenses arising from intra-group transactions, are eliminated on consolidation.

Haad Thip Public Company Limited and its Subsidiaries
Notes to the financial statements
For the year ended 31 December 2024

(b) Investments in subsidiaries

Investments in subsidiaries in the separate financial statements are measured at cost less allowance for impairment losses. Dividend income is recognised in profit or loss on the date on which the Company's right to receive payment is established. If the Company disposes of part of its investment, the deemed cost of the part sold is determined using the weighted average method. Gains and losses on disposal of the investments are recognised in profit or loss.

(c) Foreign currencies

Transactions in foreign currencies including non-monetary assets and liabilities denominated in foreign currencies are translated to the respective functional currencies of each entity in the Group at exchange rates at the dates of the transactions. Monetary assets and liabilities denominated in foreign currencies are translated at the exchange rate at the reporting date.

Foreign currency differences are generally recognised in profit or loss.

(d) Financial instruments

(d.1) Classification and measurement

Financial assets and financial liabilities (except trade accounts receivables (see note 3(f))) are initially recognised when the Group becomes a party to the contractual provisions of the instrument, and measured at fair value plus or minus, for an item not a fair value through profit or loss (FVTPL), transaction costs that are directly attributable to its acquisition.

On initial recognition, a financial asset is classified as measured at: amortised cost; fair value through other comprehensive income (FVOCI); or fair value through profit or loss (FVTPL). Financial assets are not reclassified subsequent to their initial recognition unless the Group changes its business model for managing financial assets, in which case all affected financial assets are reclassified prospectively from the reclassification date.

On initial recognition, financial liabilities are classified as measured at amortised cost using the effective interest method or FVTPL. Interest expense, foreign exchange gains and losses and any gain or loss on derecognition are recognised in profit or loss.

Financial assets measured at amortised costs are subsequently measured at amortised cost using the effective interest method. The amortised cost is reduced by expected credit losses. Interest income, foreign exchange gains and losses, expected credit loss and any gain or loss on derecognition are recognised in profit or loss.

Investments in debt instruments measured at FVOCI are subsequently measured at fair value. Interest income is calculated using the effective interest method. Foreign exchange gains and losses, as well as expected credit losses, are recognized in profit or loss. Other net gains and losses are recognized in other comprehensive income. When the investment is derecognized, the accumulated gains or losses previously recognized in other comprehensive income are reclassified to profit or loss.

Equity investments measured at FVOCI are subsequently measured at fair value. Dividend income is recognised as income in profit or loss on the date on which the Group's right to receive payment is established, unless the dividend clearly represents a recovery of part of the cost of the investment. Other net gains and losses are recognised in OCI and are never reclassified to profit or loss.

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(d.2) Derecognition and offset

The Group derecognises a financial asset when the contractual rights to receive the cash flows from the financial asset expire, or it transfers the rights to receive the contractual cash flows in a transaction in which substantially all of the risks and rewards of ownership of the financial asset are transferred or in which the Group neither transfers nor retains substantially all of the risks and rewards of ownership and it does not retain control of the financial asset.

The Group derecognises a financial liability when its contractual obligations are discharged or cancelled, or expire. The Group also derecognises a financial liability when its terms are modified and the cash flows of the modified liability are substantially different, in which case a new financial liability based on the modified terms is recognised at fair value.

The difference between the carrying amount extinguished and the consideration received or paid is recognised in profit or loss.

Financial assets and financial liabilities are offset and the net amount presented in the statement of financial position when, and only when, the Group currently has a legally enforceable right to set off the amounts and the Group intends either to settle them on a net basis or to realise the asset and settle the liability simultaneously.

(d.3) Derivatives

Derivative are recognised at fair value and remeasured at fair value at each reporting date. The gain or loss on remeasurement to fair value is recognised immediately in profit or loss.

(d.4) Write offs

The gross carrying amount of a financial asset is written off when the Group has no reasonable expectations of recovering. Subsequent recoveries of an asset that was previously written off, are recognised as a reversal of impairment in profit or loss in the period in which the recovery occurs.

(d.5) Impairment of financial assets other than trade accounts receivables

The Group recognises allowances for expected credit losses (ECLs) on financial assets measured at amortised cost.

The Group recognises ECLs equal to 12-month ECLs unless there has been a significant increase in credit risk of the financial instrument since initial recognition or credit-impaired financial assets, in which case the loss allowance is measured at an amount equal to lifetime ECLs.

ECLs are a probability-weighted estimate of credit losses based on forward-looking and historical experience. Credit losses are measured as the present value of all cash shortfalls discounted by the effective interest rate of the financial asset.

The Group assumes that the credit risk on a financial asset has increased significantly if it is more than 30 days past due, significant deterioration in the operating results of the debtor and existing or forecast changes in the market, economic or legal environment that have a significant adverse effect on the debtor's ability to meet its obligation to the Group.

The Group considers a financial asset to be in default when

- the debtor is unlikely to pay its credit obligations to the Group in full, without recourse by the Group takes action such as realising security (if any is held); or
- the financial asset is more than 90 days past due.

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(d.6) Interest

Interest income and expense is recognised in profit or loss using the effective interest method. In calculating interest income and expense, the effective interest rate is applied to the gross carrying amount of the asset (when the asset is not credit-impaired) or to the amortised cost of the liability.

(e) Cash and cash equivalents

Cash and cash equivalents comprise cash balances, call deposits and highly liquid short-term investments which has a maturity of three months or less from the date of acquisition.

(f) Trade accounts receivable

A trade receivable is recognised when the Group has an unconditional right to receive consideration. A trade receivable is measured at transaction price less allowance for expected credit loss. Bad debts are written off when the Group has no reasonable expectations of recovering.

The Group estimates lifetime expected credit losses (ECLs), using a provision matrix to find ECLs rate. This method groups the debtors based on shared credit risk characteristics and past due status, taking into account historical credit loss data, adjusted for factors that are specific to the debtors and an assessment of both current economic conditions and forward-looking general economic conditions at the reporting date.

(g) Inventories

Inventories are measured at the lower of cost and net realisable value. Cost is calculated using the average cost principle. Cost includes direct costs incurred in acquiring the inventories. In the case of manufactured inventories and work-in-progress, cost includes an appropriate share of production overheads based on normal operating capacity.

Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs to complete and to make the sale.

(h) Real estate development for sale

Real estate development for sale is real estate that is held with the intention to sell in the ordinary course of business. This real estate is measured at the lower of cost and net realisable value.

The cost of real estate development for sale comprises the cost of land, including acquisition costs, land improvement cost, development expenditure, borrowing costs and other related expenditure. Borrowing costs payable on loans funding real estate development project are capitalised as part of the cost of the property until the completion of development. Cost of real estate development for sale includes an allocation of common area property development expenditure based on saleable area.

Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs to complete and to make the sale.

When real estate development for sale are sold, the cost of that real estate is recognised as an expense in the period in which the related revenue is recognised.

Cost of sales is calculated from the cost of land and buildings sold by average cost proportion of areas to be sold.

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(i) *Non-current assets classified as held for sale*

Non-current assets are classified as held for sale if it is highly probable that they will be recovered primarily through sale rather than through continuing use. Such assets are measured at the lower of their carrying amount and fair value less cost to sell. Impairment losses on initial classification as held for sale and subsequent gains and losses on remeasurement are recognised in profit or loss.

Once classified as held for sale, intangible assets, plant and equipment are no longer amortised or depreciated.

(j) *Investment properties*

Investment properties are measured at cost less impairment losses.

Differences between the proceeds from disposal and the carrying amount of investment property are recognised in profit or loss.

(k) *Property, plant and equipment*

Plant and equipment are measured at cost less accumulated depreciation and impairment losses except for lands which are measured at their revalued amounts. The revalued amount is the fair value determined on the basis of the property's existing use at the date of revaluation less any impairment losses.

Cost includes capitalised borrowing costs and the costs of dismantling and removing the items and restoring the site on which they are located.

Differences between the proceeds from disposal and the carrying amount of property, plant and equipment are recognised in profit or loss.

Revalued assets

Revaluations of assets are performed by independent professional valuers with sufficient regularity to ensure that the carrying amount of these assets does not differ materially from that which would be determined using fair values at the reporting date. Any increase in value, on revaluation, is recognised in other comprehensive income and presented in the "revaluation reserve" in other components of equity unless it offsets a previous decrease in value recognised in profit or loss in respect of the same asset, the increase is recognised in profit or loss. A decrease in value is recognised in profit or loss to the extent it exceeds the revaluation reserve previously recognised in other comprehensive income in respect of the same asset. Upon disposal of a revalued asset, any remaining related revaluation reserve is transferred directly to retained earnings and is not taken into account in calculating the gain or loss on disposal.

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Subsequent costs

The cost of replacing a part of an item of property, plant and equipment is recognised in the carrying amount of the item when the future economic benefits embodied within the part will flow to the Group, and its cost can be measured reliably. The carrying amount of the replaced part is derecognised. The costs of the day-to-day servicing of property, plant and equipment are recognised in profit or loss as incurred.

Depreciation

Depreciation is calculated on a straight-line basis over the estimated useful lives of each component of an asset and recognised in profit or loss. No depreciation is provided on freehold land and assets under construction and installation.

The estimated useful lives are as follows:

Land improvements	10	years
Buildings, structures and leasehold improvements	20	years
Machinery and equipment	5, 10 and 20	years
Furniture and office equipment	5	years
Vehicles	5	years
Containers	5	years
Promotional equipment	5	years

(l) Intangible assets

Intangible assets that have definite useful lives are measured at cost less accumulated amortisation and impairment losses. Subsequent expenditure is capitalised only when it will generate the future economic benefit.

Amortisation is calculated on a straight-line basis over the estimated useful lives of intangible assets and recognised in profit or loss. The estimated useful lives of software licences is 5 years.

The amortisation of other intangible assets is included in cost and administrative expenses.

(m) Leases

At inception of a contract, the Group assesses that a contract is, or contains, a lease when it conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

As a lessee

At commencement or on modification of a contract, the Group allocates the consideration in the contract to each lease component on the basis of its relative stand-alone prices of each component. For the leases of property, the Group has elected not to separate non-lease components and account for the lease and non-lease components wholly as a single lease component.

The Group recognises a right-of-use asset and a lease liability at the lease commencement date except for leases of low-value assets and short-term leases which is recognised as an expense on a straight-line basis over the lease term.

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Right-of-use asset is measured at cost, less any accumulated depreciation and impairment loss, and adjusted for any remeasurements of lease liability. The cost of right-of-use asset includes the initial amount of the lease liability adjusted for any prepaid lease payments, plus any initial direct costs incurred. Depreciation is charged to profit or loss on a straight-line method from the commencement date to the end of the lease term, unless the lease transfers ownership of the underlying asset to the Group by the end of the lease term or the Group will exercise a purchase option. In that case the right-of-use asset will be depreciated over the useful life of the underlying asset, which is determined on the same basis as those of property and equipment.

The lease liability is initially measured at the present value of all lease payments that shall be paid under the lease. The Group uses the interest rate implicit in the lease or the Group's incremental borrowing rate to discount the lease payments to the present value. The Group determines its incremental borrowing rate by obtaining interest rates from various external financing sources and makes certain adjustments to reflect the terms of the lease and type of the asset leased.

The lease liability is measured at amortised cost using the effective interest method. It is remeasured when there is a lease modification or a change in the assessment of options specified in the lease. When the lease liability is remeasured, a corresponding adjustment is made to the carrying amount of the right-of-use asset or is recorded in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.

As a lessor

At inception or on modification of a contract, the Group allocates the consideration in the contract to each component on the basis of their relative standalone selling prices.

At lease inception, the Group considers to classify a lease that transfers substantially all of the risks and rewards incidental to ownership of the underlying asset to lessees as a finance lease. A lease that does not meet this criteria is classified as an operating lease.

The Group recognises lease payments received under operating leases in profit or loss on a straight-line basis over the lease term as part of other income. Initial direct costs incurred in arranging an operating lease are added to the carrying amount of the leased asset and recognised over the lease term on the same basis as rental income. Contingent rents are recognised as other income in the accounting period in which they are earned.

(n) Impairment of non-financial assets

The carrying amounts of the Group's assets are reviewed at each reporting date to determine whether there is any indication of impairment. If any such indication exists, the assets' recoverable amounts are estimated.

An impairment loss is recognised in profit or loss if the carrying amount of an asset or its cash-generating unit exceeds its recoverable amount, unless it reverses a previous revaluation credited to equity, in which case it is charged to equity.

The recoverable amount is the greater of the asset's value in use and fair value less costs to sell. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. For an asset that does not generate cash inflows largely independent of those from other assets, the recoverable amount is determined for the cash-generating unit to which the asset belongs.

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Impairment losses of assets recognised in prior periods is reversed if there has been a change in the estimates used to determine the recoverable amount. An impairment loss is reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortisation, if no impairment loss had been recognised.

(o) Employee benefits

Defined contribution plan

Obligations for contributions to the Group's provident funds are expensed as the related service is provided.

Defined benefit plans

The Group's net obligation in respect of defined benefit plans is calculated by estimating the amount of future benefit that employees have earned in the current and prior periods. The defined benefit obligations is discounted to the present value, which performed regularly by a qualified actuary using the projected unit credit method.

Remeasurements of the net defined benefit liability, actuarial gain or loss are recognised immediately in other comprehensive income. The Group determines the interest expense on the net defined benefit liability for the period by applying the discount rate used to measure the defined benefit obligation at the beginning of the annual period, taking into account any changes in the net defined benefit liability during the period as a result of contributions and benefit payments. Net interest expense and other expenses related to defined benefit plans are recognised in profit or loss.

When the benefits of a plan are changed or when a plan is curtailed, the resulting change in benefit that relates to past service or the gain or loss on curtailment is recognised immediately in profit or loss. The Group recognises gains and losses on the settlement of a defined benefit plan when the settlement occurs.

Other long-term employee benefits

The Group's net obligation in respect of long-term employee benefits is the amount of future benefit that employees have earned in return for their service in the current and prior periods. That benefit is discounted to determine its present value. Remeasurements are recognised in profit or loss in the period in which they arise.

Short-term employee benefits

Short-term employee benefits are expensed as the related service is provided. A liability is recognised for the amount expected to be paid if the Group has a present legal or constructive obligation to pay this amount as a result of past service provided by the employee and the obligation can be estimated reliably.

(p) Provisions

A provision is recognised if, as a result of a past event, the Group has a present legal or constructive obligation that can be estimated reliably, and it is probable that an outflow of economic benefits will be required to settle the obligation. Provisions are determined by discounting the expected future cash flows at a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the liability. The unwinding of the discount is recognised as a finance cost.

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(q) Fair value measurement

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date in the principal or, in its absence, the most advantageous market to which the Group has access at that date. The fair value of a liability reflects its non-performance risk.

When measuring the fair value of an asset or a liability, the Group uses observable market data as far as possible. Fair values are categorised into different levels in a fair value hierarchy based on the inputs used in the valuation techniques as follows:

- Level 1: quoted prices in active markets for identical assets or liabilities.
- Level 2: inputs other than quoted prices included in Level 1 that are observable for the asset or liability, either directly or indirectly.
- Level 3: inputs for the asset or liability that are based on unobservable input.

If an asset or a liability measured at fair value has a bid price and an ask price, then the Group measures assets and asset positions at a bid price and liabilities and liability positions at an ask price.

The best evidence of the fair value of a financial instrument on initial recognition is normally the transaction price – i.e. the fair value of the consideration given or received. If the Group determines that the fair value on initial recognition differs from the transaction price, the financial instrument is initially measured at fair value adjusted for the difference between the fair value on initial recognition and the transaction price and the difference is recognised in profit or loss immediately. However, for the fair value categorised as level 3, such difference is deferred and will be recognised in profit or loss on an appropriate basis over the life of the instrument or until the fair value level is transferred or the transaction is closed out.

(r) Revenue from contracts with customers

Revenue is recognised when a customer obtains control of the goods or services in an amount that reflects the consideration to which the Group expects to be entitled, excluding those amounts collected on behalf of third parties, value added tax and is after deduction of any trade discounts.

Revenue from sales of goods is recognised when the goods are delivered to the customers. For the sales that permit the customers to return the goods, the Group estimates the returns based on the historical return data, does not recognise revenue for this transaction and remains recognition of inventory for the estimated products to be returned.

Revenue for rendering of services is recognised over time based as the services are provided. The stage of completion is assessed based on surveys of work performed. The related costs are recognised in profit or loss when they are incurred.

(s) Income tax

Income tax expense for the year comprises current and deferred tax which is recognised in profit or loss except to the extent that they relate to items recognised directly in equity or in other comprehensive income.

Current tax is recognised in respect of the taxable income or loss for the year, using tax rates enacted or substantively enacted at the reporting date, and any adjustment to tax payable in respect of previous years.

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Deferred tax is recognised in respect of temporary differences between the carrying amounts of assets and liabilities for financial reporting purposes and the amounts used for taxation purposes. Deferred tax is not recognised for the temporary difference. The initial recognition of an asset or liability that is not part of a business combination and does not affect accounting profit or taxable profit at the date of the transaction, with the deductible temporary difference being the same amount at the date of the transaction relating to investments in subsidiaries to the extent that it is probable that they will not reverse in the foreseeable future.

The measurement of deferred tax reflects the tax consequences that would follow the manner in which the Group expects, at the end of the reporting period, to recover or settle the carrying amount of its assets and liabilities, using tax rates enacted or substantively enacted at the reporting date. Current deferred tax assets and liabilities are offset in the separate financial statements.

A deferred tax asset is recognised to the extent that it is probable that future taxable profits will be available against which the temporary differences can be utilised. Deferred tax assets are reviewed at each reporting date and reduced to the extent that it is no longer probable that the related tax benefit will be realised.

(t) *Discontinued operations*

A discontinued operation is a component of the Group's business that represents a separate major line of business that has been disposed of or is held for sale. Classification as a discontinued operation occurs upon disposal or when the operation meets the criteria to be classified as held for sale, if earlier. When an operation is classified as a discontinued operation, the comparative statement of comprehensive income is restated as if the operation had been discontinued from the start of the comparative period.

(u) *Earnings per share*

Basic EPS is calculated by dividing the profit attributable to ordinary shareholders of the Company by the weighted average number of ordinary shares outstanding during the period.

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4 Related parties

Relationships with subsidiaries are described in note 9. Other related parties which the Group had significant transactions with during the year were as follows:

Name of entities	Country of incorporation	Nature of relationships			
JIVA RESIDENCES LTD.	Thailand	Common directors			
VAISAYA CONSULTING LTD.	Thailand	Common directors			
Castle Partners Co., Ltd.	Thailand	Common directors			
Key management personnel	Thailand	Persons having authority and responsibility for planning, directing and controlling the activities of the entity, directly or indirectly, including any director. (whether executive or otherwise) of the Group			

Significant transactions with related parties <i>Year ended 31 December</i>	Consolidated		Separate	
	financial statements		financial statements	
	2024	2023	2024	2023
	<i>(in thousand Baht)</i>			
Subsidiaries				
Sales of goods	-	-	54	80
Purchases of goods	-	-	42	534
Purchases of containers	-	-	621,952	643,849
Blowing plastic bottles service	-	-	28,689	29,317
Service fee for area utilisation	-	-	294	384
Land rental income	-	-	210	210
Management income	-	-	2,335	5,851
Dividend income	-	-	155,189	74,685
Interest income	-	-	-	1,577
Other income	-	-	20	744
Other related companies				
Construction service fee	8,178	12,946	8,178	4,196
Other service fee	6,000	6,000	6,000	6,000
Key management personnel				
Key management personnel compensation				
Short-term benefits	219,542	200,164	219,542	200,164
Post-employment benefits	5,849	5,665	5,849	5,665
Other long-term employee benefits	39,607	20,954	39,607	20,954
Total key management personnel compensation	264,998	226,783	264,998	226,783

Balances with related parties <i>At 31 December</i>	Consolidated		Separate	
	financial statements		financial statements	
	2024	2023	2024	2023
	<i>(in thousand Baht)</i>			
Other receivables				
Subsidiaries	-	-	3,199	3,309

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	Consolidated		Separate	
<i>Reversal of expected credit losses</i>	financial statements		financial statements	
<i>Year ended 31 December</i>	2024	2023	2024	2023
	<i>(in thousand Baht)</i>			
Loans to subsidiaries	-	-	-	(23,000)

In 2023, the Company resolved to forgive loans to 2 subsidiaries and wrote off the loans as bad debt totaling Baht 128 million due to the fact that those subsidiaries are facing liquidity problem which impact their repayment ability.

	Consolidated		Separate	
<i>Balances with related parties</i>	financial statements		financial statements	
<i>At 31 December</i>	2024	2023	2024	2023
	<i>(in thousand Baht)</i>			
Trade accounts payable				
Subsidiaries	<u>-</u>	<u>-</u>	<u>146,725</u>	<u>160,525</u>
Other payables				
Subsidiaries	<u>-</u>	<u>-</u>	<u>-</u>	<u>107</u>

Significant agreements with related parties

Service agreements for area utilisation

The Company has entered into service agreements for area utilisation with a subsidiary for Phoonpin factory for a period of 8 years expired in February 2021 and has renewed the agreement for a period of 8 years expired in February 2029. The subsidiary has agreed to pay service fees at the amounts as stipulated in the agreements.

Lease agreement for land

On 1 November 2014, the Company entered into a lease agreement for land with a subsidiary for the purpose of building construction. The lease term was for a period of 20 years commencing from 1 November 2014 to 31 October 2034. The subsidiary has the first priority to renew the lease agreement, which can be extendable for successive periods of 10 years each. The subsidiary can renew the lease by informing the Company at least 30 days before the expiry date. The subsidiary agreed to pay the rental fee in the amount as stipulated in the agreement and rental rates will be adjusted every 5 years. Under the term of the agreement, the building including other constructions thereon will be transferred to the Company when the agreement is terminated.

Service agreement for blowing plastic bottles

In February 2015, the Company has entered into service agreement for blowing plastic bottles with a subsidiary. The Company has agreed to pay service fee at the amount as stipulated in the agreement. The subsidiary is able to change the price as appropriate without prior notice to the Company. The Company may terminate the agreement at any time.

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Service agreement

In April 2021, the Company entered into agreement with several subsidiaries to provide services in relation to management, office rental, transportation, sales and warehouse services. The Company will receive service fees as specified in the agreement.

5 Cash and cash equivalents

	Consolidated financial statements		Separate financial statements	
	2024	2023	2024	2023
	<i>(in thousand Baht)</i>			
Cash and cheques received on hand	16,839	23,488	16,763	23,400
Cash at banks	72,439	74,394	51,109	40,854
Total	89,278	97,882	67,872	64,254

6 Trade accounts receivable

	Consolidated financial statements		Separate financial statements	
<i>At 31 December</i>	2024	2023	2024	2023
	<i>(in thousand Baht)</i>			
Within credit terms	647,194	614,508	647,147	614,459
Overdue:				
Less than 3 month	15,300	15,242	15,300	15,195
3-6 months	85	2	85	2
6-12 months	-	73	-	73
Over 12 months	271	298	271	298
Total	662,850	630,123	662,803	630,027
<i>Less</i> allowance for expected credit loss	(271)	(315)	(271)	(315)
Net	662,579	629,808	662,532	629,712

Information of credit risk is disclosed in note 25 (b.1.1)

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7 Inventories

	Consolidated financial statements		Separate financial statements	
	2024	2023	2024	2023
	<i>(in thousand Baht)</i>			
Finished goods	140,171	137,419	120,604	118,456
Raw materials and packing materials	160,757	182,874	145,217	172,139
Work in progress	2,516	-	2,516	-
Spare parts and factory supplies	51,955	52,101	44,645	46,641
Goods in transit	1,514	988	1,514	988
Less allowance for obsolescence	(2,438)	(337)	(2,438)	(337)
Total	354,475	373,045	312,058	337,887
Inventories recognised in cost of sales of goods				
- Cost	4,656,995	4,512,429	4,808,396	4,669,049
- Write-down to net realisable value	3,224	3,207	3,224	3,207
Total	4,660,219	4,515,636	4,811,620	4,672,256

8 Real estate development for sale

At 31 December 2024, real estate development for sale namely land and construction developed for sales of the Group in amount of Baht 79.66 million (2023: Baht 78.54 million), which includes undeveloped land amounted to Baht 38.58 million, which are expected to complete over the next year as of report date. Borrowing costs capitalised in this real estate development for sale during the year amounting to Baht 2.78 million (2023: Baht 3.39 million) with the borrowing rate of 5.73% - 5.85% per annum (2023: 4.65% - 5.85% per annum).

9 Investment in subsidiaries

<i>Year ended 31 December</i>	Separate financial statements	
	2024	2023
	<i>(in thousand Baht)</i>	
At 1 January	177,992	177,992
Add	-	128,000
Impairment losses	(21,071)	(128,000)
At 31 December	156,921	177,992

In 2024, the management reviewed and tested the impairment of investments in Haad Thip Development Co., Ltd. that impairment indications existed. The recoverable amount of the investment in subsidiary was determined by the discounted cash flow method using assumptions with reference to forecasted performance results, taking into account historical data and adjusted with projected average revenue growth in the future using 7.63% discount rate. As a result, the carrying amount exceeds its recoverable amount, an impairment loss of Baht 21.10 million was recorded in the separate statement of comprehensive income for the year ended 31 December 2024.

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On 13 February 2023, the Board of Directors' meeting resolved to approve the dissolution of 3 companies, namely Haad Thip Commercial Co., Ltd., Haad Thip Food and Beverages Co., Ltd. and Kin Dee Yu Dee 2020 Co., Ltd., which are subsidiaries of the Company.

In 2023, the Company resolved to forgive loans to 2 subsidiaries and wrote off the loans as bad debt totalling Baht 128 million. The Company recognised the loan forgiveness as part of investments in subsidiaries as well as recognised impairment loss on investments in subsidiaries in the separate statement of comprehensive income for the year ended 31 December 2023 in the amount of Baht 128 million (see note 4).

On 10 July 2024, the extraordinary general meeting of shareholders of the subsidiary passed a resolution approving the dissolution of Kin Dee Yu Dee 2020 Co., Ltd. due to continuous operating losses. The subsidiary registered the dissolution with the Ministry of Commerce on 16 July 2024.

On 11 October 2024, the extraordinary general meeting of shareholders of the subsidiary passed a resolution approving the liquidation of Kin Dee Yu Dee 2020 Co., Ltd. The liquidation process has been completed.

Haad Thip Public Company Limited and its Subsidiaries
Notes to the financial statements
For the year ended 31 December 2024

Separate financial statements

												Dividend income for the year	
Type of business		Ownership interest		Paid-up capital		Cost		Impairment		At cost - net			
		2024	2023	2024	2023	2024	2023	2024	2023	2024	2023	2024	2023
		(%)		(in thousand Baht)									
Direct subsidiaries													
Southern Rocks Co., Ltd.	Manufacture and distribute plastic bottles and semi finished plastic bottles and blowing plastic bottles service	99.99	99.99	97,000	97,000	96,993	96,993	-	-	96,993	96,993	155,189	74,685
Haad Thip Food and Beverages Co., Ltd.	Manufacture and distribute food	99.99	99.99	30,000	30,000	72,000	72,000	(72,000)	(72,000)	-	-	-	-
Haad Thip Commercial Co., Ltd	Manufacture and distribute consumer goods	99.99	99.99	16,000	16,000	102,000	102,000	(102,000)	(102,000)	-	-	-	-
Haad Thip Development Co., Ltd.	Real estate development	99.99	99.99	80,999	80,999	80,999	80,999	(21,071)	-	59,928	80,999	-	-
Total						351,992	351,992	(195,071)	(174,000)	156,921	177,992	155,189	74,685
Indirect subsidiary													
Kin Dee Yu Dee 2020 Co.,Ltd. (Liquidation completed)	Manufacture and distribute food	-	71.00	-	30,000	-	21,300	-	(19,927)	-	1,373	-	-

All subsidiaries are registered and operate in Thailand. The Group has no investments in subsidiaries listed on the stock exchange; therefore, no publicly quoted prices are available.

Haad Thip Public Company Limited and its Subsidiaries
Notes to the financial statements
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10 Investment properties

	Consolidated financial statements			Separate financial statements	
	Land	Investment properties in progress	Total	Land	Total
	<i>(in thousand Baht)</i>				
Cost					
At 1 January 2023	192,102	21,751	213,853	193,061	193,061
Additions	-	9,772	9,772	-	-
Transfer to property, plant and equipment	-	(31,523)	(31,523)	-	-
At 31 December 2023 and 1 January 2024	192,102	-	192,102	193,061	193,061
At 31 December 2024	192,102	-	192,102	193,061	193,061
Net book value					
At 31 December 2023	192,102	-	192,102	193,061	193,061
At 31 December 2024	192,102	-	192,102	193,061	193,061

	Separate financial statements	
<i>Year ended 31 December</i>	2024	2023
	<i>(in thousand Baht)</i>	

Amounts recognised in profit or loss

Rental income	450	450
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As at 31 December 2024, investment properties comprise land held for future project, land that is leased to a subsidiary company.

In October 2023, the subsidiary sold investment properties with net book value Baht 31.52 million to the Company in amount of Baht 32.44 million.

Information relating to leases are disclosed in note 12.

The fair value of investment properties as at 31 December 2024 of the Group and the Company of Baht 651.12 million (2023: 651.12 million Baht) was determined by independent professional valuers, the fair value of investment property has been categorised as a Level 3 fair value.

Valuation technique and significant unobservable inputs

The external independent valuer applied the Market Approach to measure fair value of investment properties.

The significant unobservable inputs used in measuring the fair value of investment properties are the quoted price and the purchasing and selling price of comparable investment properties adjusted with other different factors.

Haad Thip Public Company Limited and its Subsidiaries
Notes to the financial statements
For the year ended 31 December 2024

11 Property, plant and equipment

	Consolidated financial statements											
	Land			Land improvements	Buildings, structures and leasehold improvements	Machinery and equipment	Furniture and office equipment	Vehicles	Containers, net	Promotional equipment	Assets under construction and installation	Total
	Cost	Revaluation reserve	Total									
	(in thousand Baht)											
Cost / revaluation												
At 1 January 2023	231,952	1,865,956	2,097,908	93,372	1,094,284	1,436,050	818,561	564,253	13,908	490,723	538,067	7,147,126
Additions	-	-	-	-	1,511	4,080	26,216	7,003	-	41,219	669,053	749,082
Transfers	15,937	-	15,937	2,340	389,745	593,817	53,700	-	-	-	(1,055,539)	-
Transfers from investment properties	7,948	-	7,948	-	-	-	-	-	-	-	23,575	31,523
Transfers from right-of-use assets	-	-	-	-	-	-	-	38,368	-	-	-	38,368
Transfers to held-for-sale assets	-	-	-	-	(9,551)	(4,267)	(1,520)	-	-	-	-	(15,338)
Reversal of surplus on revaluation	-	(25,698)	(25,698)	-	-	-	-	-	-	-	-	(25,698)
Disposals	-	-	-	-	(5,106)	(2,903)	(16,099)	(36,110)	(384)	(25)	-	(60,627)
At 31 December 2023 and 1 January 2024	255,837	1,840,258	2,096,095	95,712	1,470,883	2,026,777	880,858	573,514	13,524	531,917	175,156	7,864,436
Additions	-	-	-	-	2,013	4,964	24,019	6,902	41,187	57,104	1,068,323	1,204,512
Transfers	980	-	980	3,657	396,271	599,830	66,846	-	-	-	(1,067,584)	-
Transfers from right-of-use assets	-	-	-	-	-	-	-	27,237	-	-	-	27,237
Transfers from intangible assets	-	-	-	-	-	-	7,812	-	-	-	-	7,812
Disposals	-	-	-	-	(12,939)	-	(33,285)	(17,919)	(3,335)	(8,989)	-	(76,467)
At 31 December 2024	256,817	1,840,258	2,097,075	99,369	1,856,228	2,631,571	946,250	589,734	51,376	580,032	175,895	9,027,530

Haad Thip Public Company Limited and its Subsidiaries
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Consolidated financial statements												
	Land				Buildings, structures and leasehold improvements	Machinery and equipment	Furniture and office equipment		Containers, net	Promotional equipment	Assets under construction and installation	Total
	Cost	Revaluation reserve	Total	Land improvements				Vehicles				
	(in thousand Baht)											
Accumulated depreciation and impairment loss												
At 1 January 2023	-	-	-	(46,767)	(501,872)	(829,107)	(742,303)	(532,608)	-	(376,618)	-	(3,029,275)
Depreciation charge for the year	-	-	-	(8,381)	(51,944)	(102,085)	(32,142)	(11,254)	-	(44,790)	-	(250,596)
Impairment losses	-	-	-	-	(6,912)	-	-	-	-	-	-	(6,912)
Transfers from right-of-use assets	-	-	-	-	-	-	-	(38,368)	-	-	-	(38,368)
Transfers to held-for-sale assets	-	-	-	-	8,994	2,980	836	-	-	-	-	12,810
Disposals	-	-	-	-	4,866	1,807	15,636	36,110	-	16	-	58,435
At 31 December 2023 and 1 January 2024												
Depreciation charge for the year	-	-	-	(55,148)	(546,868)	(926,405)	(757,973)	(546,120)	-	(421,392)	-	(3,253,906)
Reversal of impairment losses	-	-	-	-	6,912	-	-	-	-	-	-	6,912
Transfers from right-of-use assets	-	-	-	-	-	-	-	(27,237)	-	-	-	(27,237)
Disposals	-	-	-	-	5,936	-	33,044	17,504	-	8,964	-	65,448
At 31 December 2024	-	-	-	(63,840)	(600,314)	(1,052,346)	(768,257)	(566,690)	-	(459,830)	-	(3,511,277)
Net book value												
At 31 December 2023	255,837	1,840,258	2,096,095	40,564	924,015	1,100,372	122,885	27,394	13,524	110,525	175,156	4,610,530
At 31 December 2024	256,817	1,840,258	2,097,075	35,529	1,255,914	1,579,225	177,993	23,044	51,376	120,202	175,895	5,516,253

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	Separate financial statements											
	Land			Land improvements	Buildings, structures and leasehold improvements	Machinery and equipment	Furniture and office equipment	Vehicles	Containers, net	Promotional equipment	Assets under construction and installation	Total
	Cost	Revaluation reserve	Total									
<i>Cost / revaluation</i>												
At 1 January 2023	231,296	1,865,546	2,096,842	90,289	1,018,335	1,106,083	780,927	560,581	13,908	490,724	527,730	6,685,419
Additions	8,863	-	8,863	-	510	3,503	26,907	6,620	-	41,219	595,893	683,515
Transfers	15,937	-	15,937	2,340	387,016	493,151	53,700	-	-	-	(952,144)	-
Transfers from right-of-use assets	-	-	-	-	-	-	-	38,368	-	-	-	38,368
Reversal of surplus on revaluation	-	(25,698)	(25,698)	-	-	-	-	-	-	-	-	(25,698)
Disposals	-	-	-	-	(1,466)	-	(15,548)	(36,110)	(384)	(25)	-	(53,533)
At 31 December 2023 and 1 January 2024	256,096	1,839,848	2,095,944	92,629	1,404,395	1,602,737	845,986	569,459	13,524	531,918	171,479	7,328,071
Additions	-	-	-	-	673	471	22,431	6,901	41,187	57,104	1,036,849	1,165,616
Transfers	980	-	980	3,657	392,119	568,830	66,846	-	-	-	(1,032,432)	-
Transfers from right-of-use assets	-	-	-	-	-	-	-	27,237	-	-	-	27,237
Transfers from intangible assets	-	-	-	-	-	-	7,812	-	-	-	-	7,812
Disposals	-	-	-	-	(12,939)	-	(31,737)	(17,919)	(3,335)	(8,990)	-	(74,920)
At 31 December 2024	257,076	1,839,848	2,096,924	96,286	1,784,248	2,172,038	911,338	585,678	51,376	580,032	175,896	8,453,816

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	Separate financial statements											
	Land			Land improvements	Buildings, structures and leasehold improvements	Machinery and equipment <i>(in thousand Baht)</i>	Furniture and office equipment	Vehicles	Containers, net	Promotional equipment	Assets under construction and installation	Total
	Cost	Revaluation reserve	Total									
Accumulated depreciation												
At 1 January 2023	-	-	-	(45,680)	(467,793)	(649,022)	(709,634)	(528,936)	-	(376,618)	-	(2,777,683)
Depreciation charge for the year	-	-	-	(8,226)	(48,616)	(74,255)	(30,715)	(11,211)	-	(44,790)	-	(217,813)
Impairment losses				-	(6,912)	-	-	-	-	-	-	(6,912)
Transfers from right-of-use assets	-	-	-	-	-	-	-	(38,368)	-	-	-	(38,368)
Disposals	-	-	-	-	1,411	-	15,331	36,110	-	16	-	52,868
At 31 December 2023 and 1 January 2024												
1 January 2024	-	-	-	(53,906)	(521,910)	(723,277)	(725,018)	(542,405)	-	(421,392)	-	(2,987,908)
Depreciation charge for the year	-	-	-	(8,538)	(62,725)	(83,252)	(42,500)	(10,761)	-	(47,402)	-	(255,178)
Reversal of impairment losses	-	-	-	-	6,912	-	-	-	-	-	-	6,912
Transfers from right-of-use assets	-	-	-	-	-	-	-	(27,237)	-	-	-	(27,237)
Disposals	-	-	-	-	5,936	-	31,497	17,504	-	8,964	-	63,901
At 31 December 2024	-	-	-	(62,444)	(571,787)	(806,529)	(736,021)	(562,899)	-	(459,830)	-	(3,199,510)
Net book value												
At 31 December 2023	256,096	1,839,848	2,095,944	38,723	882,485	879,460	120,968	27,054	13,524	110,526	171,479	4,340,163
At 31 December 2024	257,076	1,839,848	2,096,924	33,842	1,212,461	1,365,509	175,317	22,779	51,376	120,202	175,896	5,254,306

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In 2024, the Group and the Company had no capitalised borrowing costs relating to the acquisition of the machinery (2023: Baht 2.60 million and Baht 2.21 million, respectively), and in 2023 has capitalization rate of MLR - 1.43% and 3.15% per annum, respectively.

In October and November 2024, the Company's lands were remeasured by Agency for CPM Capital Co., Ltd., an independent professional valuer, at open market values on an existing use basis and cost. The fair value has been categorised as a Level 3 fair value. The value of the Company's lands decreased by Baht 25.70 million. The Company recognised loss from asset revaluation net of income tax amounting to Baht 20.56 million in other comprehensive income. On 31 December 2024, the net book value of the Group's and the Company's lands would have been amounting to Baht 256.82 million and Baht 257.08 million, respectively, if they were measured at cost. (2023: Baht 255.84 million and Baht 256.10 million, respectively).

Significant unobservable inputs

- The bid price or purchase price for similar land in the market adjusted by other factors such as location, size, condition of the land and development potential

Inter-relationship between key unobservable inputs and fair value measurement

- The estimated fair value will increase (decrease) if
- The bid price or purchase price for similar land in the market adjusted by other factors increase (decrease).

Valuation technique and significant unobservable inputs

The external independent valuer applied the Market Approach to measure fair value of land.

The significant unobservable inputs used in measuring the fair value of land are the quoted price and the purchasing and selling price of comparable land adjusted with other different factors.

12 Leases

As a lessee

Right-of-use assets At 31 December	Consolidated financial statements		Separate financial statements	
	2024	2023	2024	2023
	<i>(in thousand Baht)</i>			
Buildings	4,937	7,762	4,937	7,762
Vehicles	245,042	267,765	244,735	267,338
Total	249,979	275,527	249,672	275,100

In 2024, additions to the right-of-use assets of the Group and the Company were increased by Baht 68.67 million (2023: Baht 132.27 million).

The Group and the Company entered into lease agreements of buildings for 2-3 years, with extension options at the end of lease term. The rental is payable monthly as specified in the contract.

The Group and the Company entered into lease agreements of vehicles. The rental is payable monthly as specified in the contract. The ownership of the vehicle will be transferred to the Group and the Company when the Group and the Company exercises the purchase option and the payment for purchase option has been made.

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Extension options

The Group has extension options on property leases exercisable up to one year before the end of the contract period. The Group assesses at lease commencement date whether it is reasonably certain to exercise the extension options and will regularly reassess so.

<i>Year ended 31 December</i>	Consolidated financial statements		Separate financial statements	
	2024	2023	2024	2023
	<i>(in thousand Baht)</i>			
<i>Amounts recognised in profit or loss</i>				
Depreciation of right-of-use assets:				
- Buildings	2,825	3,020	2,825	2,819
- Vehicles	91,214	85,137	91,094	82,327
Interest on lease liabilities	7,807	6,244	7,791	6,085
Expenses relating to short-term leases	325	191	325	191
Expenses relating to leases of low-value assets	16,302	14,790	16,302	14,790

In 2024, total cash outflow for leases of the Group and the Company were Baht 118.28 million and Baht 118.15 million, respectively (2023: Baht 109.36 million and Baht 106.35 million, respectively).

As a lessor

The leases of investment properties comprise land that is leased to related subsidiary under operating leases.

<i>At 31 December</i>	Separate financial statements	
	2024	2023
	<i>(in thousand Baht)</i>	
<i>Lease payments to be received from operating lease</i>		
Year 1	456	446
Year 2	456	456
Year 3	456	456
Year 4	456	456
Year 5	248	456
After 5 years	1,102	1,350
Total	3,174	3,620

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13 Interest-bearing liabilities

	Consolidated financial statements					
	2024			2023		
	Secured	Unsecured	Total	Secured	Unsecured	Total
	<i>(in thousand Baht)</i>					
Short-term loans						
- financial institutions	170,000	-	170,000	105,000	-	105,000
Long-term loans						
- financial institutions	649,223	-	649,223	311,324	-	311,324
Lease liabilities	-	249,911	249,911	-	275,131	275,131
Total interest-bearing liabilities	819,223	249,911	1,069,134	416,324	275,131	691,455

	Separate financial statements					
	2024			2023		
	Secured	Unsecured	Total	Secured	Unsecured	Total
	<i>(in thousand Baht)</i>					
Short-term loans						
- financial institutions	150,000	-	150,000	90,000	-	90,000
Long-term loans						
- financial institutions	620,000	-	620,000	280,000	-	280,000
Lease liabilities	-	249,586	249,586	-	274,689	274,689
Total interest-bearing liabilities	770,000	249,586	1,019,586	370,000	274,689	644,689

At 31 December 2024, the Group had short-term loans from financial institutions which are promissory notes which will repayable within 2025. Interest was charged at rates from 2.32% to 4.95% per annum (2023: 2.65% to 4.95% per annum).

Long-term loans from financial institutions

On 28 January 2022, the Company entered to a loan agreement with a financial institution for a loan facility of Baht 700 million to purchase soft drink filling machinery (PET Filling Line), equipment, supporting system to machinery and equipment and other related works. This loan bears interest at fixed rate 3.15% per annum for the first three years and at the Minimum Loan Rate (MLR) minus 2.38% per annum for the fourth year onwards. The interest will be paid on a monthly basis. The loan is repayable in monthly installments of Baht 9.41 million for each installments, which will be starting from the fourth year and fully paid in 10 years commencing from the first drawdown date.

On 28 January 2022, the Company entered to a loan agreement with a financial institution for a loan facility of Baht 500 million to production plant, raw material storage building and office building construction and other related works. This loan bears interest at fixed rate 3.15% per annum for the first three years and at the Minimum Loan Rate (MLR) minus 2.38% per annum for the fourth year onwards. The interest will be paid on a monthly basis. The loan is repayable in monthly installments of Baht 6.8 million for each installments, which will be starting from the fourth year and fully paid in 10 years commencing from the first drawdown date.

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On 7 June 2024, the Company entered into the memorandum of loan agreement dated 28 January 2022 with a financial institution which had loan facility of Baht 700 million and 500 million to reduce loan facility from Baht 700 million and 500 million to Baht 205 million and 75 million, respectively. As of 31 December 2024, the Company had no unutilised credit facility.

On 7 June 2024, the Company entered to a loan agreement with a financial institution for a loan facility of Baht 550 million to support investment in purchasing RGB/NRGB Line machinery and equipment. This loan bears interest at fixed rate 3.15% per annum for the first three years and at the Minimum Loan Rate (MLR) minus 2.38% per annum for the fourth year onwards. The interest will be paid on a monthly basis. The loan is repayable in monthly installments of Baht 6.55 million for each installments, which will be starting from the fourth year and fully paid in 10 years commencing from the first drawdown date. As of 31 December 2024, the Company had unutilised credit facilities totaling Baht 210 million.

For the 3 loan agreements dated 28 January 2022 and 7 June 2024 above, the Company mortgaged land included the existing property and the future property in order to pledge as security for credit facilities of Baht 560 million. The Company has to comply with the certain conditions which are consisted of maintaining the debt to equity ratio and the debt covenant ratio and making an insurance for such property on land and assigning the benefits of an insurance to the financial institution.

Subsidiaries

On 14 January 2022, a subsidiary entered into a loan agreement with a financial institution for loan facilities of Baht 125.50 million for construction of properties for sale. This loan bears interest at the Minimum Loan Rate (MLR) minus 1.43% per annum. The interest will be paid on monthly repayment of principal is to be made when the properties were sold, at 70% of the payment received, which will be fully paid in 4 years commencing from the first drawdown date. The subsidiary has mortgaged the land totaling Baht 155.50 million for the loan facility. As of 31 December 2024, the subsidiary had unutilised credit facilities totaling Baht 44.70 million (2023: Baht 53.73 million).

On 23 February 2018, the subsidiary entered into loan agreements with a financial institution for loan facilities of Baht 110 million for purchase of machinery and equipment. The interest rate is 3.50% per annum. The loan is repayable in monthly installments of Baht 1.15 million for each installment which will be fully paid in 10 years commencing from the first drawdown date. During 2023, the subsidiary had already repaid the loan in full.

Under the terms of the long-term loan agreements, the Group has to comply with certain conditions, such as maintaining the debt to equity ratio, the debt covenant ratio, etc. The Group also assigned the benefits of an insurance policy covering the assets as collateral for secured interest-bearing liabilities.

<i>Assets pledged as security for liabilities as at 31 December</i>	Consolidated financial statements		Separate financial statements	
	2024	2023	2024	2023
	<i>(in thousand Baht)</i>			
Property, plant and equipment	<u>1,927,290</u>	<u>1,213,310</u>	<u>1,735,911</u>	<u>1,007,555</u>

As at 31 December 2024, the Group and the Company had unutilised credit facilities totaling Baht 1,214.70 million and Baht 1,115.00 million, respectively (2023: Baht 1,998.72 million and Baht 1,885.00 million, respectively).

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Changes in liabilities arising from financing activities

	Consolidated financial statements		
	Loans and borrowings	Lease liabilities (in thousand Baht)	Total
2024			
At 1 January	416,324	275,131	691,455
Changes from financing cash flows	402,899	(93,850)	309,049
Other changes	-	68,630	68,630
At 31 December	819,223	249,911	1,069,134
2023			
At 1 January	387,248	249,072	636,320
Changes from financing cash flows	29,076	(88,135)	(59,059)
Other changes	-	114,194	114,194
At 31 December	416,324	275,131	691,455
Separate financial statements			
	Loans and borrowings	Lease liabilities (in thousand Baht)	Total
2024			
At 1 January	370,000	274,689	644,689
Changes from financing cash flows	400,000	(93,733)	306,267
Other changes	-	68,630	68,630
At 31 December	770,000	249,586	1,019,586
2023			
At 1 January	205,000	228,185	433,185
Changes from financing cash flows	165,000	(85,286)	79,714
Other changes	-	131,790	131,790
At 31 December	370,000	274,689	644,689

14 Other current payables

	Consolidated financial statements		Separate financial statements	
	2024	2023	2024	2023
	<i>(in thousand Baht)</i>			
Accrued sales promotion and marketing expenses	110,001	117,116	110,001	117,116
Accrued operating expenses	156,995	160,361	152,791	140,472
Accrued bonus expenses	145,569	169,212	144,860	168,293
Other payables	476,199	205,468	468,375	202,647
Accrued transportation expenses	12,677	14,886	12,677	14,886
Value added tax payable	19,756	21,451	19,756	21,451
Others	58,339	32,449	57,549	31,133
Total	979,536	720,943	966,009	695,998

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Sales are realised through modern trades with different types of sales incentives such as discounts, rebates, marketing support and sales promotion. Discounts and rebates are deducted from revenue. Marketing support and other sales promotion expenditure are recognised as expenditure on an accrual basis.

15 Other current provisions

	Consolidated financial statements		Separate financial statements	
	2024	2023	2024	2023
	<i>(in thousand Baht)</i>			
Customs duty	18,480	-	18,480	-
Employee provision	7,295	-	7,295	-
Total	25,775	-	25,775	-

In September 2021, the Company received notices of assessment of import duties included value added taxes, penalties and surcharges for the import goods by the Customs Department totaling amounting to Baht 12.99 million. In November 2021, the Company lodged an appeal of the tax assessment against the Appeal Committee of the Customs Department. In an appeal lodging, the Company placed the letter of guarantees issued by a financial institution amounting to Baht 13.60 million in order to secure the tax payment. However, the Company could charge the duties and related expenses from the suppliers following the agreed condition in case that the appeal is finalised. The Company recognised the duties and related expenses amounting to Baht 18.48 million as other current provision (2023: *other non-current provision amounting to Baht 13.60 million*) and the reimburse as the same amount as other current assets in the statement of financial position as at 31 December 2024 (2023: *other non-current assets amounting to Baht 13.60 million*). The matter is under the process of paying taxes and duties in accordance with the decision of the Customs Department's Appeal Committee.

16 Non-current provisions for employee benefits

	Consolidated financial statements		Separate financial statements	
<i>At 31 December</i>	2024	2023	2024	2023
	<i>(in thousand Baht)</i>			
Post-employment benefits	335,218	333,256	333,005	331,865
Other long-term employee benefits	71,349	25,843	71,349	25,843
Total	406,567	359,099	404,354	357,708

The Group and the Company operates a defined benefit plan based on the requirement of Thai Labour Protection Act B.E. 2541 (1998) to provide retirement benefits to employees based on pensionable remuneration and length of service. The defined benefit plan exposes the Group to actuarial risks, such as longevity risk and interest rate risk.

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<i>Present value of the defined benefit obligations</i>	Consolidated financial statements		Separate financial statements	
	2024	2023	2024	2023
	<i>(in thousand Baht)</i>			
At 1 January	333,256	295,503	331,865	293,417
<i>Recognised in profit and loss :</i>				
Current service cost	25,778	25,345	25,377	22,387
Interest on obligation	8,998	7,388	8,941	7,317
<i>Recognised in other comprehensive income :</i>				
Actuarial loss				
- Demographic assumptions	-	3	-	-
- Financial assumptions	10,857	(5,112)	10,844	(5,089)
- Experience adjustment	(25,874)	23,725	(26,225)	23,542
Benefit paid	(10,501)	(13,596)	(10,501)	(10,184)
Transfer in employee from subsidiaries	-	-	-	475
Transfer to other current provisions	(7,296)	-	(7,296)	-
At 31 December	335,218	333,256	333,005	331,865

<i>Principal actuarial assumptions</i>	Consolidated financial statements		Separate financial statements	
	2024	2023	2024	2023
	<i>(%)</i>			
Discount rate	2.7	2.7	2.7	2.7
Future salary growth	5.0	5.0	5.0	5.0

Assumptions regarding future mortality are based on published statistics and mortality tables.

At 31 December 2024, the weighted-average duration of the defined benefit obligations was 8 years (2023: 8 years).

Sensitivity analysis

Reasonably possible changes at the reporting date to one of the relevant actuarial assumptions, holding other assumptions constant.

<i>Effect to the defined benefit obligation</i>	Consolidated financial statements			
	0.5% increase in assumption		0.5% decrease in assumption	
<i>At 31 December</i>	2024	2023	2024	2023
	<i>(in thousand Baht)</i>			
Discount rate	(12,135)	(12,181)	13,014	13,055
Future salary growth	14,364	12,696	(13,525)	(11,978)

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<i>Effect to the defined benefit obligation</i> <i>At 31 December</i>	Separate financial statements			
	0.5% increase in assumption		0.5% decrease in assumption	
	2024	2023	2024	2023
		<i>(in thousand Baht)</i>		
Discount rate	(12,086)	(12,415)	12,962	13,016
Future salary growth	14,308	12,659	(13,472)	(11,943)

17 Share Capital

<i>Authorised</i>	Par value per share <i>(in Baht)</i>	Consolidated financial statements / Separate financial statements			
		2024		2023	
		Number	Amount	Number	Amount
		<i>(thousand shares / in thousand Baht)</i>			
At 1 January					
- ordinary shares	1	-	-	201,210	201,210
- ordinary shares	0.5	402,421	201,210	-	-
Change in par value (Stock split)					
- from Baht 1 to Baht 0.5	0.5	-	-	201,211	-
At 31 December - ordinary shares	0.5	<u>402,421</u>	<u>201,210</u>	<u>402,421</u>	<u>201,210</u>
<i>Issued and paid-up</i>					
At 1 January					
- ordinary shares	1	-	-	200,960	200,960
- ordinary shares	0.5	401,921	200,960	-	-
Change in par value (Stock split)					
- from Baht 1 to Baht 0.5	0.5	-	-	200,961	-
At 31 December - ordinary shares	0.5	<u>401,921</u>	<u>200,960</u>	<u>401,921</u>	<u>200,960</u>

At the Extraordinary General Meeting of the Company held on 23 August 2023, the meeting approved the change in par value of the Company's shares from Baht 1 per share to Baht 0.50 per share. The registered capital and paid-up capital of the Company remain the same. The Company has already registered with the Ministry of Commerce on 31 August 2023.

18 Reserves

Legal reserve

Section 116 of the Public Companies Act B.E. 2535 requires that a public company shall allocate not less than 5% of its annual net profit, less any accumulated losses brought forward, to a reserve account ("legal reserve"), until this account reaches an amount not less than 10% of the registered authorised capital. The legal reserve is not available for dividend distribution.

General reserve

The Company has a policy to appropriate a reserve for general purposes. The general reserves as at 31 December 2024 amounted to Baht 35 million (2023: Baht 35 million).

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19 Segment information and disaggregation of revenue

Management determined that the Group has four reportable segments, as described below, which are the Group's strategic divisions. The strategic divisions offer different products and services, and are managed separately because they require different technology and marketing strategies. For each of the strategic divisions, the chief operating decision maker (CODM) reviews internal management reports on at least a quarterly basis. The following summary describes the operations in each of the Group's reportable segments.

- Segment 1 Carbonated soft drink: Produce and distribute soft drinks, and sport drink, including as distributor of other beverages
- Segment 2 Consumer goods (Discontinued operation)
- Segment 3 Food (Discontinued operation)
- Segment 4 Real estate

Each segment's performance is measured based on segment profit before tax, as included in the internal management reports that are reviewed by the Group's CODM. Segment profit before tax is used to measure performance as management believes that such information is the most relevant in evaluating the results of certain segments relative to other entities that operate within these industries. Inter-segment pricing is determined on an arm's length basis.

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Consolidated financial statements										
<i>Year ended 31 December</i>	Segment soft drinks		Segment Consumer goods (Discontinued operation)		Segment food (Discontinued operation)		Segment Real estate development		Total	
	2024	2023	2024	2023	2024	2023	2024	2023	2024	2023
<i>(in thousand Baht)</i>										
Information about reportable segments and disaggregation of revenue										
Primary geographical markets										
Thailand	8,113,886	7,749,274	-	14,673	22	7,324	15,900	56,690	8,129,808	7,827,961
Total revenue	8,113,886	7,749,274	-	14,673	22	7,324	15,900	56,690	8,129,808	7,827,961
Major products line										
Carbonated	7,529,669	7,182,026	-	-	-	-	-	-	7,529,669	7,182,026
Non-carbonated	584,217	567,248	-	-	-	-	-	-	584,217	567,248
Consumer goods	-	-	-	14,673	-	-	-	-	-	14,673
Food	-	-	-	-	22	7,324	-	-	22	7,324
Real estate	-	-	-	-	-	-	15,900	56,690	15,900	56,690
Total revenue	8,113,886	7,749,274	-	14,673	22	7,324	15,900	56,690	8,129,808	7,827,961
Total segment profit (loss) before income tax	739,237	637,413	(1,087)	(19,892)	(1,784)	(9,903)	(8,305)	(42)	728,061	607,576
Eliminated transactions	18,648	96,607	-	4,237	268	3,059	3,198	8,834	22,114	112,737
Segment profit (loss) before income tax	757,885	734,020	(1,087)	(15,655)	(1,516)	(6,844)	(5,107)	8,792	750,175	720,313
Segment assets as at 31 December	7,225,280	6,383,846	8,818	9,925	5,723	8,013	74,833	81,618	7,314,654	6,483,402
Segment liabilities as at 31 December	3,140,838	2,508,285	548	568	463	795	50,274	44,357	3,192,123	2,554,005

The timing of revenue recognition of the Group is at a point in time.

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Major customer

Revenues from two customers of the Group's and the Company's segment soft drink represents approximately Baht 2,074.23 million (2023: Baht 1,156.69 million) of the Group's and the Company's total revenue.

20 Discontinued operation

In April and June 2023, 3 subsidiaries discontinued the operation in consumer goods and food segment. This segment was not a discontinued operation and present the discontinued operations separately from continuing operations.

Operating results of discontinued operation
For the year ended 31 December

	Consolidated financial statements	
	2024	2023
	<i>(in thousand Baht)</i>	
Revenue	159	152,446
Expenses	(2,762)	(174,945)
Results from operating activities	(2,603)	(22,499)
Tax (expense) income	9	(34)
Loss for the year	(2,594)	(22,533)

Profit (loss) for the year attributable to the owners of the
Company arising from:

- Continuing operations	604,292	620,558
- Discontinued operations	(2,611)	(21,998)
Total	601,681	598,560

Cash flows from (used in) discontinued operation
For the year ended 31 December

	Consolidated financial statements	
	2024	2023
	<i>(in thousand Baht)</i>	
Net cash used in operating activities	(1,130)	(15,443)
Net cash from investing activities	1,377	4,103
Net cash from (used in) financing activities	(1,547)	14,417
Net cash flows from (used in) discontinued operation	(1,300)	3,077

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21 Expenses by nature

	Consolidated financial statements		Separate financial statements	
	2024	2023	2024	2023
	<i>(in thousand Baht)</i>			
Raw materials and consumables used	2,436,809	2,315,583	2,699,819	2,582,614
Excise tax	1,540,653	1,500,733	1,540,653	1,500,733
Employee benefit expenses	1,465,458	1,345,120	1,452,855	1,333,389
Sales promotion and marketing expenses	634,214	621,730	634,214	621,626
Depreciation and amortisation	404,462	349,794	361,384	317,754
Transportation and fuel expenses	279,020	264,542	278,778	264,097
Repair and maintenance expenses	185,102	172,325	166,433	155,051
Administration expenses	92,888	81,804	91,683	81,081
Others	384,856	459,633	332,128	387,056
Total cost of sales of goods, distribution costs and administrative expenses	<u>7,423,462</u>	<u>7,111,264</u>	<u>7,557,947</u>	<u>7,243,401</u>

During 2024, the Group has contributed provident funds for its employees amounting to Baht 37.25 million and Baht 36.78 million, respectively (2023: Baht 22.22 million and Baht 22.08 million, respectively), which is included in employee benefit expenses.

22 Income tax

	Consolidated financial statements		Separate financial statements	
	2024	2023	2024	2023
	<i>(in thousand Baht)</i>			
Income tax recognised in profit or loss				
Current tax expense				
Current year	168,284	137,743	135,810	121,494
Over provided in prior years	-	(86)	-	(86)
	<u>168,284</u>	<u>137,657</u>	<u>135,810</u>	<u>121,408</u>
Deferred tax expense				
Movements in temporary differences	(19,816)	(15,380)	(24,443)	(11,464)
Total income tax expense	<u>148,468</u>	<u>122,277</u>	<u>111,367</u>	<u>109,994</u>
<i>Allocate to</i>				
- Income tax expense from continuing operation	148,477	122,243	111,367	109,944
- (Income) income tax expense from discontinued operation	(9)	34	-	-
Total income tax expense	<u>148,468</u>	<u>122,277</u>	<u>111,367</u>	<u>109,944</u>

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Consolidated financial statements						
	Before tax	2024 Tax (expense) benefit	Net of tax (in thousand Baht)	Before tax	2023 Tax (expense) benefit	Net of tax
<i>Income tax</i>						
<i>Recognised in other comprehensive income</i>						
Actuarial gain (loss)	15,017	(3,003)	12,014	(18,616)	3,723	(14,893)
Profit (loss) from Financial assets at FVOCI	(2,662)	532	(2,130)	1,546	(309)	1,237
Loss from Asset revaluation	-	-	-	(25,698)	5,140	(20,558)
Total	12,355	(2,471)	9,884	(42,768)	8,554	(34,214)

Separate financial statements						
	Before tax	2024 Tax (expense) benefit	Net of tax (in thousand Baht)	Before tax	2023 Tax (expense) benefit	Net of tax
<i>Income tax</i>						
<i>Recognised in other comprehensive income</i>						
Actuarial gain (loss)	15,382	(3,076)	12,306	(18,452)	3,690	(14,762)
Profit (loss) from Financial assets at FVOCI	(2,662)	532	(2,130)	1,546	(309)	1,237
Loss from Asset revaluation	-	-	-	(25,698)	5,140	(20,558)
Total	12,720	(2,544)	10,176	(42,604)	8,521	(34,083)

Reconciliation of effective tax rate				Consolidated financial statements			
		2024			2023		
	Rate (%)	(in thousand Baht)		Rate (%)	(in thousand Baht)		
Profit before income tax expense		750,175			720,313		
Income tax using the Thai corporation tax rate	20.00	150,035		20.00	144,063		
Income tax reduction - granted privileges of the exclusive development zone		(8,771)			(9,027)		
Net profit from promotional privileges		-			(20,565)		
Additional deducted expenses for tax purposes		(2,101)			(2,227)		
Expenses not deductible for tax purposes		13,376			29,849		
Recognition of previously unrecognised tax losses		(4,071)			(20,080)		
Current year losses for which no deferred tax asset was recognised		-			350		
Over provided in prior years		-			(86)		
Total		19.79	148,468		16.98	122,277	

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Reconciliation of effective tax rate

<i>Reconciliation of effective tax rate</i>	Separate financial statements			
		2024		2023
	<i>Rate</i> <i>(%)</i>	<i>(in thousand</i> <i>Baht)</i>	<i>Rate</i> <i>(%)</i>	<i>(in thousand</i> <i>Baht)</i>
Profit before income tax expense		731,788		532,847
Income tax using the Thai corporation tax rate	20.00	146,358	20.00	106,569
Income tax reduction - granted privileges of the exclusive development zone		(8,771)		(9,027)
Dividend income exempted from income tax		(31,048)		(14,949)
Additional deducted expenses for tax purposes		(2,101)		(2,227)
Expenses not deductible for tax purposes		6,929		29,664
Over provided in prior years		-		(86)
Total	15.22	111,367	20.63	109,944

Income tax reduction

According to the Royal Decree No. 783 B.E. 2567 dated 4 June 2024, the Group has been granted reduction in the corporate income tax rate to 3% of taxable profit, to juristic companies or partnerships whose place of business is located in the exclusive development zone and whose revenue derived from manufacturing, selling of goods or rendering services occur within the exclusive development zone, for the accounting periods starting from 1 January 2024 to 31 December 2026.

<i>Deferred tax</i> <i>At 31 December</i>	Consolidated financial statements			
	Assets		Liabilities	
	2024	2023	2024	2023
	<i>(in thousand Baht)</i>			
Total	172,864	116,589	(448,804)	(409,874)
Set off of tax	(171,210)	(115,075)	171,210	115,075
Net deferred tax assets (liabilities)	1,654	1,514	(277,594)	(294,799)

<i>Deferred tax</i> <i>At 31 December</i>	Separate financial statements			
	Assets		Liabilities	
	2024	2023	2024	2023
	<i>(in thousand Baht)</i>			
Total	177,601	116,772	(446,421)	(407,491)
Set off of tax	(177,601)	(116,772)	177,601	116,772
Net deferred tax liabilities	-	-	(268,820)	(290,719)

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	At 1 January	Consolidated financial statements (Charged) / credited to		At 31 December
		Profit or loss <i>(in thousand Baht)</i>	Other comprehensive income	
Deferred tax				
2024				
Deferred tax assets				
Trade and other receivables <i>(allowance for expected credit loss)</i>	133	(9)	-	124
Inventories <i>(allowance for decline in value)</i>	67	420	-	487
Other current assets <i>(allowance for decline in value)</i>	3,518	(28)	-	3,490
Financial assets measured at FVOCI	1,403	-	532	1,935
Property, plant and equipment <i>(depreciation gap)</i>	13,822	2,662	-	16,484
Intra-group deferred revenue	7,503	(480)	-	7,023
Accrued sales promotion and marketing expenses	7,111	762	-	7,873
Lease liabilities	10,988	38,929	-	49,917
Provisions for employee benefits	71,820	16,490	(3,003)	85,307
Tax loss carry forward	224	-	-	224
Total	116,589	58,746	(2,471)	172,864
Deferred tax liabilities				
Right-of-use assets	(11,004)	(38,930)	-	(49,934)
Property, plant and equipment <i>(revaluation)</i>	(398,870)	-	-	(398,870)
Total	(409,874)	(38,930)	-	(448,804)
Net	(293,285)	19,816	(2,471)	(275,940)

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	At 1 January	Consolidated financial statements (Charged) / credited to		At 31 December
		Profit or loss (in thousand Baht)	Other comprehensive income	
Deferred tax				
2023				
Deferred tax assets				
Trade and other receivables (Allowance for expected credit loss)	194	(61)	-	133
Inventories (allowance for decline in value)	353	(286)	-	67
Other current assets (allowance for decline in value)	112	3,406	-	3,518
Financial assets measured at FVOCI	1,712	-	(309)	1,403
Property, plant and equipment (depreciation gap)	11,656	2,166	-	13,822
Intra-group deferred revenue	9,228	(1,725)	-	7,503
Accrued sales promotion and marketing expenses	4,222	2,889	-	7,111
Lease liabilities	9,127	1,861	-	10,988
Provisions for employee benefits	59,101	8,996	3,723	71,820
Tax loss carry forward	224	-	-	224
Total	95,929	17,246	3,414	116,589
Deferred tax liabilities				
Right-of-use assets	(9,138)	(1,866)	-	(11,004)
Property, plant and equipment (revaluation)	(404,010)	-	5,140	(398,870)
Total	(413,148)	(1,866)	5,140	(409,874)
Net	(317,219)	15,380	8,554	(293,285)

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	At 1 January	Separate financial statements (Charged) / credited to		At 31 December
		Profit or loss (in thousand Baht)	Other comprehensive income	
Deferred tax				
2024				
Deferred tax assets				
Trade account receivable, other receivables and loans (Allowance for expected credit loss)	133	(9)	-	124
Inventories (allowance for decline in value)	67	420	-	487
Other current assets (allowance for decline in value)	2,507	(4)	-	2,503
Financial assets measured at FVOCI	1,403	-	532	1,935
Investments in subsidiaries	9,200	4,214	-	13,414
Property, plant and equipment (depreciation gap)	13,822	2,662	-	16,484
Accrued sales promotion and marketing expenses	7,111	762	-	7,873
Lease liabilities	10,988	38,929	-	49,917
Provisions for employee benefits	71,541	16,399	(3,076)	84,864
Total	116,772	63,373	(2,544)	177,601
Deferred tax liabilities				
Rights-of-use assets	(11,004)	(38,930)	-	(49,934)
Property, plant and equipment (revaluation)	(396,487)	-	-	(396,487)
Total	(407,491)	(38,930)	-	(446,421)
Net	(290,719)	24,443	(2,544)	(268,820)

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	At 1 January	Separate financial statements (Charged) / credited to		At 31 December
		Profit or loss (in thousand Baht)	Other comprehensive income	
Deferred tax				
2023				
Deferred tax assets				
Trade account receivable, other receivables and loans (Allowance for expected credit loss)	4,794	(4,661)	-	133
Inventories (allowance for decline in value)	353	(286)	-	67
Other current assets (allowance for decline in value)	112	2,395	-	2,507
Financial assets measured at FVOCI	1,712	-	(309)	1,403
Investments in subsidiaries	9,200	-	-	9,200
Property, plant and equipment (depreciation gap)	11,656	2,166	-	13,822
Accrued sales promotion and marketing expenses	4,222	2,889	-	7,111
Lease liabilities	9,127	1,861	-	10,988
Provisions for employee benefits	58,885	8,966	3,690	71,541
Total	100,061	13,330	3,381	116,772
Deferred tax liabilities				
Rights-of-use assets	(9,138)	(1,866)	-	(11,004)
Property, plant and equipment (revaluation)	(401,627)	-	5,140	(396,487)
Total	(410,765)	(1,866)	5,140	(407,491)
Net	(310,704)	11,464	8,521	(290,719)
Unrecognised deferred tax assets			Consolidated financial statements	
			2024	2023
			(in thousand Baht)	
Tax losses			6,125	10,196

The tax losses expire in 2025 - 2027. The deductible temporary differences do not expire under current tax legislation. The Group has not recognised these items as deferred tax assets because it is not probable that the Group will have sufficient future taxable profit to utilise the benefits therefrom.

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23 Basic earnings (loss) per share

Basic earnings (loss) per share for the year ended 31 December 2023 is calculated from the profit (loss) attributable to ordinary shareholders of the Company for the year and the number of ordinary shares outstanding during the year by adjusting the number of ordinary shares as a result of the changes in par value of the Company from Baht 1 per share to Baht 0.5 per share. Basic earnings (loss) per share of the previous year is recalculated as change in par value have occurred at the beginning of the first reported period. The calculation is as follows:

<i>For the year ended 31 December</i>	Consolidated financial statements		Separate financial statements	
	2024	2023	2024	2023
	<i>(in thousand Baht / thousand shares)</i>			
<i>Profit (loss) attributable to ordinary shareholders</i>				
Profit attributable to ordinary shareholders of the Company (basic)				
- Continuing Operations	<u>604,292</u>	<u>620,558</u>	<u>620,421</u>	<u>422,904</u>
Loss attributable to ordinary shareholders of the Company (basic)				
- Discontinued Operations	<u>(2,611)</u>	<u>(21,998)</u>	<u>-</u>	<u>-</u>
<i>Ordinary shares outstanding</i>				
Number of ordinary shares outstanding at 1 January	<u>401,921</u>	<u>401,921</u>	<u>401,921</u>	<u>401,921</u>
<i>Weighted average number of ordinary shares outstanding (basic) at 31 December</i>	<u>401,921</u>	<u>401,921</u>	<u>401,921</u>	<u>401,921</u>
<i>Earnings (loss) per share (basic) (in Baht)</i>				
Continuing operations	<u>1.50</u>	<u>1.54</u>	<u>1.54</u>	<u>1.05</u>
Discontinued operations	<u>(0.01)</u>	<u>(0.05)</u>	<u>-</u>	<u>-</u>

24 Dividends

The shareholders of the Company have approved dividends as follows:

	Approval date	Payment schedule	Dividend rate per share (Baht)	Amount (in million Baht)
2024				
2024 Interim dividend	23 August 2024	September 2024	0.48	193
2023 Annual dividend	24 April 2024	May 2024	0.56	225
				<u>418</u>
2023				
2023 Interim dividend	11 August 2023	September 2023	0.96	193
2022 Annual dividend	21 April 2023	May 2023	0.97	195
				<u>388</u>

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25 Financial instruments

(a) *Carrying amounts and fair values*

The following table shows the carrying amounts and fair values of financial assets and financial liabilities, including their levels in the fair value hierarchy. It does not include fair value information for financial assets and financial liabilities measured at amortised cost if the carrying amount is a reasonable approximation of fair value.

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	Carrying amount			Consolidated financial statement				Fair value
	Financial instruments measured at FVTPL	Financial instruments measured at FVOCI	Financial instruments measured at amortised cost	Total (in thousand Baht)	Level 1	Level 2	Level 3	
<i>At 31 December</i>								
2024								
Financial assets								
Other financial assets:								
Investment in debt instruments	1,657	-	-	1,657	-	1,657	-	1,657
Investment in equity instruments	-	4,251	-	4,251	3,558	-	693	4,251
Total financial assets	1,657	4,251	-	5,908				
Financial liabilities								
Derivatives liabilities	(860)	-	-	(860)	-	(860)	-	(860)
Total financial liabilities	(860)	-	-	(860)				
2023								
Financial assets								
Other financial assets:								
Investment in debt instruments	2,895	-	-	2,895	-	2,895	-	2,895
Investment in equity instruments	-	7,162	-	7,162	6,466	-	696	7,162
Derivatives assets	855	-	-	855	-	855	-	855
Total financial assets	3,750	7,162	-	10,912				

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Notes to the financial statements
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	Carrying amount			Separate financial statement		Fair value		
	Financial instruments measured at FVTPL	Financial instruments measured at FVOCI	Financial instruments measured at amortised cost	Total (in thousand Baht)	Level 1	Level 2	Level 3	Total
<i>At 31 December</i>								
2024								
Financial assets								
Other financial assets:								
Investment in debt instruments	275	-	-	275	-	275	-	275
Investment in equity instruments	-	4,251	-	4,251	3,558	-	693	4,251
Total financial assets	275	4,251	-	4,526				
Financial liabilities								
Derivatives liabilities	(860)	-	-	(860)	-	(860)	-	(860)
Total financial liabilities	(860)	-	-	(860)				
2023								
Financial assets								
Other financial assets:								
Investment in debt instruments	1,543	-	-	1,543	-	1,543	-	1,543
Investment in equity instruments	-	7,162	-	7,162	6,466	-	696	7,162
Derivatives assets	855	-	-	855	-	855	-	855
Total financial assets	2,398	7,162	-	9,560				

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The Group determines Level 3 fair value for non-marketable equity securities by adjusting the net value assets or price from market at the invested date.

The Group determines Level 2 fair value for debt securities by reference to the value from Asset Management Company as following to net asset value of the reporting date and for derivatives assets and liabilities to the value from financial institution as following to net asset and liability value of the reporting date.

The Group determines Level 1 fair value for equity securities in the market by reference to the closing price from Stock Exchange at the reporting date.

Fair values of current financial assets and liabilities are taken to approximate the carrying amounts because the relatively short-term maturity of these financial instruments.

Fair value of long-term loans which bear interest at floating market rate is taken to approximate the carrying amounts.

Fair values of long-term loans which bear interest at fixed rate is evaluated by discounted cash flows valuation.

(b) Financial risk management policies

Risk management framework

The Group's board of directors has overall responsibility for the establishment and oversight of the Group's risk management framework. The board of directors has established the risk management committee, which is responsible for developing and monitoring the Group's risk management policies. The committee reports regularly to the board of directors on its activities.

The Group's risk management policies are established to identify and analyse the risks faced by the Group, to set appropriate risk limits and controls and to monitor risks and adherence to limits. Risk management policies and systems are reviewed regularly to reflect changes in market conditions and the Group's activities. The Group, through its training and management standards and procedures, aims to maintain a disciplined and constructive control environment in which all employees understand their roles and obligations.

The Group audit committee oversees how management monitors compliance with the Group's risk management policies and procedures, and reviews the adequacy of the risk management framework in relation to the risks faced by the Group. The Group audit committee is assisted in its oversight role by internal audit. Internal audit undertakes both regular and ad hoc reviews of risk management controls and procedures, the results of which are reported to the audit committee.

(b.1) Credit risk

Credit risk is the risk of financial loss to the Group if a customer or counterparty to a financial instrument fails to meet its contractual obligations, and arises principally from the Group's receivables from customers.

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(b.1.1) Trade accounts receivables

The Group's exposure to credit risk is influenced mainly by the individual characteristics of each customer. However, management also considers the factors that may influence the credit risk of its customer base, including the default risk associated with the industry and country in which customers operate.

The risk management committee has established a credit policy under which each new customer is analysed individually for creditworthiness before the Group's standard payment and delivery terms and conditions are offered. The Group's review external ratings, if they are available, financial statements, credit agency information, industry information and in some cases bank references. Sale limits are established for each customer and reviewed semiannually. Any sales exceeding those limits require approval from the risk management committee.

The Group limits its exposure to credit risk from trade accounts receivables by establishing a maximum payment period of 3 months. Outstanding trade receivables are regularly monitored by the Group. An impairment analysis is performed by the Group at each reporting date. The provision rates of expected credit loss are based on days past due for groupings of various customer segments with similar credit risks to reflect differences between economic conditions in the past, current conditions and the Group's view of economic conditions over the expected lives of the receivables.

Information relevant to trade accounts receivables are disclosed in note 6.

(b.1.2) Investment in debt securities

The Group considers that all debt investments measured at amortised cost and FVOCI have low credit risk. Then the credit loss allowance assessed during the year was therefore limited to 12 months expected losses or 'low credit risk'. Marketable bonds are considered to be an investment grade credit rating published by external credit rating agencies. The credit risk of other instruments are considered to be low when the risk of default is low and the issuer has a strong capacity to meet its contractual cash flow obligations.

(b.1.3) Cash and cash equivalent

The Group's exposure to credit risk arising from cash and cash equivalents is limited because the counterparties are banks and financial institutions which the Group considers to have low credit risk.

(b.2) *Liquidity risk*

The Group monitors its liquidity risk and maintains a level of cash and cash equivalents including unutilised credit facilities deemed adequate by management to finance the Group's and the Company's operations and to mitigate the effects of fluctuations in cash flows.

The following table are the remaining contractual maturities of financial liabilities at the reporting date. The amounts are gross and undiscounted and include contractual interest payments and exclude the impact of netting agreements.

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Consolidated financial statements					
Contractual cash flows					
			More than 1 year but less than 5 years	More than 5 years	
At 31 December	Carrying amount	1 year or less			Total
(in thousand Baht)					
2024					
Non-derivative financial liabilities					
Trade payables	327,541	327,541	-	-	327,541
Other payables	979,536	979,536	-	-	979,536
Short-term loans from financial institutions	170,000	170,000	-	-	170,000
Long-term loans from financial institutions	649,223	34,000	29,223	586,000	649,223
Lease liabilities	249,911	100,998	165,033	-	266,031
	<u>2,376,211</u>	<u>1,612,075</u>	<u>194,256</u>	<u>586,000</u>	<u>2,392,331</u>
2023					
Non-derivative financial liabilities					
Trade payables	399,607	399,607	-	-	399,607
Other payables	720,943	720,943	-	-	720,943
Short-term loans from financial institutions	105,000	105,000	-	-	105,000
Long-term loans from financial institutions	311,324	-	31,324	280,000	311,324
Lease liabilities	275,131	92,562	198,641	-	291,203
	<u>1,812,005</u>	<u>1,318,112</u>	<u>229,965</u>	<u>280,000</u>	<u>1,828,077</u>
Separate financial statements					
Contractual cash flows					
			More than 1 year but less than 5 years	More than 5 years	
At 31 December	Carrying amount	1 year or less			Total
(in thousand Baht)					
2024					
Non-derivative financial liabilities					
Trade payables	425,800	425,800	-	-	425,800
Other payables	966,009	966,009	-	-	966,009
Short-term loans from financial institutions	150,000	150,000	-	-	150,000
Long-term loans from financial institutions	620,000	34,000	-	586,000	620,000
Lease liabilities	249,586	100,865	164,823	-	265,688
	<u>2,411,395</u>	<u>1,676,674</u>	<u>164,823</u>	<u>586,000</u>	<u>2,427,497</u>

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Notes to the financial statements
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		Separate financial statements			
		Contractual cash flows			
		More than 1 years but less than 5 years			More than 5 years
At 31 December	Carrying amount	1 year or less	(in thousand Baht)		Total
2023					
Non-derivative financial liabilities					
Trade payables	506,174	506,174	-	-	506,174
Other payables	695,998	695,998	-	-	695,988
Short-term loans from financial institutions	90,000	90,000	-	-	90,000
Long-term loans from financial institutions	280,000	-	-	280,000	280,000
Lease liabilities	274,689	92,430	198,298	-	290,728
	1,846,861	1,384,602	198,298	280,000	1,862,900

(b.3) Market risk

The Group is exposed to the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk is as follows:

(b.3.1) Foreign currency risk

The Group is exposed to foreign currency risk relating to periodically imports certain raw materials and machineries which are denominated in foreign currencies. The Group primarily utilised forward exchange contracts with maturities of less than one year to hedge such financial liabilities denominated in foreign currencies. The forward exchange contracts entered into at the reporting date also relate to anticipated purchasing machinery, denominated in foreign currencies, for the subsequent period.

Haad Thip Public Company Limited and its Subsidiaries
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Exposure to foreign currencies
As at 31 December

	2024		Consolidated financial statement			2023
	United States Dollars	Euro	Total (in thousand Baht)	United States Dollars	Euro	Total
Trade accounts payable	91,415	-	91,415	20,511	-	20,511
Other payables	4,645	118,760	123,405	1,718	14,556	16,274
Statement of financial position exposure	96,060	118,760	214,820	22,229	14,556	36,785
Forward exchange contracts	(3,247)	(13,515)	(16,762)	(15,702)	(12,638)	(28,340)
Net exposure	92,813	105,245	198,058	6,527	1,918	8,445

Exposure to foreign currencies
As at 31 December

	2024		Separate financial statement			2023
	United States Dollars	Euro	Total (in thousand Baht)	United States Dollars	Euro	Total
Trade accounts payable	91,415	-	91,415	20,511	-	20,511
Other payables	4,645	118,760	123,405	1,718	14,027	15,745
Statement of financial position exposure	96,060	118,760	214,820	22,229	14,027	36,256
Forward exchange contracts	(3,247)	(13,515)	(16,762)	-	(12,638)	(12,638)
Net exposure	92,813	105,245	198,058	22,229	1,389	23,618

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(b.3.2) Interest rate risk

Interest rate risk is the risk that future movements in market interest rates will affect the results of the Group's operations and its cash flow because loan interest rates (see note 13) are mainly variable. So, the Group is primarily exposed to interest rate risk.

<i>Exposure to interest rate risk at 31 December</i>	Consolidated financial statements		Separate financial statements	
	2024	2023	2024	2023
	<i>(in thousand Baht)</i>			
<i>Financial instruments with variable interest rates</i>				
Financial liabilities	29,223	31,324	-	-
Net statement of financial position exposure	29,223	31,324	-	-

Cash flow sensitivity analysis for variable-rate instruments

<i>Impact to profit or loss</i>	Consolidated financial statements		Separate financial statements	
	1% increase in interest rate	1% decrease in interest rate	1% increase in interest rate	1% decrease in interest rate
	<i>(in thousand Baht)</i>			
2024				
Financial instruments with variable interest rate	(292)	292	-	-
2023				
Financial instruments with variable interest rate	(313)	313	-	-

26 Capital management

The Board of Directors' policy is to maintain a strong capital base so as to maintain investor, creditor and market confidence and to sustain future development of the business. The Board regularly monitors the return on capital and the level of dividends to ordinary shareholders.

27 Agreements

Service agreement

On 19 December 2013, the Company entered into an agreement with a local company, whereby such company will provide services and support as necessary to assist the Company's production, distribution, marketing, promotion, and sales activities pertaining to the beverages, including maintaining the image of the Company's trademark. In consideration thereof, the Company agreed to pay the service fee in the amount as indicated in the agreement. The agreement period is five years commencing from 1 January 2014 and ending on 31 December 2018. Unless there is notification to terminate the agreement within three months before the expiry date, the agreement will be automatically renewed for successive periods of one year.

Haad Thip Public Company Limited and its Subsidiaries
Notes to the financial statements
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28 Commitments with non - related parties

	Consolidated financial statements		Separate financial statements	
	2024	2023	2024	2023
	<i>(in thousand Baht)</i>			
<i>Capital commitments</i>				
Commitment for machinery purchased	4,915	336,871	4,915	321,605
Commitment for construction	251,738	12,925	251,695	10,394
Commitment for building improvement	22,307	5,343	22,307	5,343
Commitment for building systems installment	23,320	24,939	23,320	24,469
Commitment for technology systems installment	6,340	7,253	6,340	7,253
Commitment for consultant contract	2,380	105	2,380	105
Total	311,000	387,436	310,957	369,169
<i>Other commitments</i>				
Short-term lease and service agreements commitment	16,266	24,119	15,803	24,119
Bank guarantee	35,855	35,675	29,135	28,955
Total	52,121	59,794	44,938	53,074

Bank guarantee

As at 31 December 2024, the Company had bank guarantee of Baht 13.60 million (2023: Baht 13.60 million) for the deferral of duties and other related expenses as described in note 15.

29 Contingent liabilities

Labor lawsuit

As at 31 December 2024, the Company has been sued in two labor disputes filed by former employees. The lawsuits allege unfair dismissal and seek damages totaling Baht 27.74 million. The cases are currently pending before the Central Labour Court and the Region 9 Labour Court. However, termination process of The Company is lawfully and fair.

Due to the fact that these lawsuits have not yet been finalized, management is not possible to reliably estimate the potential impact of these lawsuits at this time. Therefore, the Company has not recorded any contingent liabilities in the financial statements as at 31 December 2024.

Back up attachment

Back up attachment

Attachment 1 : Details of directors, executives, controlling persons, the person assigned to take the highest responsibility in Accounting and Finance, the person assigned to take direct responsibility for accounting supervision, the Company's secretary, and the representative for contact and coordination in case of a foreign company

Link to attachment: <https://eonemedia.setlink.set.or.th/report/0140/2024/1754446369485.pdf>



Attachment 2 : Details of the directors of subsidiaries

Link to attachment: <https://eonemedia.setlink.set.or.th/report/0140/2024/1754446369489.pdf>



Attachment 3 : Details of the Heads of the Internal Audit and Compliance Units

Link to attachment: <https://eonemedia.setlink.set.or.th/report/0140/2024/1754446369493.pdf>



Attachment 4 : Assets for business undertaking and details of asset appraisal

Link to attachment: <https://eonemedia.setlink.set.or.th/report/0140/2024/1754446369497.pdf>



Attachment 5 : Unabridged policy and guidelines on corporate governance and unabridged code of business conduct prepared by the Company

Link to attachment: <https://www.haadthip.com/storage/document/code-of-conduct/2021/htc-code-of-conduct-en.pdf>



Attachment 6 : Report of the Audit Committee

Link to attachment: <https://eonemedia.setlink.set.or.th/report/0140/2024/1754446369505.pdf>



Attachment 7 :Report of the Nomination and Remuneration Committee

Link to attachment: <https://eonemedia.setlink.set.or.th/report/0140/2024/1754446369509.pdf>



Attachment 8 :Report of the Sustainability Committee

Back up attachment

Link to attachment: <https://eonemedia.setlink.set.or.th/report/0140/2024/1754446369513.pdf>



Attachment 9 :Report of the Corporate Governance and Risk Management Committee

Link to attachment: <https://eonemedia.setlink.set.or.th/report/0140/2024/1754446369517.pdf>

