

2025 Supply Chain Management Report
of Singha Estate

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- **Identification of Critical Business Partners**

The Company categorizes critical business partners through spending analysis to prioritize suppliers effectively. This enables structured risk assessment and collaborative engagement across three primary categories:

1. **Critical Tier 1 Suppliers**

- High-Volume Suppliers: Partners with high procurement value.
- Critical Element Suppliers: Partners providing essential raw materials or services.
- Strategic Component Suppliers: Partners with a significant impact on competitive advantage or market success.
- Non-Substitutable Suppliers: Partners providing specialized products or services with limited alternatives or high barriers to replacement.

2. **Critical Non-Tier 1 Suppliers**

Critical Non-Tier 1 Suppliers refer to essential partners who do not have a direct contractual relationship with the Company but serve as key providers of raw materials or services to our Critical Tier 1 Suppliers. Their contributions have a significant impact on the Company's competitive advantage, market success, or business continuity, and they often provide specialized services that are difficult to substitute.

3. **Tier 1 Suppliers**

Tier 1 Suppliers refer to general manufacturers, vendors, or service providers who conduct business directly with the Company.

- **Supplier Sourcing and Selection Process**

Singha Estate has established a structured sourcing and selection process that integrates sustainability as a core component. From new vendor registration to the selection of critical partners, our process ensures that ESG Risk Assessments are systematically conducted based on our defined supplier categorization as follows:

1. **Pre-screening**

Every new supplier is required to undergo a comprehensive screening and qualification process to evaluate their business fundamentals against Environmental, Social, and Governance (ESG) factors. This includes a mandatory conflict of interest disclosure through a relationship declaration form between the supplier and the Company's executives or employees, reinforcing transparency and alignment with our Anti-Fraud and Anti-Corruption Policy and Supplier Code of Conduct. Suppliers can self-register via our online system at <https://vendor.singhaestate.co.th>. The "Supplier Code of Conduct" is a prerequisite that all new suppliers must acknowledge and sign. Furthermore, ESG criteria are utilized to screen potential vendors for the New Approved Vendor List (New AVL), particularly for those whose products or services may impact business continuity, ensuring proactive risk management throughout the supply chain.

2. **Pre-procurement Screening**

Prior to engaging in procurement with critical suppliers, the Company conducts an enhanced screening process that extends beyond value for money, design, and technical standards. We focus on in-depth ESG evaluations covering labor practices, human rights, occupational health and safety (OHS), and environmental management. Suppliers are required to complete an ESG Self-Assessment and provide supporting documentation upon request. The evaluation criteria are summarized as follows:

<ul style="list-style-type: none"> ○ Products and Services, for example <ol style="list-style-type: none"> 1) Quality control and safety standards of products and services 2) Ability to deliver products or services according to the specified conditions and timelines 	<ul style="list-style-type: none"> ○ Business Operations, for example <ol style="list-style-type: none"> 1) Transparent and auditable business operations 2) Conducting business under fair rules and competition 3) Support and cooperation in anti-corruption efforts
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<p>○ Social and Labor, for example</p> <ol style="list-style-type: none"> 1) Strict compliance with labor laws and human rights principles 2) No use of child labor under the legal age 3) Respect for diversity of opinion and equal treatment of all employees 4) Provision of safe working environments and equipment in accordance with hygiene standards 	<p>○ Environment, for example</p> <ol style="list-style-type: none"> 1) Environmental management in compliance with laws and regulations 2) Operational improvements to help reduce greenhouse gas emissions 3) Appropriate and efficient use of natural resources in compliance with the law
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Singha Estate Supplier Segmentation Results

Supplier Segmentation			
Total Suppliers	Critical Tier 1 Suppliers	Critical Non-Tier1 Suppliers	New Approved Vendor List (New AVL)
1,313 Suppliers	7 Suppliers	321 Suppliers	55 Suppliers
New Supplier Screening			
New suppliers (New AVL) were screened and qualified based on environmental criteria.	New suppliers (New AVL) were screened and qualified based on social criteria.		
4% of total new suppliers (New AVL)	4% of total new suppliers (New AVL)		

3. Annual Verification and Evaluation

The Company mandates an annual supplier risk verification and evaluation. This process assesses the quality of products and services in conjunction with their ESG impact, such as safety and health standards, human rights performance, and community environmental management. This analysis allows the Company to identify risks that could affect supply chain stability and lead to collaborative mitigation strategies. This approach elevates our suppliers into sustainable business partners. Our evaluation system is categorized into the following performance levels:

Suppliers	Assessment Method	Frequency
1. Critical Tier 1 Suppliers	<ul style="list-style-type: none"> • ESG Self-Assessment via questionnaire. • In certain cases, evidence of a traceability process may be required to track the origin of 	At least once a year

Suppliers	Assessment Method	Frequency
	<ul style="list-style-type: none"> goods or products related to the Company's operations. ESG on-site audit at establishments, factories, offices, site visits, or observation of critical operations regarding ESG issues. Acknowledgment of and compliance with the Company's Supplier Code of Conduct. 	
2. Critical Non-Tier1 Suppliers	<ul style="list-style-type: none"> Acknowledgment of and compliance with the Company's Supplier Code of Conduct. 	At least once every 2 years
3. Tier 1 Suppliers	<ul style="list-style-type: none"> Acknowledgment of and compliance with the Company's Supplier Code of Conduct. 	At least once every 2 years
4. New Supplier	<ul style="list-style-type: none"> Acknowledgment of and compliance with the Company's Supplier Code of Conduct. Completion of the disclosure of relationship form between the supplier and executives or employees. Pre-qualification assessment covering environmental and social issues 	Prior to vendor registration

● **Supplier Risk Assessment, Remediation, and Monitoring**

The Company conducts ESG Self-Assessments for all critical suppliers, covering environmental, social, and governance dimensions, as well as product and service standards. This process analyzes the impact and likelihood of potential risks arising from supplier operations. In instances where a supplier is identified as high risk, the Company initiates an active audit to gather detailed risk factor data. We then collaborate with the supplier to develop a risk mitigation plan, ensuring that identified risks are managed within the Company's risk appetite. Furthermore, the Company provides support through knowledge-sharing sessions and strategic advisory to enhance suppliers' understanding and capacity to mitigate risks, fostering sustainable business operations.

Supplier Audits and Evaluation

The Company requires all critical suppliers to undergo regular supply chain risk assessments. The Self-Assessment framework focuses on four core areas:

1. **Quality Control and Efficiency:** Encompassing products, services, delivery, and Business Continuity Management (BCM).
2. **Business Governance:** Management based on ethical principles and transparency.
3. **Social and Community Responsibility:** Oversight of labor rights, human rights, and community engagement.
4. **Environmental Responsibility and Management:** Efficient resource utilization and the mitigation of negative ecological impacts.

The scores derived from these assessments are integral to mitigating supply chain risks and are fully aligned with the Enterprise Risk Management (ERM) framework. Based on our comprehensive environmental and social risk evaluations, 7 critical suppliers (representing 1% of total suppliers) successfully completed the ESG Risk assessment process.

Potential Supply Chain Risks

Environmental Risks

- **Environmental Impacts Around Projects:** Construction activities managed by contractors across various projects may generate pollution, including noise pollution, dust, and improper wastewater discharge. Inadequate management by subcontractors could lead to community grievances, resulting in project delivery delays and adversely affecting the Company's credibility and reputation.

Social Risks

- **Occupational Health and Safety (OHS) Risks:** Operational impacts may affect the quality of life, hygiene, and safety of both local communities and on-site personnel. Consequently, the Company has enforced stringent policies and guidelines under Singha Estate's standards, including the S-Construction Safety Policy and the S-Safety Manual. These frameworks are designed to monitor and reduce contractor-related incidents. Additionally, we collaborate closely with our community relations teams to continuously monitor community welfare and mitigate impacts to the lowest possible level.
- **Human Rights Violation Risks:** As Singha Estate expands its business footprint across diverse regions, our value chain involves a workforce with significant diversity in nationality, culture, and social background.

Recognizing the vital importance of respecting human rights and fundamental freedoms throughout the business chain, the Company has established a comprehensive Human Rights Policy. This policy serves as an operational guideline strictly aligned with national laws and international standards. We maintain a zero-tolerance stance against any activities involving human rights violations at both the corporate and supply chain levels, with a focus on proactive auditing to rigorously prevent labor rights violations among our contractors.

2025 ESG Self-Assessment Results for Critical Suppliers

Business Operation	Community and Environmental Issues	Social Issues	Products and Services
93%	94%	95%	70%

Risk Mitigation Measures

The Company has established rigorous measures to mitigate and reduce supply chain risks, particularly within the contractor group - a significant partner segment with the potential to impact business continuity. We utilize a diverse range of tools tailored to the operational context of each project site. This includes the implementation of a safety & ESG compliance checklist, which prioritizes occupational health, safety, and working environments. This checklist serves as a benchmark for continuous and periodic performance evaluations of contractors. Furthermore, we strictly oversee on-site operations to ensure total alignment with international standards and Singha Estate's sustainability requirements, thereby preventing incidents and maintaining the highest standards of quality.

Furthermore, based on rigorous monitoring throughout the past year, the Company found no significant risks among business partners regarding business ethics, human rights, or labor practices. Additionally, no actions were found to be in violation of relevant environmental laws and regulations.

Supplier Engagement and Capacity Building

The Company firmly believes that collaboration and capacity building are the cornerstones of sustainable growth. We are dedicated to enhancing supplier capabilities through the transfer of knowledge and experience, elevating operational standards across the shared value chain in both environmental and social dimensions. Building on the success of 2024, S Group hosted the 'S-Together 2024' supplier seminar under the theme 'Green Together – Growth Together,' which focused on promoting Green Procurement to integrate environmental best practices into our collective business processes.

In 2025, reflecting current material issues, the Company has elevated its developmental focus toward the social dimension by launching a specialized training course: "Human Rights & Business Ethics" for business partners. This

program aims to cultivate awareness and understanding of international human rights principles, including fair labor practices, the promotion of equality and non-discrimination, the prevention of child and forced labor, and the establishment of effective grievance mechanisms. This training specifically targets small and medium enterprises (SMEs) that demonstrate a commitment to development but may lack formal management systems. A total of 9 companies participated in this session. The success of this initiative not only enhances our partners' social performance in alignment with global standards but also fosters a network of responsible business allies dedicated to achieving balanced and enduring sustainable growth.