



WHA CORPORATION PUBLIC COMPANY LIMITED

WHA : WE SHAPE THE FUTURE

DRIVING SUSTAINABLE INDUSTRY EXCELLENCE

SUSTAINABILITY REPORT 2025



**WHA STANDS FOR
WELLBEING,
HUMAN PROGRESS,
ACCESSIBILITY**



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Message from the Chairman of Executive Committee and Group Chief Executive Officer



In 2025, the global business landscape is shaped by geopolitical tensions, market volatility, rapid technological advancement, and increasing environmental challenges, particularly climate change and the growing recognition of biodiversity loss and nature-related risks. Organizations are expected to leverage digital innovation to enhance efficiency and resilience while strengthening their role in addressing climate impacts and protecting natural ecosystems in ways that contribute to nature-positive outcomes. At the same time, evolving regulatory expectations, investor focus, and stakeholder demands are encouraging companies to integrate technology-enabled solutions, climate strategies, and nature considerations into their core business strategies to support long-term sustainable growth.

With these challenges, WHA Corporation Public Company Limited has continued to demonstrate strong performance and resilience across our five core business hubs: logistics, industrial development, utilities and power, digital, and green mobility. In 2025, WHA Group reported total revenue and share of profit of 18,232 million baht, with a net profit of 5,135 million baht. Normalized total revenue and share of profit reached 18,108 million baht, while normalized profit stood at 5,261 million baht, representing a 16 percent increase compared with the previous year. As of 2025, the Group total asset value rose to 101,404 million baht. The Group also officially launched WHA Mobility under the brand “Mobilix” as our

fifth business hub. This marks Thailand’s first fully integrated electric vehicle (EV) ecosystem, covering EV leasing services, charging network services, and the Mobilix Software Solution. Originally developed through an internal innovation Hackathon aimed at decarbonizing hard-to-abate sectors such as transportation and logistics, Mobilix has successfully evolved into a new business model delivering end-to-end EV logistics solutions. This initiative further strengthens our role in advancing sustainable logistics and transportation infrastructure and supporting the low-carbon transition in Thailand and the broader region.



WHA Group remains committed to driving sustainable growth and strengthening our position as a tech-driven organization, integrating innovation and ESG principles across operations. To reinforce our sustainability commitment, we have announced a clear Sustainability Vision and 5-year Sustainability Strategic Direction, in line with our mission “WHA: WE SHAPE THE FUTURE”, focusing on environmental stewardship, social empowerment, responsible governance and innovation, leadership for green economy, and enablers for sustainable Thailand to create long-term value for stakeholders. Guided by this direction, the Group has set ambitious, time-bound targets across climate action, circularity, and nature stewardship, including a 42% reduction in Scope 1 and 2 greenhouse gas emissions by 2030, net-zero emissions across Scopes 1-3 by 2050, 100% circularity and recirculated wastewater by 2050, and commitments to achieving no net loss of biodiversity and a net positive biodiversity impact by 2030 and 2050. We also target to allocate around 38% of our 5-year investment plan on sustainable business such as renewable energy, reclamation water and Mobilix. Together, these commitments reflect WHA Group’s integrated sustainable development strategy to embedding sustainability into both operation and business growth aiming to deliver long-term financial, environmental and social value to our stakeholders.

We believe that long-term corporate success must go hand in hand with community development and strong stakeholder relationships. Accordingly, the Group implements social initiatives across five key focus areas: (1) Education Development, through scholarships, learning resources, and youth development programs near our industrial estates and workforce readiness; (2) Health and

Quality of Life, via community health initiatives, medical equipment donations, and health education; (3) Environment, including solar rooftop installations in schools, WeCycle program on waste recycle and reduction, reforestation, and community water quality improvement; (4) Career and Community Economic Opportunity, by promoting local employment and community enterprises; (5) Traditional/ Religious/ Cultural Activities, by supporting merit-making events and cultural traditions in surrounding communities. These initiatives, formulated by taking into account ongoing dialogues and engagements with all stakeholder groups, aim to deliver measurable long-term benefits and strengthen trust, foster shared prosperity, and contribute to Thailand’s social and economic resilience.

Furthermore, WHA Group is committed to conducting business with integrity, fairness, and strong corporate governance, with a clear focus on effective risk management, internal control, transparency, and accountability under ESG principles. In 2025, WHA Group and WHAUP achieves highest “AAA” rating in the SET ESG Ratings 2025 and our sustainability leadership was recognized through multiple national and international awards. These includes 3 SET Awards 2025 from the Stock Exchange of Thailand ; the “SET Awards of Honor”, recognizing WHA Group for securing the Best Sustainability Award for the third consecutive year; the “Highly Commended Sustainability Award” for WHAUP; and the “Best Innovative Company Award” for Mobilix’s built-to-suit EV ecosystem. WHA Group was also recognized as a member of S&P Global Sustainability Yearbook for the fourth consecutive year and ranked among the Top 1% globally in the S&P Global Corporate Sustainability Assessment (CSA) 2025 for the Real Estate Management & Development industry for

the second consecutive year. In addition, the Group received other prestigious recognitions including the Leadership Excellence Award at the Thailand Corporate Excellence Awards 2025, the Platinum Tier of the AMCHAM Corporate Impact Award, three Outstanding EIA Monitoring Awards 2025, inclusion among the Top 50 ASEAN Public Listed Companies under the ASEAN Corporate Governance Scorecard (ACGS) Assessment, and the Thailand Top Company and Top CEO of the Year awards in the transportation and logistics category from Business+ Magazine. These achievements underscore WHA Group's sustained progress in driving sustainable organizational development and the strong trust placed in the Group by stakeholders across all sectors.

As the Chairman of the Executive Committee and Group Chief Executive Officer of WHA Corporation Public Company Limited, and on behalf of the Board of Directors and the management team, I would like to express my sincere appreciation

to all stakeholders for their continued trust and support. The Group's achievements have been made possible not only through the dedication of our people but also through the confidence and collaboration of our partners, customers, regulators, communities, and the wider society. Their continued support enables WHA Group to create long-term, sustainable value while contributing the responsible development of Thailand's economy and society. Looking ahead, WHA Group remains committed to strengthening our core businesses, leveraging innovation and technology for creating new green business models, and continuously enhancing our operations to deliver positive impacts for society and environment. Guided by strong corporate governance and a balanced emphasis on economic, social, and environmental sustainability, we are confident that WHA Group will continue to contribute to a resilient and sustainable future for Thailand and the global community.

Ms. Jareeporn Jarukornsakul

Chairman of Executive Committee /
Group Chief Executive Officer

WHA Corporation Public Company Limited



Awards and Memberships

2025 Sustainability Awards & Membership



S&P Global – Sustainability Yearbook Membership & Top 1% CSA 2025 Score

WHA Corporation PCL. was honored as a **Sustainability Yearbook Member** for the 4th consecutive year and achieved a **Top 1% ranking** in the S&P Global Corporate Sustainability Assessment (CSA) for the Real Estate Management & Development industry for the 2nd consecutive year. Our outstanding score of 88/100 in 2025 marks an improvement from our 2024 score of 85/100, reinforcing our role in advancing sustainability practices in line with international standards.



SET ESG Ratings 2025- Highest “AAA” Rating

WHA Corporation PCL. and WHAUP were recognized as a **Thailand Sustainability Investment Stock** for the 6th consecutive year under the Property and Construction and Resources sector respectively. Both companies received an “AAA” Rating, the highest level in SET ESG Rating for the 3rd consecutive year, reaffirming our strong sustainability standards and responsible business practices in all dimensions.



SET AWARDS 2025 – Set Awards of Honor (Sustainability Excellence Category)

WHA Corporation PCL. was honored the **SET Awards of Honor** for securing the Best Sustainability Award for the 3rd consecutive year. These recognitions demonstrate our sustainable business practices, strong corporate governance, consideration of stakeholder interests, and the ability to drive economic growth while creating positive impacts for society and the environment.



SET AWARDS 2025 – Highly Commended Sustainability Award (Sustainability Excellence Category)

WHAUP received the **Highly Commended Sustainability Award** in the Sustainability Excellence category at the SET Awards 2025, recognizing its strong sustainability performance, corporate governance standards, and leadership in integrated utilities and power businesses.



SET AWARDS 2025 – Best Innovative Company Awards (Business Excellence Category)

WHA Corporation PCL. won the **Best Innovative Company Awards** under the Business Excellence category, from our “Mobilix” built-to-suit EV ecosystem of logistics, reflecting our commitment to innovation and sustainable business operations. Under our mission WHA : WE SHAPE THE FUTURE, we will continue to pioneer new trends and lead transformation across industries on a global stage.



Thaipat ESG Ranking 2025 – ESG100 Stock List

WHA Corporation PCL., WHA Utilities and Power PLC., WHA Real Estate Management Co., Ltd., and WHA Industrial REIT Management Co., Ltd. were listed in **2025 ESG100 Ranking** stock list by Thailand Institute of Development (Thaipat Institute), highlighting our focus on ESG factors as a leader in sustainability excellence. Moreover, WHA Corporation PCL. has been recognized as the ESG100 for the 3rd consecutive year from 2023 to 2025.



Asean Corporate Governance Scorecard (Acgs) – TOP 50

WHA Corporation PCL. was ranked among the Top 50 ASEAN Public Listed Companies for the first time under the **ASEAN Corporate Governance Scorecard 2025**, an initiative of the ASEAN Capital Markets Forum. This milestone highlights our advancement of corporate

governance to a regional standard and our continued efforts to elevate transparency and responsible business practices.



SET ESG DNA Program Certificate

WHA Group, WHAUP and WHAIR achieved certificates under the program “ESG DNA: Sustainability Knowledge for Employees at All Levels” from the Stock Exchange of Thailand. The certificate highlights our progress in building ESG capability across the organization, with more than 70% of employees completing ESG training, affirming our commitment to sustainable missions and management.



Thailand Top Company Awards 2025 – Transportation and Logistics

WHA Group was honored with the **Thailand Top Company Awards 2025** in the transportation and logistics category, reinforcing our position as industry leader by Business+ Magazine, operated by ARIP Public Company Limited, in collaboration with the Faculty of Commerce and Accountancy, Thammasat University. This achievement reflects our commitment to developing logistics and industrial solutions while driving the organization towards sustainable growth, in line with our mission, WHA : WE SHAPE THE FUTURE.



AMCHAM Corporate Impact Awards – Platinum Tier

WHA Group received the **Platinum Tier Award at 2025 AMCHAM Corporate Impact Awards**, organized by the American Chamber of Commerce in Thailand, for the 16th consecutive year. The award underscores our long-term contribution to sustainability and well-being of Thai society and the environment.



ECO-Industrial Estates Awards 2025

WHAID received eight plaques of honor and certificates of recognition under the Eco-Industrial Town program organized by the Industrial Estate Authority of Thailand (IEAT), in collaboration with the Water and Environment Institute for Sustainability (WEIS) under the Federation of Thai Industries, reflecting our commitment to sustainable industrial estate development.

- **“Eco-World Class” recognitions** were awarded to WHA Chonburi Industrial Estate 1 (WHA CIE 1), upgraded from Eco-Excellence, and to WHA Eastern Industrial Estate (Map Ta Phut) (WHA EIE), which maintained its Eco-World Class certification.
- **“Eco-Excellence” recognition** was awarded to WHA Eastern Seaboard Industrial Estate 2 (WHA ESIE 2), which upgraded from the Eco-Champion level.
- **“Eco-Champion” recognitions** were granted to five industrial estates: WHA Chonburi Industrial Estate 2 (WHA CIE 2), Eastern Seaboard Industrial Estate (Rayong) (ESIE), WHA Eastern Seaboard Industrial Estate 1 (WHA ESIE 1), and WHA Eastern Seaboard Industrial Estate 4 (WHA ESIE 4), as well as WHA Eastern Seaboard Industrial Estate 3 (WHA ESIE 3) which was newly certified at the Eco-Champion level.

These recognitions reflect WHA Group’s continuous progress in environmental management, community coexistence, and sustainable industrial estate operations under the “Smart Eco Industrial Estate” concept, supporting balanced economic, social, and environmental development.



EIA Monitoring Awards 2025 – Outstanding Industrial Project

WHAID received three Outstanding EIA Monitoring Awards 2025 under Industrial Project category for Eastern Seaboard Industrial Estate (Rayong) (ESIE), WHA Chonburi Industrial Estate 2 (WHA CIE 2), and WHA Eastern Seaboard Industrial Estate 3 (WHA ESIE 3), ensuring our compliance with environmental standards and social responsibility. The recognition reflects our environmental governance and effective implementation of EIA prevention and mitigation measures, alongside our broader commitment to net-zero by 2050.



Sustainability Disclosure Award 2025

WHAUP was honored with the **Sustainability Disclosure Award 2025** by Thaipat Institute in recognition of its outstanding efforts in sustainability disclosure and reporting, particularly in alignment with Sustainable Development Goals (SDGs) Target 12.6. This recognition underscores the Company’s transparent disclosure of sustainability information that creates value for our stakeholders and highlights WHAUP’s role in advancing sustainable business practices, encouraging the adoption of responsible approaches, and integrating sustainability information into corporate reporting processes.



Thailand Corporate Excellence Awards 2025 – Leadership Excellence

Ms. Jareeporn Jarukornsakul, Chairman of Executive Committee and Group CEO of WHA Group, received the **Leadership Excellence Award at Thailand Corporate Excellence Awards 2025**, organized by Thailand Management Association (TMA) in collaboration with the Sasin Graduate Institute of Business Administration. This recognition demonstrates our commitment to innovation, value creation for stakeholders, and nation building.



Mirror 50 Project 2025 – Finalist in Brand – Voice of Business Drivers

Ms. Jareeporn Jarukornsakul, Chairman of Executive Committee and Group CEO of WHA Group, was selected as a **finalist in the Brand – Voice of Business Drivers** category, under the MIRROR 50 Project 2025, organized by The Mirror Thailand. This reflects our leadership in driving business and Thailand’s sustainability growth alongside purposeful brand building.



Thailand TOP CEO of the Year 2025 Award – Transportation and Logistics

Ms. Jareeporn Jarukornsakul, Chairman of Executive Committee and Group CEO of WHA Group, received the **Thailand Top CEO of the Year 2025 Award** in the transportation and logistics industry. This award underscores Ms. Jareeporn’s leadership in organizational development capabilities, guiding WHA Group towards stable and sustainable growth and driving Thailand towards becoming a leader logistics hub.



Best Woman Leadership – Visionary Leadership Award (Go Thailand: Women Run the World)

Ms. Jareeporn Jarukornsakul, Chairman of the Executive Committee and Group CEO of WHA Corporation Public Company Limited, has been honored with The Best Woman Leadership – Visionary Leadership Award at the prestigious Go Thailand: Women Run the World event, hosted by Thansettakij. The award recognizes her outstanding vision, strategic foresight, and unwavering commitment to business innovation. As a pioneering female leader, she has successfully leveraged digital technologies to drive WHA’s expansion and solidify its leadership across multiple industries.

Memberships

WHA Group recognizes the importance of collaboration with organizations and networks at both national and international levels to strengthen operational excellence and support sustainable development. Becoming a member of various organizations reflects the Group's commitment to enhancing our capabilities, exchanging knowledge and best practices, and actively contributing to the advancement of key economic, social, and environmental priorities. The Group is a member of the following organizations and associations:

1. American Chamber of Commerce in Thailand (AMCHAM)
2. Australian-Thai Chamber of Commerce (AUSTCHAM)
3. Belgian-Luxembourg/Thai Chamber of Commerce (BeLuThai)
4. British Chamber of Commerce Thailand (BCCT)
5. Danish-Thai Chamber of Commerce (DTCC)
6. European Association for Business and Commerce (EABC)
7. Franco-Thai Chamber of Commerce (FTCC)
8. German-Thai Chamber of Commerce (GTCC)
9. Japanese Chamber of Commerce, Bangkok (JCC)
10. Malaysian-Thai Chamber of Commerce (MTCC)
11. New Zealand Thai Chamber of Commerce (NZTCC)
12. Singapore-Thai Chamber of Commerce (STCC)
13. South African-Thai Chamber of Commerce (SATCC)
14. Thai Auto-Parts Manufacturers Association (TAPMA)
15. Thai Industrial Estate and Strategic Partner Association (TISA)
16. Thai Photovoltaic Industries Association (TPVA Thailand)
17. Thai Wind Energy Association (ThaiWEA)
18. Thai-Chinese Chamber of Commerce (Thai CC)
19. Thai-European Business Association (TEBA)
20. Thai-Italian Chamber of Commerce (TICC)
21. Thailand Carbon Neutral Network (TCNN)
22. Thailand CCUS Alliance (TCCA)
23. Thailand Energy Storage Technology Association (TESTA)
24. Thailand-Vietnam Business Council (TVBC)
25. The Federation of Thai Industries (FTI)
26. The Federation of Thai Industries, Chonburi (FTI Chonburi)
27. The Federation of Thai Industries, Rayong (FTI Rayong)
28. The Federation of Thai Industries, Saraburi (FTI Saraburi)
29. The Thai Chamber of Commerce and Board of Trade of Thailand (TCC)
30. United Nations Global Compact (UNGC)
31. Water and Environment Institute for Sustainability (WEIS)

About this Report

WHA Corporation Public Company Limited (“WHA Group” or “The Group”) has published a sustainability report annually since 2019 to communicate the Group’s management approach and demonstrate practices of running business in a sustainable manner in terms of the governance/ economic, social and environment to stakeholders. This report covers the period from 1st January to 31st December 2025, aligning with the financial disclosure in WHA Group’s 2025 Form 56-1 One Report. Information regarding the shareholding structure is available on website: <https://investor.wha-group.com/th/downloads/yearly-report>.

The report has been prepared in accordance with Global Reporting Initiative Standards 2021 (GRI 2021) since 2022. WHA Group has used a process to assess key sustainability issues that align with the Double Materiality Principle

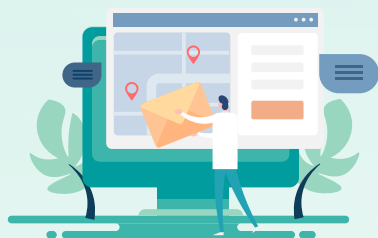
under the Global Reporting Initiative (GRI) framework and the organization’s Enterprise Risk Management guidelines, which is the transparent and acceptable method in line with international standards. The assessment identified seven most significant materiality topics, including Corporate Governance and Ethics, Climate Strategy, Water Management, Waste Management, Energy Management, Community Development and Stakeholder Engagement, and Human Capital Management. The report also highlights the progress and performance of WHA Group’s sustainability development in alignment with the United Nations Sustainable Development Goals (UN SDGs). The reporting boundaries for this report and data encompass the business operations of WHA Group and its subsidiaries and joint ventures in Thailand and Vietnam, accounting for more than 75% of the total revenue and share of profit.

Reporting Boundary

Disclosed Data	Unit	Year			
		2022	2023	2024	2025
Economic Reporting Coverage	% of total revenue and share of profit	100%	100%	100%	100%
Environmental Reporting Coverage*		98%	92%	93%	99%
Social Reporting Coverage					
- Human Resources Related Data		100%	100%	100%	100%
- Other Related Social Data*		98%	92%	93%	99%

*Remarks: Note that data coverage for Vietnam operations currently excludes environmental data and other social-related data.

This report received assurance from external party on certain indicators to ensure the accuracy of the information and compliance with GRI’s reporting principles. All contents and data were reviewed and approved by top executives from relevant functions for transparency, accuracy and completeness.



For more information, please contact:

Sustainability Office
WHA Corporation Public Company Limited (WHA Group)
777 WHA TOWER, 23rd - 25th Floor,
 Moo 13, Debaratna Road (Bangna-Trad) KM.7, Bang Kaeo, Bang Phli,
 Samut Prakarn 10540
 Tel: (662) 719-9555
 E-mail: Sustainability@wha-group.com

Getting to Know WHA GROUP

Vision

“Be recognized as a market leader in aligning vertical integrated logistics facilities provider, total solution industrial estates, utilities, power, and digital infrastructure platforms with high quality capturing throughout value chain in Asia.”

Mission

1. To fulfill requirements of the key major business partners, shareholders and stakeholders
2. To Focus on innovative and effective strategy, business, finance, service quality, safety, environment, community, and good governance disciplines
3. To create a last-long relationship with strategic alliance
4. To provide unrivalled quality products with knowledge and expertise that leads to win-win-win solutions
5. To maintain financial discipline to maximize return on equity
6. To develop world class logistics facilities, industrial estates, utilities, power and property customer solutions
7. To differentiate a comprehensive platform for both infrastructure data center as well as customized service solutions for leading MNCs and Thai conglomerates
8. To develop, engage talent and experience team and enhance organizational core competency



Our Purpose

“WHA : SHAPE THE FUTURE FOR THAILAND” reflects WHA Group’s commitment to play a pivotal role in driving Thailand forward with economic efficiency and sustainability by creating career and income opportunity for people as well as a bringing better quality of life and enhancing human development; aligning with the Group’s business direction to become “The Ultimate Solution for Sustainable Growth”



Wellbeing

Striving towards a better quality of life for all living beings and environment for sustainability.



Human Progress

Enhancing human development across all sectors to evolve progressively.



Accessibility

Creating opportunities for everyone to access the essential elements which helps to improve the quality of life.

Core Values



Advanced

Think, plan, and initiate new things to deliver values that help create sustainable growth for customers and contribute to the organization’s breakthrough.



Resourceful

Determined to continuously develop ourselves to gain deep and thorough knowledge in what we do, diligently working to enhance our skills and experiences to boost confidence and deliver value to others professionally.



Champion

Determined to create success in everything we do, not stuck on failure or success in the past but striving to push ourselves beyond the limits to overcome new challenges and create a sense of unity together.



Integrity

Living with honesty, integrity, firm in our commitments to earn trust and confidence from others, and collaboratively build and maintain transparency in our working culture.

WHA Group's Key Milestones

2007

WHA Corporation Public Company Limited (“WHA Group” or “The Group”) was established by visionary entrepreneurs in the logistics real estate management business, aiming to develop and lease high-quality warehouses, distribution centers, and factory projects.

2012

Listed on the Stock Exchange of Thailand under the ticker symbol 'WHA', classified within the Property & Construction industry and the Property Development sector.

2015

Expanded into industrial estate development and utility and power businesses by acquiring shares of WHA Industrial Development Public Company Limited (“WHAID”, formerly known as Hemaraj Land and Development Public Company Limited), making WHA Group the major shareholder of WHAID.

2015

Established WHA Infonite Company Limited (now renamed to WHA Connect Company Limited) to provide digital services to meet customer needs, including data center services, FTTx fiber optic network services, and telecommunications tower leasing.

2016

Offered another acquisition to delist WHAID from the stock market, resulting in WHA Group holding a 98.54% stake.

2017

Restructured the utility and power business under WHA Utilities and Power Public Company Limited (“WHAUP”), which was listed on the Stock Exchange of Thailand to operate as a leading provider of integrated utilities and power management services both in Thailand and internationally.

2017

Expanded the industrial development business internationally with the establishment of WHA Industrial Zone 1 - Nghe An in Vietnam. This marked a significant milestone as the Group’s first world-class industrial estate outside of Thailand, strategically located to support the growing manufacturing sector in Southeast Asia.

2022

Restructured our business by establishing “WHA Digital Company Limited” to develop and operate digital projects, transferring the FTTx fiber optic network services and telecommunications tower leasing businesses under WHAID.

2025

Officially announced the fifth business hub, “WHA Mobility”, as Thailand’s first green logistics solution, offering built-to-suit green mobility ecosystem to accelerate the sustainable transition of Thailand’s logistics sector.

Business Overview

WHA Group is a leading player in logistics, industrial development, utilities and power, digital services, and green mobility in Thailand and across Southeast Asia. In support of Thailand's national economic policies, the Group has developed industrial clusters in automotive, electronics, and petrochemical sectors within the Eastern Seaboard, contributing to the advancement of the Eastern Economic Corridor (EEC) and the development of high-tech industries. WHA Group operates in compliance with regulations from the Ministry of Industry, the Industrial Estate Authority of Thailand (IEAT), the Stock Exchange of Thailand, and the Ministry of Natural Resources and Environment, as well as international frameworks such as the UN Sustainable Development Goals (SDGs).

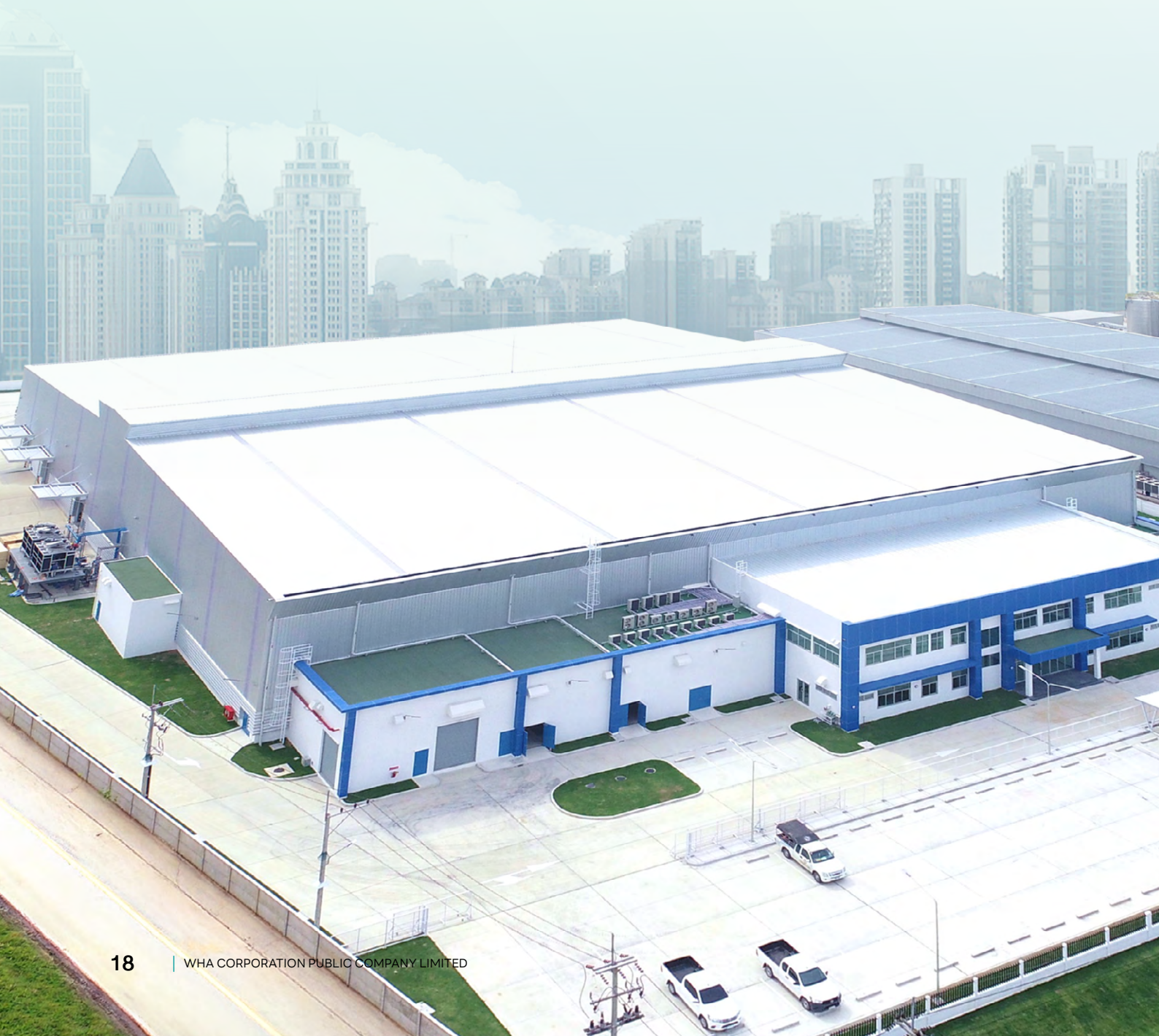
Building upon the success of 'The Ultimate Solution for Sustainable Growth,' WHA Group is advancing with a reinforced strategy to become the region's premier partner for businesses expanding across Thailand and Southeast Asia. As we accelerate our transformation into a tech-driven organization, the Group is expanding both horizontally and vertically to provide comprehensive, end-to-end solutions. By leveraging digital innovation and advanced technologies, we continue to empower our customers' sustainability journeys, staying true to our mission - "WHA: SHAPE THE FUTURE FOR THAILAND" - to drive resilient and sustainable growth for the global community.

In 2025, WHA Group maintained an "AAA" rating, the highest level, under the SET ESG Ratings by the Stock Exchange of Thailand (SET) for the sixth consecutive year, reflecting consistently strong sustainability performance. The Group also remained a member of leading global sustainability indices in the Real Estate Management & Development sector and was ranked among the Top 1% worldwide for the second consecutive year, as recognized in the S&P Global Sustainability Yearbook 2026 based on the S&P Global Corporate Sustainability Assessment (CSA). These recognitions highlight the Group's sustained progress in embedding ESG principles into business strategy and operations, supporting long-term value creation and resilience.





Logistics
Business



NUMBER 1 LOGISTICS FACILITIES DEVELOPER OFFERING A VARIETY OF PREMIUM FACILITIES UNIQUELY SERVICING OUR CLIENTS' NEEDS

The Company is committed to be a leading company as a developer of logistics facilities, distribution center, and high-quality factory with Built-to-Suit concept located in a strategic location around Bangkok, Eastern Economic Corridor, and other provinces.

The Company is able to fully meet the needs of its customers due to its project location, project design with international standards and quality of construction. This could reduce the cost of customer operations and increase long-term competitive advantages.



3.2 million sq.m.
Under Ownership & Management



200 + Well-known
Tenants Profile on
64 Strategic Locations



Successful Asset Monetization to WHART with Total Value of THB
1,577 million



Signed a lease contract with **WGCL**^{/1}
a leading logistics service provider totaling 22,000 sq.m. with contract value of THB
480 million

^{/1}WHA GC Logistics Company Limited (WGCL)



Launched **“WHA Manufacturing Park 331”**
in a key logistics location to serve client demand for high-quality warehouse facilities



Industrial Development Business



NUMBER 1 INDUSTRIAL ESTATE DEVELOPER DELIVERING WORLD-CLASS SOLUTIONS TO INDUSTRIAL CUSTOMERS

Industrial Development Business is operated through the Company’s subsidiary, WHAID Group, responsible for developing industrial estates and/or zones and selling of land to customers. Enterprises can gain special privileges provided by the Industrial Estate Authority of Thailand and/or the Thailand Board of Investment. Another crucial role of WHAID Group is to act as a center for providing utilities and facilities for clients inside the industrial estates/zones e.g., electricity, water supply, wastewater treatment, and coordinating with the authority on environmental control.



Market Leader with Land Sales^{/1}

1,340 ^{/1} rai

As well as the backlog awaiting ownership rights to transfer

totaling over **770** rai.,
Signing contracts with numerous global companies

^{/1} Land Sales in Thailand and Vietnam (excluding MOU and LOI of 1,632 rai)



Industrial Estate development over

88,900 ^{/2} rai

^{/2} Information as of December 31, 2025 including operating and under development in Thailand and Vietnam



17 ^{/3}

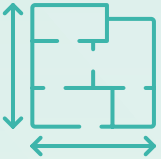
Operating Industrial Estates / Zones and others in pipeline

^{/3} (15 in Thailand and 2 in Vietnam)



The newest project located in EEC “WHA Eastern Seaboard Industrial Estate 5” spanning over

6,490 rai



2 Developed Industrial Zones in Vietnam totaling

4,241 rai

from WHA Industrial Zone 1 – Nghe An, and WHA Smart Technology Industrial Zone 1 – Thanh Hoa



Utilities & Power Business



INTEGRATED INDUSTRIAL UTILITIES & POWER PROVIDER WITH SUSTAINABLE BUSINESS GROWTH

Utilities & Power Business is operated through the Company's subsidiary, WHAUP, the provider of utilities in the WHAID Group's industrial estates/zones i.e. procurement and distribution of raw water, production and distribution of industrial water, value-added water, and providing industrial wastewater treatment services. WHAUP also invests in the power sector through its own operations and joint ventures with leading domestic and international partners who possess specialized industry expertise. Our power plants include both Conventional Fuel and Renewable Energy power plants.



160 million m³
Water Sales & Management Volume



16% YoY
sales growth in Value-added Water



Total installed power capacity of approximately
1,026 MWeq



498 MWeq
secured PPAs for renewable energy



220 GWh
for Solar Energy Dispatch



Digital Business



DIGITAL SOLUTION PROVIDER STRENGTHENING WHA GROUP AND LEADING DIGITAL TRANSFORMATION

Digital Business is a digital solution provider operating through the Company’s subsidiary, WHA Digital Company Limited who also leads digital transformation. The aim is to become a tech company by restructuring of its organization, new strategies, upskilled human capital, innovative corporate culture, and business process improvement to gain competitive advantages and to thrive in the digital era. It also incorporates various technologies to improve its capabilities in reaching out to customers, as well as creating new value-added products to enhance customer satisfaction.



Became a Technology-Driven Organization in 2025



Mobilix Software Solution for managing EVs and batteries to support “Mobility Business”



Application “WHAApp” to enhance communication between customers and the WHA team with new feature “CO₂ZERO”



12 AI Transformation Projects



WHA hosts the “WHA Hackathon 2025: Rise of AI Heroes” to accelerate innovation and advanced tech capabilities



Mobility Business

MOBILIX⁺




THE FIRST FULLY INTEGRATED GREEN LOGISTICS SOLUTION IN THAILAND UNDER THE MOBILIX BRAND (BUILT-TO-SUIT EV ECOSYSTEM)

Operated through Mobilix Company Limited, the Company provides Thailand’s first fully integrated green logistics solutions provider under the Mobilix brand. The platform comprises three core services 1. EV Rental Service-a comprehensive electric vehicle leasing solution 2. On-Premise & Public EV Charging Solutions-provision of EV charging stations, including charging equipment and related infrastructure and 3. Mobilix Software Solution-an intelligent digital platform for the management of electric vehicles and battery systems.



EV Ecosystem driving toward the **Net Zero** target by 2050



387 accumulated Leased Vehicles



53 Accumulated Chargers¹
¹Including both installed and installing chargers



3,080 Ton CO₂e / Year
GHG Emission Reduction

WHA 100+ STRATEGIC LOCATIONS IN THAILAND AND VIETNAM

WHA Group is a key player in the development of the Eastern Economic Corridor (EEC).

1 WHA Logistics

Built-to-Suit Stand Alone Projects

1. WHA - DKSH Consumer Goods Bangna-Trad km.20
2. WHA - DKSH Healthcare Distribution Center
3. WHA - DKSH Consumer Goods Bangpa-in
4. WHA - DKSH Rama III
5. WHA - DKSH Rama III (New Built-to-Suit)
6. WHA - DKSH Consumer Goods Bangna-Trad km.19
7. WHA - Kao Distribution Center
8. WHA - DSGT Distribution Center Saraburi
9. WHA - DSGT Factory
10. WHA - Hitachi Saraburi
11. WHA - Roehling
12. WHA - DTS Draexlmaier Automotive Systems
13. WHA - Signode
14. WHA - WHA GC Logistics
15. WHA - Magnum ICC
16. WHA - Xiang Wang Indonesia
17. WHA - Maersk Distribution Center Ladkrabang
18. WHA - Uniqlo Roadside Store Ladkrabang

Logistics Center Projects

19. WHA Mega Logistics Center Bangna-Trad km.18
20. WHA Mega Logistics Center Bangna-Trad km.19
21. WHA Mega Logistics Center Bangna-Trad km.23 Project 1
22. WHA Mega Logistics Center Bangna-Trad km.23 Project 2
23. WHA Mega Logistics Center Bangna-Trad km.23 Project 3
24. WHA Daiwa Mega Logistics Center Bangna-Trad km.23 (Inbound)
25. WHA Mega Logistics Center Wangnoi 61
26. WHA Mega Logistics Center Wangnoi 62
27. WHA Mega Logistics Center Panthong Chonburi
28. WHA Mega Logistics Center Ladkrabang
29. WHA Mega Logistics Center Chonlaharpichit km.3 Project 1
30. WHA Mega Logistics Center Chonlaharpichit km.3 Project 2
31. WHA Mega Logistics Center Chonlaharpichit km.4 Project 1
32. WHA Mega Logistics Center Chonlaharpichit km.5
33. WHA Mega Logistics Center Leamchabang Project 1
34. WHA Mega Logistics Center Leamchabang Project 2
35. WHA Mega Logistics Center Saraburi
36. WHA Mega Logistics Center Rama II km.35
37. WHA E-commerce Park Bangna-Trad km.37
38. WHA Mega Logistics Center Theparak km.21
39. WHA Mega Logistics Center Chonlaharpichit km.4 Project 2
40. DPL Vietnam Minh Quang
41. WHA Central Mega Logistics Center Wangnoi 63
42. WHA Mega Logistics Center Lum Luk Ka
43. WHA Manufacturing Park 331

2 WHA Industrial Development

- A. WHA Chonburi Industrial Estate 1 (WHA CIE 1)
- B. WHA Chonburi Industrial Estate 2 (WHA CIE 2)
- C. Eastern Seaboard Industrial Estate (Rayong) (ESIE)
- D. WHA Eastern Seaboard Industrial Estate 1 (WHA ESIE 1)
- E. WHA Eastern Seaboard Industrial Estate 2 (WHA ESIE 2)
- F. WHA Eastern Seaboard Industrial Estate 2.1 (WHA ESIE 2.1)
- G. WHA Eastern Seaboard Industrial Estate 3 (WHA ESIE 3)
- H. WHA Eastern Seaboard Industrial Estate 3.1 (WHA ESIE 3.1)
- I. WHA Eastern Seaboard Industrial Estate 4 (WHA ESIE 4)
- J. WHA Eastern Seaboard Industrial Estate 5 (WHA ESIE 5)
- K. WHA Eastern Industrial Estate (Map Ta Phut) (WHA EIE)
- L. WHA Rayong Industrial Land (WHA RIL)
- M. WHA Rayong 36 Industrial Estate (WHA Rayong 36)
- N. WHA Industrial Estate Rayong (WHA IER)
- O. WHA Saraburi Industrial Land (WHA SIL)
- P. WHA Industrial Zone 1 - Nghe An, Vietnam
- Q. WHA Smart Technology Industrial Zone 1 - Than Hoa, Vietnam
- R. WHA Smart Technology Industrial Zone 2 - Than Hoa, Vietnam
- S. WHA Smart Technology Industrial Zone - Danang, Vietnam

Logistics Park Projects

44. WHA Logistics Park 1
45. WHA Logistics Park 2
46. WHA Logistics Park 3
47. WHA Logistics Park 4

Built-to-Suit in Logistics Center Projects

- 20.1 WHA - Quanqi Electronic Technology (Thailand) Company Limited
- 20.2 WHA - ETIX ITEL Bangkok Company Limited
- 20.3 WHA - Lord (Thailand) Limited
- 20.4 WHA - Minor Supply Chain Solutions Limited
- 21.1 WHA - Coffee Concepts Retail Company Limited
- 22.1 WHA - Chanintr Living Limited
- 22.2 WHA - DKSH (Thailand) Limited
- 22.3 WHA - Artisan Kitchen Company Limited
- 22.4 WHA - Volvo Car (Thailand) Limited
- 22.5 WHA - Scommerce (Thailand) Company Limited
- 22.6 WHA - Charming World International Company Limited
- 23.1 WHA - SPX Express (Thailand) Company Limited
- 24.1 WHA - Dynapac Road Equipment (Thailand) Company Limited
- 25.1 WHA - Maersk Logistics & Services (Thailand) Company Limited
- 28.1 WHA - Honda Logistics Asia Company Limited
- 29.1 WHA - Bridge Data Center Company Limited
- 29.2 WHA - Crown Worldwide Limited
- 30.1 WHA - Maersk Logistics & Services (Thailand) Company Limited
- 30.2 WHA - McThai Company Limited
- 30.3 WHA - Central Restaurant Group Company Limited
- 31.1 WHA - Thai Pigeon Company Limited
- 32.1 WHA - Sino-Pacific Trading (Thailand) Company Limited
- 34.1 WHA - Thai Samsung Electronics Company Limited
- 35.1 WHA - DSG International (Thailand) Public Company Limited
- 36.1 WHA - Central Food Retail Company Limited
- 37.1 WHA - Built-to-Suit E-Commerce Smart Hub
- 38.1 WHA - Lazada Express Company Limited
- 38.2 WHA - Perfect Companion Group Company Limited
- 38.3 WHA - YCH (Thailand) Company Limited
- 38.4 WHA - Hankyu Hanshin Express (Thailand) Company Limited
- 38.5 WHA - Webasto Japan Company Limited
- 39.1 WHA - WHA GC Logistics Company Limited
- 41.1 WHA - CRC Thai Watsadu Limited
- 42.1 WHA - Logisteed (Thailand) Limited
- 42.2 WHA - Logisteed Transport (Thailand) Limited

Office Solutions

1. WHA Tower
2. WHA Bangna Business Complex
3. SJ Infinite I
4. @Premium
5. Quant
6. Qube
7. Thonglor
8. MSK Medical Center

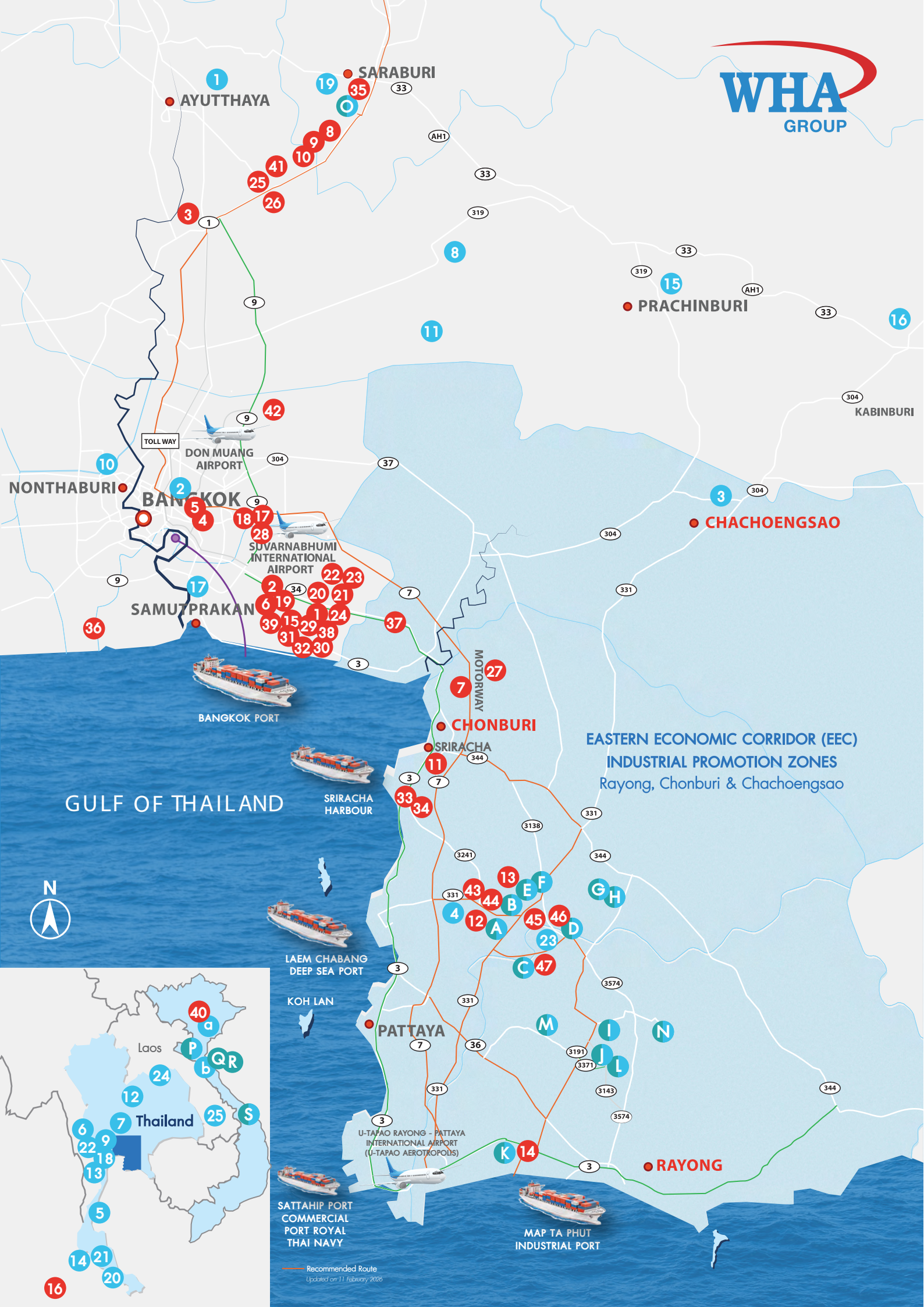
3 WHA Utilities & Power

WHAUP's water and wastewater treatment plants are positioned in all WHA's Industrial Estates and projects in Vietnam

- a. Ha Noi
- b. Nghe An

WHAUP's power projects are located in the following provinces:

1. Ayudhya
2. Bangkok
3. Chachoengsao
4. Chonburi
5. Chumphon
6. Kancharaburi
7. Lopburi
8. Nakhon Nayok
9. Nakhon Pathom
10. Nonthaburi
11. Pathum Thani
12. Phetchabun
13. Petchaburi
14. Phuket
15. Prachinburi
16. Sa Kaeo
17. Samut Prakarn
18. Samut Sakhon
19. Saraburi
20. Songkhla
21. Suratthani
22. Ratchaburi
23. Rayong
24. Udonthani
25. Attapeu, Laos



Recommended Route
 Updated on 11 February 2026

As of February 6, 2026



Company Name WHA

• WHA	WHA Corporation Public Company Limited
• WHAVH	WHA Venture Holding Company Limited
• WAA	Warehouse Asia Alliance Company Limited
• ALL	WHA Alliance Company Limited
• WHA KW	WHA KW Alliance Company Limited
• WHAHK	WHA Corporation (Hong Kong) Company Limited
• WHAINDO	PT. WHA International Indonesia
• WHA-KPN	WHA KPN ALLIANCE Company Limited
• CENTRAL WHA	CENTRAL-WHA ALLIANCE Company Limited
• WHA-Daiwa	WHA Daiwa Logistics Property Company Limited
• WHA KW 2	WHA KW 2 Company Limited
• WHA KW 3	WHA KW 3 Company Limited
• WHA KW 4	WHA KW 4 Company Limited
• WHA KW TTA	WHA KW TTA Company Limited
• MBLX	Mobilix Company Limited
• WHARM	WHA Real Estate Management Company Limited
• WHART	WHA Premium Growth Freehold and Leasehold REIT
• WHABT	WHA Business Complex Freehold and Leasehold REIT
• WGCL	WHA GC Logistics Company Limited
• PLGT	PL Global Transport Company Limited
• DWLP Minh Quang	DH WHA Logistics Property Minh Quang Vietnam Company Limited
• GCLS Vietnam	GC Logistic Solutions (Vietnam) Company Limited
• MUNGMEE	Mungmee Ecommerce Company Limited
• MERCULAR	Mercular Enterprise Pte. Ltd.
• WHAFE	WHA Future Energy Company Limited

Company Name WHA DIGITAL

• WHA DIGITAL	WHA Digital Company Limited
• WHA DIGITAL VENTURE	WHA Digital Venture Company Limited

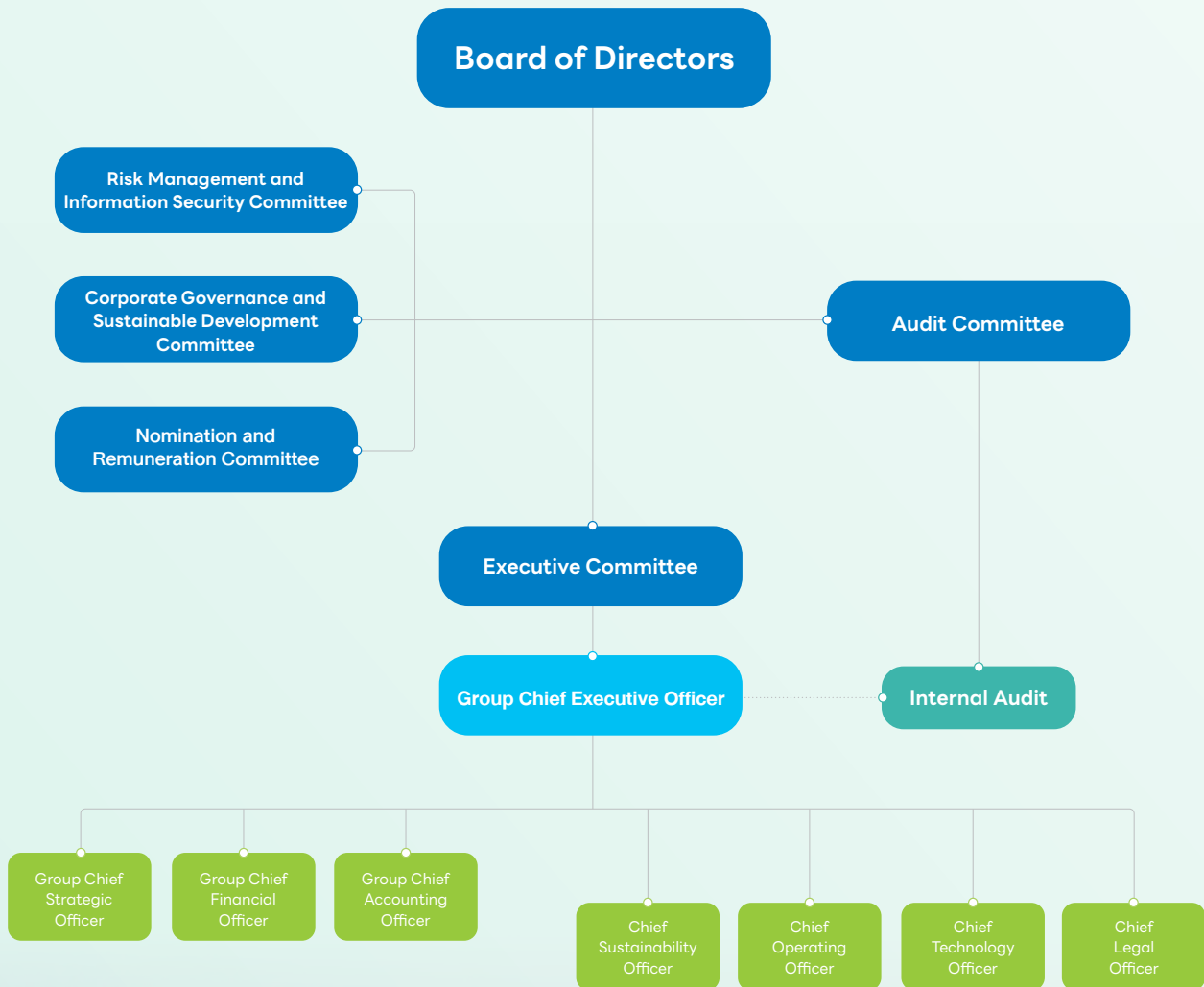
Company Name WHAID

• WHAID	WHA Industrial Development Public Company Limited
• WHA EIE	WHA Eastern Industrial Estate Company Limited
• ESIE	Eastern Seaboard Industrial Estate (Rayong) Company Limited
• WHA ESIE	WHA Eastern Seaboard Industrial Estate Company Limited
• WHA SIL	WHA Saraburi Industrial Land Company Limited
• WHA RIL	WHA Rayong Industrial Land Company Limited
• WHA RY36	WHA Rayong 36 Company Limited
• WHA ESIE4	WHA Eastern Seaboard Industrial Estate 4 Company Limited
• WHA EPS	WHA Eastern Pipeline Services Company Limited
• WHA IDE	WHA Industrial Development Engineering Company Limited
• WHA IB	WHA Industrial Building Company Limited
• THE PARK	The Park Residence Company Limited
• EPM	Eastern Seaboard Property and Marina Services Company Limited
• WHA IDIBVI	WHA Industrial Development International (BVI) Company Limited
• WHA IDI	WHA Industrial Development International Company Limited
• WHA IDISG	WHA Industrial Development International (SG) Pte. Ltd.
• WHA IDSG	WHA Industrial Development (SG) Pte. Ltd.
• WHA IDSG2	WHA Industrial Development 2 (SG) Pte. Ltd.
• WHA IZNA	WHA Industrial Zone Nghe An Joint Stock Company
• WHA IZTH	WHA Industrial Zone Thanh Hoa Joint Stock Company
• WHA IMSV	WHA Industrial Management Services Vietnam Company Limited
• WHA IRM	WHA Industrial REIT Management Company Limited
• HPF	Hemaraj Industrial Property and Leasehold Fund
• WHAIR	WHA Industrial Leasehold Real Estate Investment Trust
• WHA IER	WHA Industrial Estate Rayong Company Limited
• WHA TUS	WHA TUS Company Limited
• BIG WHA	BIG WHA Industrial Gas Company Limited
• WHGT SANYA	Wei Hua Guo Tai (Sanya) Business Consulting Company Limited
• WHA CN	WHA Connect Company Limited
• EFT	Eastern Fluid Transport Company Limited

Company Name WHAUP	
• WHAUP	WHA Utilities and Power Public Company Limited
• WHAWT	WHA Water Company Limited
• WHAUP AIE	WHAUP Asia Reclamation Water Company Limited
• WUPIN	WHAUP International Company Limited
• WUPS1	WHAUP (SG) 1 Pte. Ltd.
• WUPS2	WHAUP (SG) 2 Pte. Ltd.
• WUPS3	WHAUP (SG) 3 Pte. Ltd.
• WUPS4	WHAUP (SG) 4 Pte. Ltd.
• WUPS5	WHAUP (SG) 5 Pte. Ltd.
• WUPSD	WHAUP (SG) 2DR Pte. Ltd.
• SDWTP	Duong River Surface WaterPlant Joint Stock Company
• CUA LO	Cua Lo Water Supply Joint Stock Company
• WUPNA	WHAUP Nghe An Joint Stock Company
• WHASL VN	WHA Solar Vietnam Company Limited
• WHAEG	WHA Energy Company Limited
• WHASL	WHA Solar Company Limited
• WHAET	WHA Energy 2 Company Limited
• BPWHA1	B.Grimm Power (WHA) 1 Limited
• ESCE	Eastern Seaboard Clean Energy Company Limited
• CCE	Chonburi Clean Energy Company Limited
• Gheco-I	Gheco-One Company Limited
• GIPP	Glow IPP Company Limited
• HHTC	Houay Ho Thai Company Limited
• HHPC	Houay Ho Power Company Limited
• WHA NGD	WHA NGD Company Limited
• WHA NGD2	WHA Eastern Seaboard NGD2 Company Limited
• WHA NGD4	WHA Eastern Seaboard NGD4 Company Limited
• Gulf Solar	Gulf Solar Company Limited
• Gulf Solar BV	Gulf Solar BV Company Limited
• Gulf Solar TS1	Gulf Solar TS1 Company Limited
• Gulf Solar TS2	Gulf Solar TS2 Company Limited
• Gulf Solar KKS	Gulf Solar KKS Company Limited
• Gulf TS1	Gulf TS1 Company Limited
• Gulf TS2	Gulf TS2 Company Limited
• Gulf TS3	Gulf TS3 Company Limited
• Gulf TS4	Gulf TS4 Company Limited
• Gulf VTP	Gulf VTP Company Limited
• Gulf NLL 2	Gulf NLL2 Company Limited
• Gulf JP NLL	Gulf JP NLL Company Limited
• Gulf MP WHA1	Gulf MP WHA1 Company Limited
• WHA Gunkul 1	WHA Gunkul Green Solar Roof 1 Company Limited
• WHA Gunkul 3	WHA Gunkul Green Solar Roof 3 Company Limited
• WHA Gunkul 6	WHA Gunkul Green Solar Roof 6 Company Limited
• WHA Gunkul 17	WHA Gunkul Green Solar Roof 17 Company Limited
• STL1	Stella Power 1 Company Limited
• STL2	Stella Power 2 Company Limited
• RENEX	RENEX Technology Company Limited
• WHADS	WHA Daiwa Solar Company Limited

Organization Structure

As of December 31, 2025, the Company's Organization Structure is as follows:



WHA GROUP Value Chain

Logistics Business



Upstream Level

- Land acquisition and related resource procurement
- Logistics facilities development
- Product and service development

Business Transactions

- Real estate rental/leasing and sales
- Leasing of Built-to-suit warehouse, general warehouse and factories
- Asset management

Downstream Level

- Operation and maintenance
- Post-sales customer services
- Stakeholder relationship management

Industrial Estate Development Business (including ready-built factories and warehouses for lease and other services)



Upstream Level

- Land acquisition and related resource procurement
- Industrial estate land and infrastructure development
- Product and service development

Business Transactions

- Land sales for industry business operations
- Leasing of ready-built warehouses and factories
- Asset management
- Leasing of fiber to the x optical cable (FTTx)

Downstream Level

- Operation and maintenance
- Post-sales customer services
- Stakeholder relationship management

Utilities and Power Business



Upstream Level

- Raw water procurement
- Solar panels and equipment sourcing
- Fuel & gas sourcing
- Construction of industrial water treatment and wastewater treatment plants
- Solar rooftop installation

Business Transactions

- Production and distribution of industrial water and value-added water products
- Wastewater treatment
- Electricity production
- Natural gas distribution

Downstream Level

- Operation and maintenance
- Post-sales customer services
- Stakeholder relationship management

Digital Business



Upstream Level

- Digital platform and service development

Business Transactions

- Platform service provision

Downstream Level

- Operation and maintenance
- Post-sales customer services
- Stakeholder relationship management

Mobility Business



Upstream Level

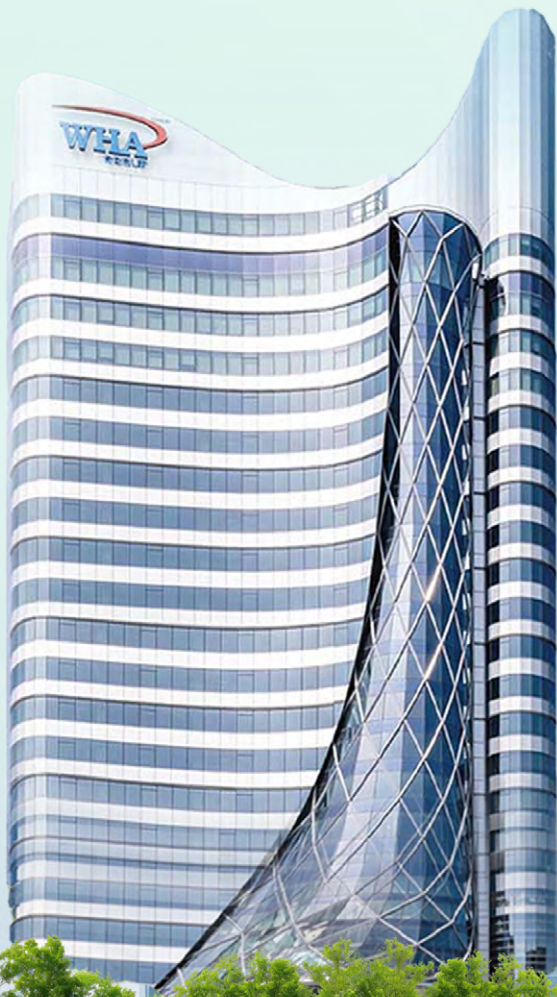
- Vehicle sourcing and procurement
- Charging facilities sourcing
- Construction of electric vehicle (EV) charging stations

Business Transactions

- Vehicle leasing
- Electricity sales via charging facilities
- Platform service provision

Downstream Level

- Operation and maintenance
- Post-sales customer services
- Stakeholder relationship management



Sustainability at WHA GROUP



WHA Group is committed to operating our businesses under the mission “WHA: WE SHAPE THE FUTURE” and to playing a pivotal role in driving sustainable growth for the Thai economy through its robust, fully integrated ecosystem built on five business hubs: logistics, industrial development, utilities and power, digital solutions and mobility. We aim to create career and income opportunities, improve quality of life, and support human development across society. To reinforce this commitment, the Group has articulated our sustainability vision: **“Be a leading force in shaping Thailand’s sustainable future, creating immediate impact and long-term value for all stakeholders through the integration of environmental stewardship, social empowerment, and responsible governance across all aspects of operations.”**

In alignment with this vision, WHA Group has established the new five-year Sustainability Strategic Directions for 2026 - 2030 that leveraging the strengths of our integrated ecosystem across five core businesses to comprehensively address environmental, social, and governance (ESG) priorities, while also positioning the Group as a leader in the green economy and an enabler of a sustainable Thailand. WHA Group integrates the United Nations Sustainable Development Goals (SDGs) into our Sustainability Strategy Directions, ensuring that our strategic directions and

targets support environmental stewardship, social responsibility, and good governance across our business and investment decisions.

- 1. Environmental Stewardship:** Commit to reducing our environmental footprint and accelerate Thailand’s transition to a low-carbon, circular economy with a focus on both climate mitigation and adaptation through 5 approaches which are Decarbonization Solutions, Green Construction, Water Conservation, Circular Economy and Waste Management and Nature and Biodiversity
- 2. Social Empowerment:** Uplift communities and ensure a safe, inclusive, and engaging environment for employees, partners, and customers.
- 3. Responsible Governance and Innovation:** Uphold ethical business conduct and transparency, ensuring long-term resilience and stakeholder trust.
- 4. Leadership for Green Economy:** Create new green and future-proof business models that generate long-term value for people, planet, and performance.
- 5. Enablers for Sustainable Thailand:** Play a catalytic role in Thailand’s transition to a New Economy with digitalization, decarbonization, decentralization, and circularity.

Our sustainability framework emphasizes on shared prosperity by fostering employment opportunities, income generation, and improved quality of life for communities and society, while enabling businesses within our ecosystem to operate more efficiently and sustainably in line with our strategic direction as “The Ultimate Solution for Sustainable Growth.” In addition, recognizing that our investments may involve environmental, social, and governance risks, sustainability considerations are increasingly material to long-term business resilience and value creation. WHA Group therefore integrates sustainability considerations from the early stages

of the investment planning process across each business group. These considerations also inform the development of the Group’s five-year Sustainability Strategic Directions, guiding business priorities and supporting investment decisions that create long-term value for both the organization and our stakeholders.

Under five-year Sustainability Strategic Directions, WHA Group set both short-to-medium term targets and long-term targets for each Sustainability Strategic Directions and define various strategic initiatives to drive the group-wide operations towards such targets.



Sustainability Vision

“Be a leading force in shaping Thailand’s sustainable future, creating immediate impact and long-term value for all stakeholders through the integration of environmental stewardship, social empowerment, and responsible governance across all aspects of operations.”

Sustainability Strategy



Environmental Stewardship



Key Targets



- Reduce absolute GHG emission reduction target of Scope 1&2 by 42% by 2030 from the base year 2021
- Net Zero by 2050
- Reduce the usage of water from natural sources by 25 million m³ by 2030
- 70% recirculated water in 2030 and 100% recirculated water in 2050
- ≥ 50% of procurement from low-carbon material and green labels certified by relevant institution by 2030
- Zero Waste to Landfill and incineration without energy recovery by 2029
- No Net Loss of biodiversity within a manageable scope by 2030
- Net Positive Impact on biodiversity by 2050

Sustainability Development Goals (SDGs)

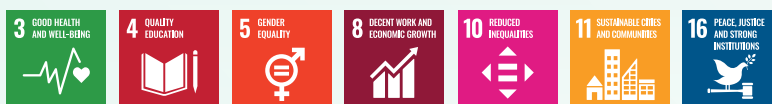


Social Empowerment



- HCROI > 12 times
- Employee Engagement Score >75%
- Average training hours > 40 hours/person/year (Sustainability-related topics > 4 hours/person/year)
- 0 Human Rights Violation
- 0 TRIFR by 2029
- 100% community engagement score by 2027

Sustainability Development Goals (SDGs)



Sustainability Strategy



Responsible Governance and Innovation



Leadership for Green Economy



Enablers for Sustainable Thailand



Key Targets



- 0 case involving violations of Code of Conduct or corruption
- 100% of executives and employees in Thailand and Vietnam are trained on risk management by 2026
- ≥89% customer satisfaction score in 2026
- 100% New and Current Suppliers are assessed and evaluated ESG performance
- Zero cybersecurity incident case
- 0 customer and employee's data breach case and complaints regarding personal data transmission
- 3.5% of net profit allocated for R&D Investment in 2026

Sustainability Development Goals (SDGs)



- 1,222 MW renewable energy secured PPAs in 2030
- 24.25 million cubic meters of reclamation water sales in 2030
- 10,000 Leased EVs in 2030
- 5Y CAPEX (2026 – 2030) in sustainable business of >38%
- 1,500 million Baht of revenue generated from Sustainable Business in 2026

Sustainability Development Goals (SDGs)



Green Mobility : 10,000 Leased EVs target to

- Increase EV adoption rate in Thailand
- Reduce GHG emission
- Reduce % of Thailand's logistics cost to GDP

Water Security : 24.25 million m3 reclamation water sales target to

- Reduce natural water resource extraction
- Reduce wastewater discharge
- Reduce government budget in water storage development

Renewable Energy : 1,222 MW of Renewable Energy target to

- Reduce electricity cost of customers
- Increase Thailand's renewable energy capacity
- Reduce GHG emission

Sustainability Development Goals (SDGs)



2025 Sustainability Performance Highlight

Throughout 2025, WHA Group strengthens our performance across environmental, social, and governance (ESG) dimensions, integrating sustainability into core business strategies and operations. These highlights demonstrate our commitment to creating long-term value for stakeholders while driving responsible growth in line with our mission, "WHA: WESHAPe THE FUTURE".

Environment

78,500 tCO₂e Emission Reduction

9.5 million m³ Natural Water Source Extraction Reduction

498 MW (secured PPA) Generated from Renewable Energy Business

2.64 Million KWh Electricity Generated from Solar on Own Operations

387 EVs Leased from Mobilix Business

42 EVs Adopted in Own Operations

30,800 trees (129 rai) Forestation

203 tons Construction Waste Reduction Through CE Projects

108 tons Customers' Waste Reduction Through WeCYCLE

35,000 tons Green Construction (Low-Carbon Materials)

Social

213,400 people benefited from our CSR PROGRAMS

99% Community Engagement Score

12.7 times HCROI

>2.4 million Baht income generated from WHA PAN GAN

0 case of Human Rights Violations

78% Employee Engagement Score

0 case of Work-Related Fatalities

Governance

5-STAR "EXCELLENT CGR RATING"

100% of Employees Passed Risk Management & Code of Conduct Training

100% of new and current suppliers conducted ESG Performance Evaluation

>3.5% of Net Profit Invested in Research and Development

0 case of Customer and Employee's Data Breach

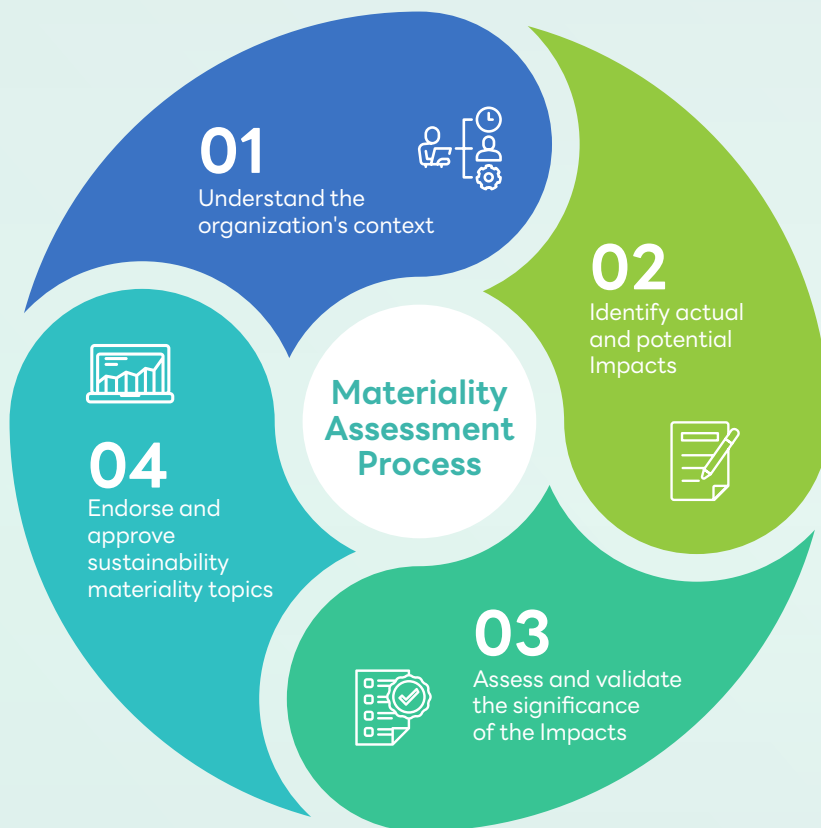


2025 Sustainability Materiality Topics

WHA Group conducts annual assessments and identification of sustainability materiality topics to ensure that the issues presented in the report align with the organization's operations, stakeholder expectations, and the current economic, social, and environmental context. This process adheres to the Double Materiality Principle, considering both 1) Impact Materiality, the positive and negative impacts of the Group's business activities on society and the environment after implementing mitigation measures and 2) Financial Materiality, the influence of sustainability-related risks and opportunities on the organization's performance and financial position, in accordance with Global Reporting Initiative (GRI) Standards (2021).



The materiality assessment results are used to develop corporate strategies and integrate into the Group's risk management process to ensure that WHA Group is well prepared to address sustainability-related risks and opportunities. The board-level Corporate Governance and Sustainability Development Committee is responsible for reviewing, prioritizing, and approving the material sustainability topics.



Materiality Assessment Process

1. Understand the Organization's Context

WHA Group analyzes our operating context by reviewing global and industry-specific sustainability trends, regulatory developments, sustainability topics disclosed by industry peers, as well as insights from internationally recognized research and frameworks. The analysis considers both short-term and long-term factors relevant to the Group's five core business units.

Based on this review, WHA Group identifies a short-list of 16 materiality topics across the Environmental, Social, and Governance dimensions. These topics are selected based on their actual or potential impacts on the environment, society, stakeholders, and the Group's operations, forming the basis for further assessment.

2. Identify Actual and Potential Impacts

WHA Group identifies actual and potential impacts throughout the value chain through stakeholder engagement via interview session and online survey conducted on the short-listed sustainability materiality topics. Input is gathered from both internal stakeholders, including employees and executives from each business unit, and external stakeholders, including suppliers, communities, business partners, regulators, and financial institutions. Each topic is assessed under the Double Materiality Principle through two dimensions:

- **Impact Materiality (Impact to Society and Environment):** Environmental and social impacts, including human rights and stakeholder impacts arising from WHA Group's operations and its value chain.
- **Financial Materiality (Impact to Business):** The effect of sustainability topics on the organization's financial performance and value creation.

Both dimensions are evaluated based on severity of impact and likelihood of occurrence, taking into account the scale of impact and the Group's ability to manage or mitigate related risks.

3. Assess and Validate the Significance of the Impacts

WHA Group conducts internal workshops with executives and relevant personnel from our five core business units to review, discuss, and validate the materiality assessment results. The process is further supported by consultations with sustainability experts in the real estate sector to ensure that the identified topics appropriately reflect key sustainability priorities and industry developments. The outcomes are consolidated into a materiality matrix, where sustainability materiality topics are prioritized based on their impacts on society and the environment, as well as their significance to the business, taking into account existing mitigation measures in place to manage each topic. Based on the combined significance from both perspectives, sustainability topics are classified into three levels: high material topics, medium material topics, and other significant topics. All sustainability materiality topics and the assessment results are then presented to management and board-level committee for review.

4. Endorse and Approve Sustainability Materiality Topics

The prioritized sustainability topics are first reviewed and endorsed by the Executive Committee before being submitted to the Corporate Governance and Sustainable Development Committee, a committee under WHA Group's Board of Directors for final review and approval. The approved sustainability materiality topics guide WHA Group's sustainability strategy for 2025 and are integrated into the Enterprise Risk Management (ERM) process. These topics also form the foundation for disclosures in the 2025 Sustainability Report.

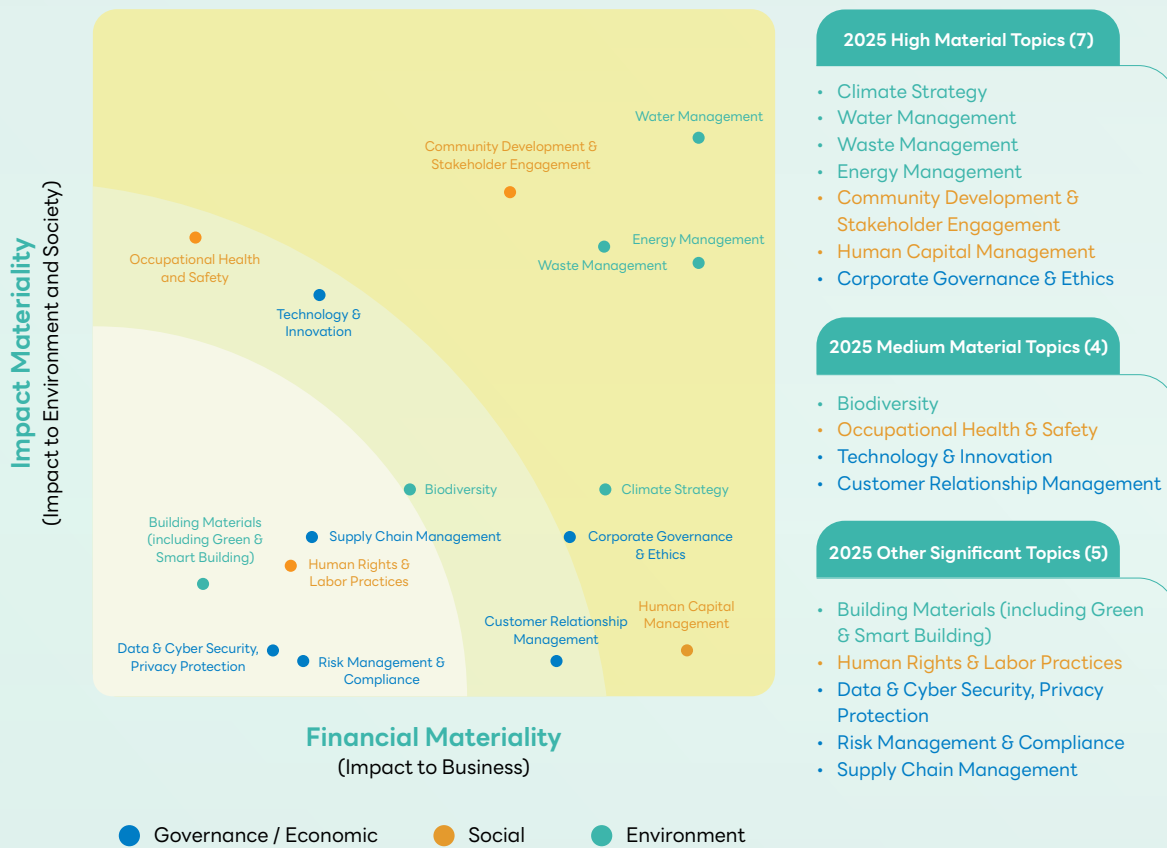


Materiality Topics

Based on the above materiality assessment process, WHA Group has fully aligned with the GRI Standards and the Double Materiality Assessment Principle. In 2025 materiality assessment, we identified 16 material topics, comprising 7 High Material Topics, 4 Medium Material Topics and 5 Other Significant Topics, compared with 17 topics in 2024. This change reflects the consolidation of Human Capital Development and Human Resources Management into Human Capital Management, the exclusion of Air Emissions from the 2025 short list, and the introduction of Building Materials (including Green and Smart Buildings)










as a new topic. We also renamed Community Development to Community Development & Stakeholder Engagement, Data & Cyber Security to Data & Cyber Security, Privacy Protection, and Human Rights to Human Rights & Labor Practices for clarification of our scope and management approach. The 2025 assessment result showed that Human Capital Management was elevated to High Material Topics, while Biodiversity was elevated to Medium Material Topics, and Technology & Innovation and Occupational Health & Safety were reclassified as Medium Material Topics due to stakeholder engagement results and changes in the operational contexts and sustainability trends.

The material topics and their respective impacts from the Double Materiality assessment are summarized in the table below.



Material Topics Management

Report Dimension	High Material Topics	Key Stakeholders		Positive (+) and Negative (-) Impacts	Contributions to SDGs	GRI	Page
		Internal	External				
 <p>Governance / Economic</p>	Corporate Governance and Ethics	Employee	<ul style="list-style-type: none"> Shareholder / Investor Customer Supplier Government / Regulator Financial Institution / Creditor Business Partner 	<p>Impacts on Environment/ Society: Effective, transparent, and accountable governance practices, together with the promotion of ethics and anti-corruption through employee training, help protecting stakeholders from unethical conduct, corruption and unfair business practices (+)</p> <p>Impacts on Business: Integration of ESG principles into operations and sustainability practices strengthens effective and sustainable corporate governance which builds stakeholder trust (+)</p>	 	<p>GRI 205: Anti-corruption</p> <p>GRI 206: Anti-competitive Behavior</p>	56-65
 <p>Social</p>	Community Development and Stakeholder Engagement	Employee	<ul style="list-style-type: none"> Shareholder / Investor Customer Supplier Government / Regulator Community Financial Institution / Creditor Business Partner 	<p>Impacts on Environment/ Society: Community engagement support local needs, contribute to education, skills development, and employment opportunities, and improve local economic development and quality of life (+)</p> <p>Impacts on Business: Failure to build and maintain strong community relationships may lead to reputational risks, community opposition, operational disruptions, and loss of social license to operate (-)</p>	    	<p>GRI 201: Economic Performance</p> <p>GRI 413: Local Communities</p>	171-192
	Human Capital Management	Employee	<ul style="list-style-type: none"> Shareholder / Investor 	<p>Impacts on Environment/ Society: Not Specified</p> <p>Impacts on Business: Attracting and retaining talent as well as training and reskilling employee supports operational performance, long-term competitiveness and strategic success of the company (+)</p>	   	<p>GRI 401: Employment</p> <p>GRI 404: Training and Education</p> <p>GRI 405: Diversity and Equal Opportunity</p> <p>GRI 406: Non-discrimination</p> <p>GRI 407: Freedom of Association and Collective Bargaining</p>	128-143

Report Dimension	High Material Topics	Key Stakeholders		Positive (+) and Negative (-) Impacts	Contributions to SDGs	GRI	Page
		Internal	External				
 Environment	Climate Strategy	Employee	<ul style="list-style-type: none"> Shareholder / Investor Customer Supplier Government / Regulator Community Financial Institution / Creditor Business Partner 	<p>Impacts on Environment/ Society: Implementation of net-zero targets, climate risk management strategies, and the expansion of low-carbon products and renewable energy help reduce GHG emissions, strengthen climate resilience, and mitigate climate change impacts on communities, environmental ecosystems, and society (+)</p> <p>Impacts on Business:</p> <ul style="list-style-type: none"> Climate strategy implementation, net-zero targets, and sustainable business portfolio expansion create long-term business opportunities and enhance market competitiveness (+) Failure to implement appropriate climate-related strategies and sustainability practices may expose the Group to regulatory risks, operational costs and potential disruptions. (-) 	   	GRI 201: Economic Performance GRI 305: Emissions	214-227
	Energy Management	Employee	<ul style="list-style-type: none"> Shareholder / Investor Customer Supplier Government / Regulator Community Financial Institution / Creditor Business Partner 	<p>Impacts on Environment/ Society: Provision of renewable and alternative energy solutions, energy efficiency measures, and EV infrastructure enables customers to access cleaner energy options, reduce greenhouse gas emissions, and improve environmental performance (+)</p> <p>Impacts on Business: Improved energy efficiency and the diversification of energy sources help reduce operational costs and environmental risks while creating new business opportunities revenue stream and potential (+)</p>	   	GRI 302: Energy	228-235

Report Dimension	High Material Topics	Key Stakeholders		Positive (+) and Negative (-) Impacts	Contributions to SDGs	GRI	Page
		Internal	External				
 Environment (continued)	Water Management	Employee	<ul style="list-style-type: none"> Shareholder / Investor Customer Supplier Government / Regulator Community Business Partner 	<p>Impacts on Environment/ Society:</p> <ul style="list-style-type: none"> Water reuse, wastewater treatment, and water restoration systems reduce natural water extraction and thus reduce environmental impacts (+) Improper water management may lead to water scarcity (-) <p>Impacts on Business: Effective water management reduces costs water shortage risk and prepares the company for future regulatory compliance (+)</p>	   	GRI 303: Water and Effluents	247-255
	Waste Management	Employee	<ul style="list-style-type: none"> Customer Supplier Government / Regulator Community Business Partner 	<p>Impacts on Environment/ Society:</p> <p>Proper waste management, circular economy practices, waste reduction and recycling initiatives, reduce environmental impacts and landfill waste (+)</p> <p>Impacts on Business: Efficient waste and water management technologies reduce operational costs and avoid regulatory cost and create potential new business opportunities (+)</p>	  	GRI 306: Waste	195-206

Stakeholder Engagement

Stakeholder Engagement

Guided by our mission “WHA: WE SHAPE THE FUTURE” and our aspiration to be “The Ultimate Solution for Sustainable Growth,” WHA Group values open and transparent engagement with all stakeholders as a foundation for long-term sustainability. Through stakeholder engagement, we understand the expectations and concerns of our stakeholder groups and respond through our five core businesses by delivering responsible products and services while continuously enhancing our operational performance to align with our commitments and evolving stakeholder expectations.

To support this approach, we have established a comprehensive stakeholder engagement framework covering all our operations and value chain. This process enables us to identify, prioritize, and manage stakeholder expectations and potential impacts on projects or operations, helping us mitigate negative environmental, social, quality of life and human rights impacts on stakeholders while enhancing positive outcomes, strengthening trust, and creating shared value across our value chain.

Stakeholder Engagement Policy

WHA Group is committed to meaningful stakeholder engagement as part of our sustainability practices, guided by our Stakeholder Engagement Policy and Practices. The policy outlines our approach to identifying affected a wide range of local stakeholders, including vulnerable groups, and incorporates engagement strategies that ensure inclusive dialogue with both internal and external stakeholders. It also provides accessible complaints and grievance mechanisms for communities. Scope of our Stakeholder Engagement Policy applies across our own operations and supply chain, reinforcing transparency, responsiveness, and long-term value creation in line with global sustainability expectations.

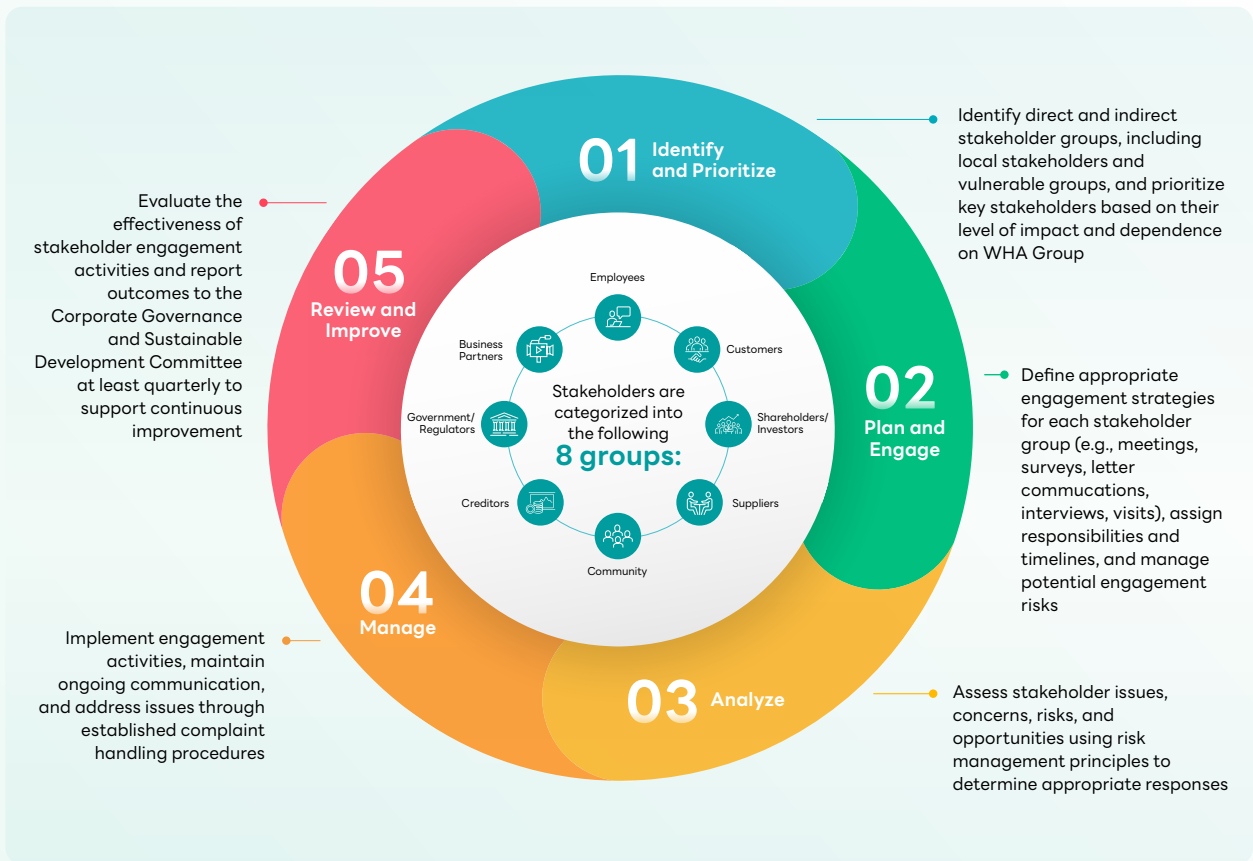


For more details, please refer to:
<https://www.wha-group.com/storage/downloads/corporate-governance/corporate-policy/20230817-wha-stakeholder-engagement-policy-en.pdf>

Stakeholder Management Approach

Managing stakeholders is crucial to reducing negative impacts and generating positive outcomes for both society and WHA Group’s business operations. Accordingly, WHA Group has established a stakeholder management framework across the organization in alignment with the AA1000 Stakeholder Engagement Standard (AA1000SES, 2015). This framework enables us to effectively manage stakeholder expectations, build strong relationships with all stakeholder groups through inclusive communication, and ensure comprehensive engagement across our business hubs and operations, supporting structured assessment and informed decision-making.

In 2025, WHA Group revisited our stakeholder identification approach in alignment with the revised stakeholder definition under the GRI Standards 2021. We analyzed and prioritized stakeholder groups to assess how each may influence or be affected by our projects or operations from multiple perspectives. As a result, we identified eight key stakeholder groups within our value chain that are considered equally important: employees, customers shareholders/investors, suppliers, community, financial institutions/creditors, government/regulator, and business partner.



To enhance our local stakeholder engagement practices, WHA Group conducts regular reviews of community perceptions through structured feedback mechanisms and engagement activities. We also hold monthly meetings of the Corporate Social Responsibility (CSR) Committee, comprising senior executives and working teams involved with community engagement, to review concerns, suggestions, and complaints from local stakeholders. Issues raised are recorded, assigned to responsible functions, and addressed through defined corrective or preventive actions with clear timelines. Progress is monitored and reported to the Committee to ensure resolution and continuous improvement. This systematic follow-up process enables proactive risk management and supports sustainable coexistence with surrounding communities.



Stakeholder insights, including key expectations, concerns, and feedback, are systematically integrated into our Materiality Assessment Process to identify material sustainability topics. The outcomes are translated into strategic actions and initiatives to strengthen our sustainability performance, ensuring alignment with stakeholder priorities and long-term shared value creation.

Grievance Mechanism

WHA Group has established a grievance mechanism accessible to both internal and external stakeholders to receive concerns, suggestions, and complaints. The Internal Audit Department investigates reported cases and reports the results to the Audit Committee and the Board of Directors on a quarterly basis. This mechanism supports concern identification, effective corrective actions, timely responses to stakeholder expectations, and transparent reporting to relevant external agencies such as the Industrial Estate Environmental Monitoring Committee.

Grievance and Whistleblowing Channel



Channels for Internal Stakeholders

The Company's website:

<https://www.wha-group.com/en/corporate-governance/whistleblowing-complaint-or-breach-case-channel>

Email:

- Chief Executive Officer:
ceo_office@wha-group.com or
- The Audit Committee:
auditcommittee@wha-group.com

Suggestion Box:

- To Internal Audit Department

Channels for External Stakeholders

The Company's website:

<https://www.wha-group.com/en/corporate-governance/whistleblowing-complaint-or-breach-case-channel>

Email:

- Chief Executive Officer:
ceo_office@wha-group.com or
- The Audit Committee:
auditcommittee@wha-group.com

Stakeholder Engagement Review Process

WHA Group has established a structured process below to review stakeholder engagement outcomes and ensure that stakeholder's input is systematically addressed and integrated into WHA Group's strategic planning and decision-making processes. This ensures that business operations are aligned with stakeholder needs, continuously improve and supports WHA Group's sustainable development.

- Gather stakeholder views, expectations, and concerns through WHA Group's engagement channels.
- Escalate stakeholder engagement outcomes to the heads of relevant departments and the Corporate Governance and Sustainable Development Committee for acknowledgement, review, and planning effective and appropriate response strategies to meet stakeholders' expectations and concerns.
- Report the evaluation of stakeholder engagement processes to management to support decision-making in developing future stakeholder engagement strategies
- Systematically analyze stakeholder insights, including key expectations, concerns, and feedback, and integrate them into our Materiality Assessment Process to identify material sustainability topics and implement appropriate actions to effectively drive our sustainability performance aligning with stakeholders' concerns and values

Results from Stakeholder Engagement 2025

Stakeholder	Engagement Approach	Stakeholder Expectation	Our Responses
 <p>Employee</p>	<ul style="list-style-type: none"> • Communication channels (email, supervisor, intranet etc.) • WHA Connect Magazine • Semi-annual Town Hall • Quarterly Executive Sharing • Annual employee satisfaction and engagement survey • Suggestion box • Grievances and Whistleblowing channel • Quarterly management meeting • Organizing Impact and Risk/Opportunity (IRO) workshops with BU representatives to gather feedback on material sustainability topics 	<ul style="list-style-type: none"> • Information sharing (e.g., WHA Group outlook, business trends, news and knowledge, etc.) • Training and career development program • Good working environment • Fair and comparable compensation, welfare, and benefits • Management of occupational health and safety • Business continuity plan • Progress in career path • Fair treatment without discrimination • Flexible working hours 	<ul style="list-style-type: none"> • Share the information on business trends, performance, strategy plan and business outlook • Provide training programs to enhance the skills of employees, including both general and specific skills, for both new and current employees • Communicate corporate values and core competency • Regularly review and improve employees' compensation and benefits • Provide adequate working resource and equipment as well as promote a safe and happy working environment • Update and communicate business continuity plan in a timely manner • Oversee the appointment of executive-level employees by the Nomination Remuneration and Compensation Committee (NRC) based on qualifications, skills, and abilities, without any restrictions or discrimination on gender, age, skin color, race, nationality, or cultural background • Improve efficiency and transparency of performance evaluation process • Manage material sustainability topics
 <p>Shareholder / investor</p>	<ul style="list-style-type: none"> • Annual general meeting • Annual Report, Form 56-1 One Report and Sustainability Report • Roadshow • Quarterly Analyst meeting • Business Outlook meeting • Investor site visit • Opportunity Day • Communication channels (e.g. telephone, email, website etc.) • Grievances and Whistleblowing channel 	<ul style="list-style-type: none"> • Business growth and good business performance with strong financial position • Good corporate governance and business transparency • Updates on business operation and management changes • Balancing business growth and measurable sustainability outcomes • Continuous business operation • Effective risk management in response to rapid changes in global climate conditions. • Equal treatment and practices among shareholders 	<ul style="list-style-type: none"> • Expand business and develop new business to create business growth and stay competitive in market • Frequently update business performance, outlook, to shareholders • Ensure good corporate governance • Enhance Enterprise Risk Management and Business Continuity Management (BCM) to identify and mitigate potential risks across all dimensions, while implementing short- and long-term strategies to address emergencies and emerging risks throughout the organization • Take part in Thai Private Sector Collective Action Against Corruption (CAC) • Continuously enhance our sustainability development covering all operations • Manage and meet the needs of stakeholders equally, without any discrimination • Manage material sustainability topics

Stakeholder	Engagement Approach	Stakeholder Expectation	Our Responses
 <p>Customer</p>	<ul style="list-style-type: none"> Marketing and customer relations activities such as roadshow, business events, webinar, Annual customer satisfaction survey Investor Clubs WHA Connect magazines Communication channels (i.e. telephone, email, key contact personnel, social media etc.) WHASApp Company visits, including virtual tours of industrial estates through a 360° virtual tour system Grievances and Whistleblowing channel 	<ul style="list-style-type: none"> Responsive to product and service queries Quality of after-sale services and customer relationship management Compliance with relevant/ applicable environmental laws Risk and crisis management plan for customers Water security Solving traffic and road safety issues Efficient energy management solutions to reduce cost (such as renewable energy services) Innovative and environmentally responsive products that address environmental challenges Avoiding environmental issues with neighboring communities Good corporate governance and business ethics 	<ul style="list-style-type: none"> Provide product and service information on website and other media Provide prompt response to customers' inquiry Establish effective customer relationship management and continuously improve customer relationship management from customer's comments / suggestions Strictly comply with related laws and regulations and apply international environmental management standards where possible to improve customer trust such as ISO 14001 standard Conduct risk and crisis assessment and implement appropriate mitigation actions Inform customers of relevant risks and crisis management plans and measures Leverage technology and innovation in environmental and renewable energy management to maximize resource efficiency Utilize technology to enhance customer experience and communication convenience Manage material sustainability topics
 <p>Supplier</p>	<ul style="list-style-type: none"> Supplier event Supplier site visit Communication channels (i.e. telephone, email, key contact personnel, social media etc.) Suppliers assessment and supplier audit Grievances and Whistleblowing channel 	<ul style="list-style-type: none"> Fair and transparency in procurement process Business opportunities and collaboration Compliance with WHA Group's standard On-time payment and following the contract agreement Environment, social and governance management Labor conditions (i.e. human rights) Workplace's occupational health & safety Supplier training and development programs 	<ul style="list-style-type: none"> Communicate WHA Group's procurement policy and procedure Conduct Suppliers Day to provide knowledge and training to suppliers Conduct supplier screening and assessment to ensure that it complies with the Supplier Code of Conduct and provide feedback/ corrective action plans to guide suppliers for improvement Follow the contract agreement Disclose information according to the agreed condition in the procurement policy and procedure Communicate concerns related to environment, social and governance criteria Evaluate and monitor supplier according to the criteria and give feedback to ensure their compliance Assessing human rights risks and ensuring compliance to prevent violations of labor rights or human rights issues Supporting the Building Social Impact Initiatives (BSI) task force to create a safe environment, access to health care, education, and protection for children and families living in construction worker camps Manage material sustainability topics

Stakeholder	Engagement Approach	Stakeholder Expectation	Our Responses
 <p>Government / regulator</p>	<ul style="list-style-type: none"> • Meeting on occasion/ various agenda • Participating in various projects organized by the government sector • Participating in various working committees of government agencies • Site visits • Communication channels (i.e. telephone, email and Line application) • Disclosures as required 	<ul style="list-style-type: none"> • Conducting business in compliance with laws and regulations • Management of impacts from business operations on stakeholders • Corporate governance and transparency • Conducting business with integrity, awareness, and implementation by all employees at all levels of the organization • Management of social and environmental impacts of the Company's operations • Serving as a role model organization for other organizations • Disclosure of company's necessary information and performance 	<ul style="list-style-type: none"> • Strictly comply with relevant laws and regulations • Managing the needs of stakeholders, including ensuring ethical business practices, to instill confidence in stakeholders • Ensure good corporate governance and implementation of business code of conduct • Manage risks and monitor key sustainability issues, while mitigate environmental and social impacts throughout the value chain • Disclose financial and sustainability performance transparently through various channels, such as timely submissions to government agencies and public disclosure • Manage material sustainability topics
 <p>Community</p>	<ul style="list-style-type: none"> • Public hearing and meeting • Community relation activities • Community engagement survey • Local community representatives • Site visits • Communication channels (i.e. telephone, email and Line application) • Grievances and Whistleblowing channel 	<ul style="list-style-type: none"> • Business operations' positive impacts on communities' well-being (e.g., traffic, safety, water shortage, air pollution, wastewater, waste, etc.) • Environmental management performance (e.g., water quality, water security) • Developing communities and supporting community activities (i.e. education promotion, health promotion, and community enterprise promotion) • Community engagement • Compliance with environmental law and relevant regulatory 	<ul style="list-style-type: none"> • Conduct regular community feedback survey to ensure feedback is acknowledged and well managed • Implement mitigating actions where business operation activities affect community's well-being (i.e. use of vehicle management system to improve traffic problem) • Involve surrounding communities in crisis management and emergency drill • Ensure compliance with environmental related laws and standard • Foster community partnerships to elevate quality of life through integrated initiatives, including academic-led skill development for youth and the workforce, healthcare and medical supply support, and the ongoing promotion of local economies and cultural conservation • Provide effective and prompt response to community complaints • Conduct community meeting to understand communities' concerns, needs and suggestions • Assign CSR Committee to address community-related issues, concerns or feedback. • Conduct public consultations and report on the results of Environmental Impact Assessments (EIA) to gather feedback and develop preventive and control measures • Disclose and regularly communicate information with local communities • Manage material sustainability topics

Stakeholder	Engagement Approach	Stakeholder Expectation	Our Responses
 <p>Financial Institution / Creditor</p>	<ul style="list-style-type: none"> • Communication channels : (i.e. email, phone, LINE application, conference, etc.) • Annual greetings • Quarterly analyst meetings 	<ul style="list-style-type: none"> • On-time debt payments • Business growth and good business performance • Compliance with the law • Business transparency • Effective risk and crisis management • Sustainability performance • Green initiative • Continuous business operations 	<ul style="list-style-type: none"> • Improve and keep business competitiveness and business directions up to date • Strictly comply with the terms and conditions of the loan agreement and debenture • Ensure good corporate governance • Disclose information in alignment with loan/bond requirements or conditions • Notify significant updates or changes in a timely manner • Promote innovation and sustainability initiatives • Seek funding opportunities that prioritize green projects • Develop Business Continuity Planning (BCP) to ensure preparedness for crises • Manage material sustainability topics
 <p>Business Partner</p>	<ul style="list-style-type: none"> • Meetings of the Boards of Directors of Subsidiaries and Affiliated Companies • Roadshow/ marketing events/ webinar • Business meeting/ video conference by occasions or business agenda • Communication channels (i.e. telephone, email and Line application) • Whistleblowing and grievance channel 	<ul style="list-style-type: none"> • Business opportunities and collaboration • Compliance with regulatory requirements and standards • Integrity, fairness, and transparency in business • Environment, social and governance management • Transparency and anti-competitive practices • Risk and crisis management 	<ul style="list-style-type: none"> • Strictly comply with related laws and regulations • Ensure ethical business practices, good corporate governance and implementation of business code of conduct • Comply with the terms and conditions of the relevant agreement (e.g., maintaining the confidentiality of business partner information) • Disclose information according to the agreed condition • Conduct risk and crisis assessment and implement appropriate mitigation actions • Monitor key sustainability issues, while mitigate environmental and social impacts throughout the value chain • Utilize new technologies and innovations to enhance operations and ESG management • Manage material sustainability topics

01 Governance / Economic Dimension

WHA Group recognizes that strong governance practices are essential to responsible business conduct, operational resilience, and long-term sustainable growth. The Group embedded governance principles into strategic decision-making, enterprise risk management, and operational processes to uphold transparency, accountability, ethical conduct, and effective oversight of emerging risks and opportunities. Through comprehensive policies, robust management systems, and structured governance mechanisms, WHA Group ensures compliance, promotes responsible and ethical business practices and strengthens stakeholder confidence. These efforts support sustainable economic value creation and reinforce WHA Group's position as a trusted partner across our business ecosystem.

This Governance Dimension covers key areas that contribute to effective governance and sustainable business operations, including **Corporate Governance and Ethics, Risk and Crisis Management, Customer Relationship Management, Supply Chain Management, Innovation and Technology, and Data Security**. In 2025, Corporate Governance and Ethics has been identified as a high material topic, underscoring its critical role in strengthening decision-making processes, promoting accountability, and building stakeholder trust across WHA Group's business activities.



Corporate Governance and Ethics

1. Introduction

Strong corporate governance and ethical conduct are increasingly essential for sustainable business growth, regulatory compliance, and stakeholder trust. Rising global expectations around transparency, accountability, anti-corruption, and integration of ESG considerations into decision-making demonstrate the role of effective governance in managing risks, enhancing competitiveness, and creating long-term value. Rising global expectations for transparency, accountability, anti-corruption, and ESG considerations into decision-making demonstrate that effective governance plays a critical role in managing risks, enhancing competitiveness, and creating long-term value.

WHA Group places responsible governance and innovation at the core of our strategy, embedding ethical conduct and compliance across our operations and value chain. The Group manages governance



and ethics risks through clear policies, structured oversight, and continuous improvement, supported by the Code of Conduct and Anti-Corruption Policy, training and awareness programs, acknowledgement processes, and whistleblowing mechanisms. Through these efforts, we reinforce stakeholder confidence, mitigate corruption risks, and support sustainable growth aligned with our ESG objectives.

2. Risk and Opportunity

Corporate governance and ethical conduct are fundamental to effective risk management and long-term organizational sustainability. Governance structures, internal controls, and ethical standards influence how decisions are made, how risks are identified and managed, and how accountability is upheld across operations and business relationships.



Risk

Governance structures requiring further enhancement that may lead to poor decision-making, conflicts of interest, non-compliance with laws and regulations, and ethical misconduct. Inadequate controls, transparency gaps, or inconsistent enforcement of codes of conduct increase exposure to fraud, corruption, regulatory penalties, and reputational damage. These risks may be amplified in complex organizations with diversified operations, multiple subsidiaries, or extensive business relationships, where inconsistent governance practices or insufficient ethical awareness among employees and partners can undermine stakeholder trust and long-term business stability.



Opportunity

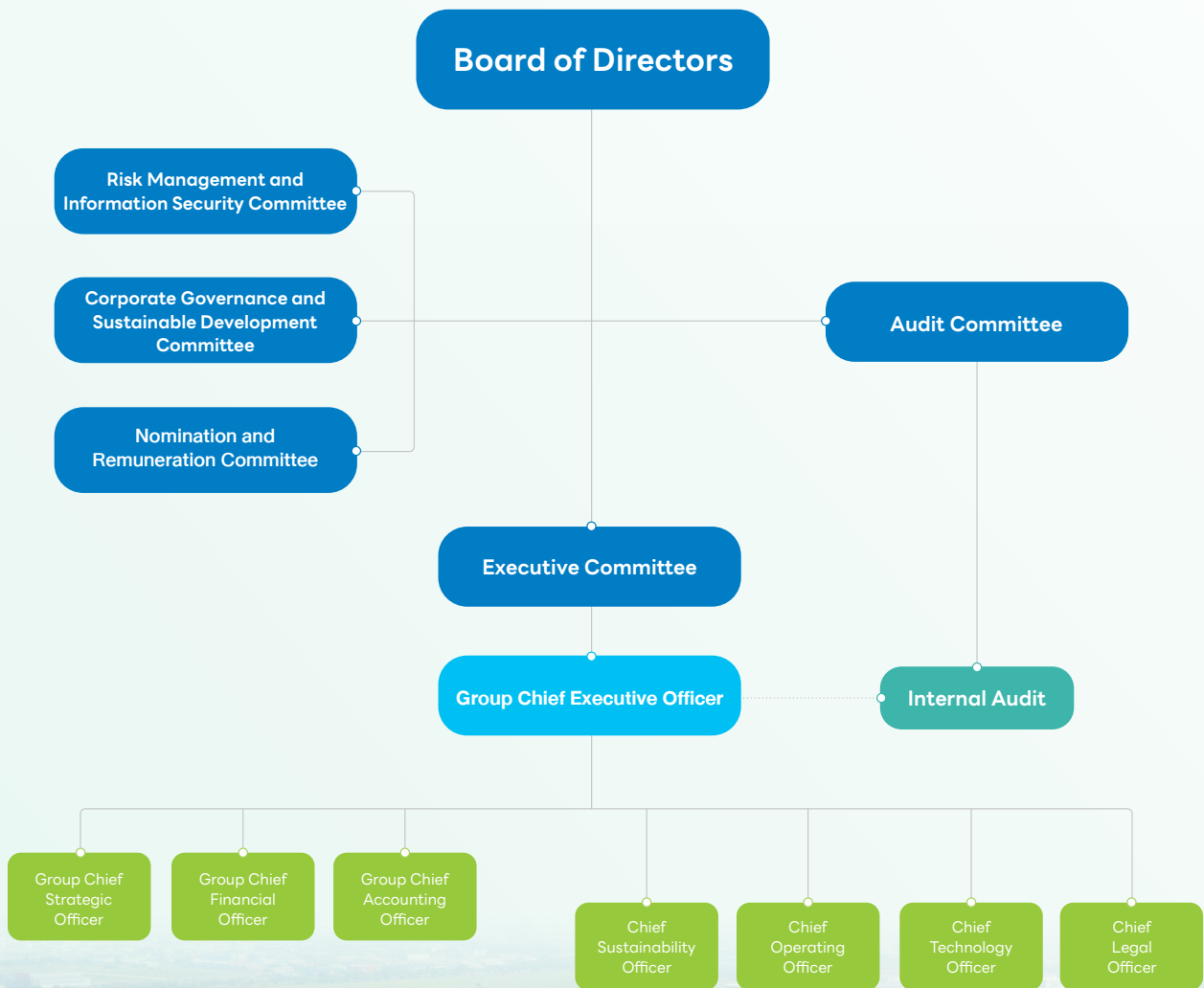
Strong corporate governance and ethical practices create opportunities to strengthen organizational integrity, accountability, and long-term value creation. Clear roles and responsibilities at the board and management levels, effective internal controls, transparent policies, and a well-embedded code of conduct support ethical decision-making and regulatory compliance. Continuous training, whistleblowing mechanisms, and independent assurance enhance risk prevention and early issue detection. Together, these practices build stakeholder confidence, reduce legal and compliance risks, support sustainable growth, and reinforce resilience in a dynamic regulatory and business environment.

3. Management Approach

WHA Group emphasizes transparent and concrete corporate management practices in alignment with applicable laws, the good corporate governance principles set by the Securities and Exchange Commission (SEC) and the Stock Exchange of Thailand (SET), as well as the OECD Principles of Corporate Governance. The Group evaluates governance-related impacts on economic, environmental, and social dimensions, including impacts on human rights, and implements actions to prevent negative impacts such as fraud, bribery, and unethical behavior.

3.1 Corporate Governance Structure

WHA Group appointed an independent Chairman of the Board of Director separated from the Group CEO to ensure clarity in the separation of powers, duties, responsibilities between strategy setting and governance, distinct from operational management. Furthermore, roles and responsibilities were clearly divided between the Board of Directors and the management, with a clear balance of power. The corporate governance structure includes the following committees:



Position	Responsibility
 <p data-bbox="185 338 386 360">Board Of Directors</p>	<p>The Board of Directors is responsible for setting the organization's vision, mission, strategic plans, and budget while overseeing management to ensure operations are fair, transparent, and compliant with laws, regulations, and policies such as the Code of Conduct. Appointed by shareholders through a transparent process, directors bring diverse expertise aligned with WHA Group's strategic and sustainable goals, maintaining independence from the management of the company, and dedicating sufficient time to their duties. They uphold ethical decision-making, foster stakeholder confidence, and integrate sustainability principles by embedding ESG considerations into planning and oversight, ensuring business operations respect societal and environmental impacts. Regular ESG performance reviews, such as climate change initiatives, reinforce their commitment to long-term value creation and stakeholder responsibility. Performance and operations regarding ESG issues are regularly reported to the Board of Directors. For example, WHA Group has set climate change issue on the agenda of the annual meeting of Board of Directors. In 2025, WHA's Net Zero Roadmap, including climate change mitigation (e.g., greenhouse gas emission reduction) is reported to the Board of Director as part of the sustainability - climate change agenda on December 3, 2025, with 100% board members attended.</p>
 <p data-bbox="201 837 370 994">Corporate Governance and Sustainable Development Committee</p>	<p>The Corporate Governance and Sustainable Development Committee (CGSD) oversees governance and sustainability initiatives, ensuring compliance with laws, ESG principles, and international standards. Its responsibilities include monitoring progress, reviewing material sustainability issues, updating policies, and engaging stakeholders to promote transparency and accountability. The committee supervises key areas such as environmental management, climate change adaptation, human rights, occupational health and safety, and collaborates with the Environmental Committee on biodiversity and energy efficiency. Acting as the central representative for governance and sustainability, it drives initiatives on anti-corruption, climate response, and environmental and social responsibility, regularly reviewing reports from executives, the Sustainability Office, and the Sustainable Development Working Group to ensure alignment with strategic goals. The committee holds meetings at least four times annually and achieved 100% attendance in 2025. The committee approved key materiality issues in the meeting No. 1/2025 on February 6, 2025, reinforcing its role in responsible business practices and long-term value creation.</p>
 <p data-bbox="201 1308 370 1397">Nomination And Remuneration Committee</p>	<p>The Nomination and Remuneration Committee (NRC) ensures a transparent and independent process for selecting and nominating qualified candidates for the Board of Directors and senior executive positions, based on their skills, experience, and alignment with business strategy, without discrimination based on gender, age, race, nationality, or cultural background or conflicts of interest. In addition, the NRC establishes fair and market-consistent compensation criteria and guidelines for directors, executives, and employees, considering industry standards and business conditions. The NRC holds meetings at least four times annually and achieved 100% attendance in 2025. The NRC reviews and proposes recommendations on nominations and compensation, reporting its findings to the Board for approval to support good governance and sustainable business practices.</p>
 <p data-bbox="169 1644 402 1733">Risk Management and Information Security Committee</p>	<p>The Risk Management and Information Security Committee (RMIC) oversees WHA Group's enterprise risk management, internal control, and information security which supports responsible business practices. The committee is responsible for establishing and periodically reviewing risk management and business continuity frameworks aligned with the Group's strategy, risk appetite, and sustainability objectives, including ESG-related risks covering climate related risks. It identifies and prioritizes key internal and external risks, monitors the effectiveness of risk mitigation measures, and promotes a strong risk management culture across all levels of the organization. The committee also coordinates with the Audit Committee on risk and internal control matters, oversees cybersecurity and information security management, and ensures that risk management practices are consistently applied across the Group and relevant subsidiaries.</p>
 <p data-bbox="193 1980 378 2002">Audit Committee</p>	<p>The Audit Committee (AC), appointed by the Board of Directors, is responsible for independently overseeing and reviewing WHA Group's operations to ensure transparency, compliance, and adherence to good corporate governance principles. The Audit Committee comprises four independent directors. Among them, two are experts in accounting, and one has direct expertise in finance. The composition of the Audit Committee complies with the requirements of the Capital Market Supervisory Board and the Stock Exchange of Thailand to ensure that the auditing process meets international standards and fosters trust among shareholders and all stakeholders.</p>

WHA Group conducts regular performance evaluations of the Board of Directors and its sub-committees through both individual self-assessments and collective reviews to improve effectiveness and address challenges. The Board also evaluates the Group CEO annually, focusing on leadership, strategy execution, ESG practices, financial performance, stakeholder relationships, succession planning, and personal attributes, with results used to determine CEO compensation. To support continuous improvement, WHA Group promotes ongoing development for directors through training and seminars on governance and sustainability topics, including training programs by the Thai Institute of Directors (IOD), in-house trainings and seminars, and business visits domestically and internationally.

Additional information on the evaluation of the Board’s performance in 2025, the evaluation of the Group CEO’s performance, and the development of knowledge through training courses can be found under the “Corporate Governance” section in the Form 56-1 One Report 2025.

3.2 Policy and Commitment

WHA Group is committed to good corporate governance and ethical business conduct as foundations for transparency, accountability, and stakeholder trust. Our governance framework is guided by the Corporate Governance Policy, Compliance Policy and supported by Board of Directors and relevant subcommittees’ charters that provide clear oversight of strategy, risk management, compliance, and ESG matters. The charters can be found on our website under Corporate Governance section (<https://www.wha-group.com/en/corporate-governance/corporate-governance>). To reinforce ethical conduct across the organization and value chain, WHA Group has established the Code of Conduct and Practices of WHA Group, a Fair Remuneration Policy, and Anti-Corruption Policy and Practices, including a No Gift Policy. These policies define clear expectations for responsible behavior, promote fairness and integrity, and support sustainable business growth.

<h4>Corporate Governance Policy</h4>	<h4>Compliance Policy</h4>
 <p>For more details, please refer to: https://www.wha-group.com/storage/downloads/corporate-governance/corporate-governance-policy/wha-cg-policy-en.pdf</p>	 <p>For more details, please refer to: https://www.wha-group.com/storage/downloads/corporate-governance/corporate-governance-policy/20250428-wha-compliance-policy-en.pdf</p>
<h4>WHA Code of Conduct and Practices</h4>	<h4>Remuneration Policy for Directors and Top Executives</h4>
 <p>For more details, please refer to: https://www.wha-group.com/storage/downloads/corporate-governance/code-of-conduct/wha-code-of-conduct-and-practices-en.pdf</p>	 <p>For more details, please refer to: https://www.wha-group.com/storage/downloads/corporate-governance/corporate-governance-policy/20230811-wha-the-bod-executive-remuneration-policy-en.pdf</p>
<h4>Anti-corruption Policy and Practices</h4>	<h4>No Gift Policy</h4>
 <p>For more details, please refer to: https://www.wha-group.com/storage/downloads/corporate-governance/anti-bribery-and-corruption/wha-anti-corruption-policy-and-practices-en.pdf</p>	 <p>For more details, please refer to: https://www.wha-group.com/storage/downloads/corporate-governance/anti-bribery-and-corruption/wha-no-gift-policy-2025-en-1.pdf</p>

3.3 Metrics and Target

	2025 Performances	2025 Targets	2030 Targets
Complaint and Non-Compliance Performance			
Complaints of non-compliance or violations of the business code of conduct or corruption	0 cases	0 cases	0 cases in every year
Training Performance			
Employee that has been communicated with and informed about the Code of Conduct and Anti-Corruption policies of WHA Group.	100%	100%	100% in every year
Subsidiaries/associated companies of WHA Group that have been communicated with and informed about the Code of Conduct and Anti-Corruption policies of WHA Group.	100%	100%	100% in every year
Suppliers/contractors of WHA Group who have been communicated with and informed about the Code of Conduct and Anti-Corruption policies of WHA Group.	100%	100%	100% in every year

3.4 Strategies and Management

3.4.1 The Code of Conduct and Practices of WHA GROUP (“Code of Conduct”)

WHA Group’s Code of Conduct ensures strict compliance with laws, regulations, and international standards across all operating countries, while respecting local customs and human rights. It strongly opposes corruption and collusion, supported by robust risk management and auditing processes to uphold honesty, integrity, and fairness. These principles align with good corporate governance practices under the Securities and Exchange Commission, the Stock Exchange of Thailand, and global frameworks such as the UN Global Compact. The Code applies to directors, executives, employees, and extends to suppliers, contractors, subsidiaries, and associated companies under WHA’s authority.

The Code of Conduct is reviewed annually by the Corporate Governance and Sustainable Development Committee and approved by the Board of Directors for relevance and effectiveness. It is available in Thai and English on the company’s website and intranet for easy access by employees and stakeholders. Compliance is reinforced through digital acknowledgment and comprehensive training for employees and business partners, with adherence

integrated into performance evaluations. WHA Group regularly monitors compliance and promptly addresses any non-compliance to ensure transparency and accountability. The Board, with input from the Corporate Governance and Sustainable Development Committee, supported by the Compliance Unit under Legal Department, evaluates the Code of Conduct’s effectiveness and enforcement.

3.4.2 Fair Remuneration Policy

WHA Group’s Remuneration Policy for Directors and Top Executives has been established to promote fair and transparent remuneration outcomes by linking both monetary and non-monetary compensation to long-term incentives and performance criteria, including sustainable ESG performance and adherence to corporate governance standards. This approach reinforces accountability and transparency in remuneration practices while encourages leadership to integrate ESG impacts into decision-making. Additional information regarding the composition, roles, responsibilities of the Board of Directors and its subcommittees, attendance rates, and compensation for directors and senior executives can be found under the section “Corporate Governance” section in the Form 56-1 One Report 2025.

The Nomination and Remuneration Committee, composed of independent directors, reviews and updates the remuneration policy and structure for the Board, subcommittees, and senior executives to ensure fairness, competitiveness with industry peers, and alignment with labor market conditions. The NRC operates independently through a careful and appropriate compensation review and analysis process, considers stakeholder feedback, and avoids conflicts of interest. Director’s compensation is then proposed by the Board of Directors for approval by the shareholders’ meeting.

3.4.3 Anti-Corruption Policy and Practices

WHA Group’s Anti-Corruption Policy and Practices aims to prevent all forms of corruption, such as abuse of power, fraudulent activities, and bribery, ensuring full legal compliance across all operations. The policy applies to directors, executives, employees, suppliers, distributors, contractors, subsidiaries, and joint ventures, and provides clear guidelines on acceptable and unacceptable practices, detailed in the Code of Conduct, Supplier Code of Conduct, and Anti-Corruption Policy and Practices. It is regularly reviewed for relevance and effectiveness, with employees and related parties informed of their responsibilities, including anti-corruption practices, whistleblowing procedures, and compliance monitoring.

Audit Committee is assigned by the Board of Directors to oversee compliance, where it reviews the policy, assesses internal controls, monitors and mitigates

corruption risks, prevents fraud, whistleblowing and handles complaints. The Internal Audit Department conducts corruption risk assessments and implements measures to reduce risks across internal operations and external interactions. The policy includes specific guidelines on gifts, charitable donations, hospitality, political contributions, procurement, and hiring government employees, along with disciplinary measures for violations ranging from minor to serious offenses. For example, bribery, fraud, unauthorized disclosure of WHA Group’s confidential information or intellectual property, or actions harming WHA Group’s reputation. WHA Group also enforces a strict No Gift Policy, promoting awareness among all stakeholders, including directors, executives, employees, subsidiaries, joint ventures, suppliers, and business partners, to reinforce governance principles and transparency.

3.4.3.1 Corruption Risk Management

WHA Group prioritizes enterprise risk management by identifying potential risks and opportunities and considering future trends to guide strategic planning. This approach enables the organization to capture new business opportunities while maintaining long-term stability. Effective risk management within corporate governance also strengthens stakeholder confidence. To achieve this, WHA Group has implemented governance strategies, established clear policies, fostered a responsible corporate culture, and integrated ESG principles into our operations to ensure transparency, ethical conduct, and sustainable growth.



Corruption Risk Management Measures

Measures	Description	2025 Outcome
Assessment of Corruption Risk in Operations	WHA Group conducts annual corruption risk assessments covering 100% of operational processes, including bribery and unethical behaviors. Internal and external risk factors are considered to ensure effective management. Clear operational procedures are established to prevent corruption, and these are continuously reviewed and improved to comply with ethical standards and legal requirements.	No significant corruption risks are identified.
Due Diligence of New Business Partners	All new business partners undergo comprehensive due diligence to assess transparency and anti-corruption compliance. The process covers bribery and ethical misconduct, ensuring adherence to WHA Group's governance principles and anti-corruption policies. Preventive actions include risk assessment during onboarding, verification of compliance, and continuous improvement of the due diligence process to align with international standards.	All new business partners complied with governance and anti-corruption requirements.
Assessment of Corruption Risk for Business Partners and Contractors	WHA Group assesses corruption risks for all business partners and contractors, focusing on bribery, inappropriate benefits, and ethical violations. Criteria include business history, transparency, and compliance with legal and ethical standards. Preventive actions include financial audits, transparent agreements, anti-corruption training, and monitoring behavior. If risks are detected, investigations and corrective measures are implemented to ensure compliance and foster sustainable, corruption-free cooperation.	0% of partners and contractors were found to have corruption risks.

Results of Corruption Risk Assessment in Operations in 2025

WHA Group has identified types of corruption with high risk and assessed 100% of our business operations to determine whether such risks are present. In 2025, the assessment results indicated that no significant corruption risks were identified across our own operations, business partners, or contractors. Nevertheless, to prepare for any potential incidents of corruption or bribery, WHA Group has established mitigation measures to manage and address corruption risks across all business operations.

Mitigation measures include conducting annual corruption risk assessments covering 100% of operational processes, assessing both internal and external risk factors (e.g., bribery, unethical behavior). Operational procedures are regularly reviewed and improved to align with legal and ethical standards. WHA Group regularly conducts trainings for employees and partners, covering (i) anti-corruption standards, (ii) reporting duties, and (iii) ethical practices. The trainings ensures staff awareness and strengthens compliance culture across the organization. Whistleblowing Channels & Complaint Mechanisms have been set up as formal channels for reporting suspected fraud or corruption. Personnel must report doubts, suspicious incidents, or violations promptly and cooperate in investigations. In addition, WHA Group has engaged an external auditor to conduct a corruption risk assessment. The external auditor will provide a third-party review and recommendations, if necessary, to enhance our measures for preventing and mitigating corruption risks. Apart from the above, WHA Group has publicly declared our anti-corruption commitment and is a certified member of the Thai Private Sector Collective Action Against Corruption (CAC) since 2014.

Type of Corruption with High Risk	Coverage of Risk Assessment	Coverage of Mitigation Measures in Place
Receiving or giving gifts and bribery	100% of business operations	100% of business operations
Practices related to charitable donations, giving, and/or receiving support	100% of business operations	100% of business operations
Providing political assistance	100% of business operations	100% of business operations
Procurement	100% of business operations	100% of business operations

3.4.4 Whistleblowing Process

To further strengthen oversight and prevent misconduct, WHA Group has established a whistleblowing mechanism as part of our risk management measures to promote transparency, honesty, and prevent corruption. This process enables internal and external stakeholders, including employees, contractors, business partners, joint ventures, and communities, to confidentially report suspected misconduct, legal violations, corruption, or breaches of governance policies, the Code of Conduct and the Anti-Corruption Policy and Practices, or provide any additional suggestions relevant to business operations. Employees and stakeholders have the option to submit and proceed with the whistleblowing or complaint process anonymously. The Group strictly prohibits retaliation, punishment, or demotion against whistleblowers and ensures confidentiality unless disclosure is legally required.

In the event of whistleblowing, complaints, or breach cases, the Internal Audit Department will conduct preliminary assessments and presents findings to management for further consideration, then reports to the Audit Committee, and the Board of Directors. The Audit Committee provides quarterly updates to the Board to ensure oversight and develop strategies for addressing complaints and remediation to meet stakeholder expectations. WHA Group also reviews related workflows and implements corrective measures to prevent recurrence of violations. To maintain the effectiveness of the whistleblowing process, the Group has conducted training sessions and provided explanations on the use of these channels to relevant stakeholders on a periodic basis. The whistleblowing management procedures, escalation processes upon receiving whistleblowing complaint or breach case which can be submitted anonymously, and whistleblower protection measures are covered in “WHA Code of Conduct and Practices”.

Channels for Employees



Website:

https://www.wha-group.com/en/corporate-governance/corporate-governance?form=whistle_blowing#contact

Email:

Group Chief Executive Officer: ceo_office@wha-group.com or
The Audit Committee: auditcommittee@wha-group.com
Suggestion Box: Internal Audit Department

Channels for External Stakeholders



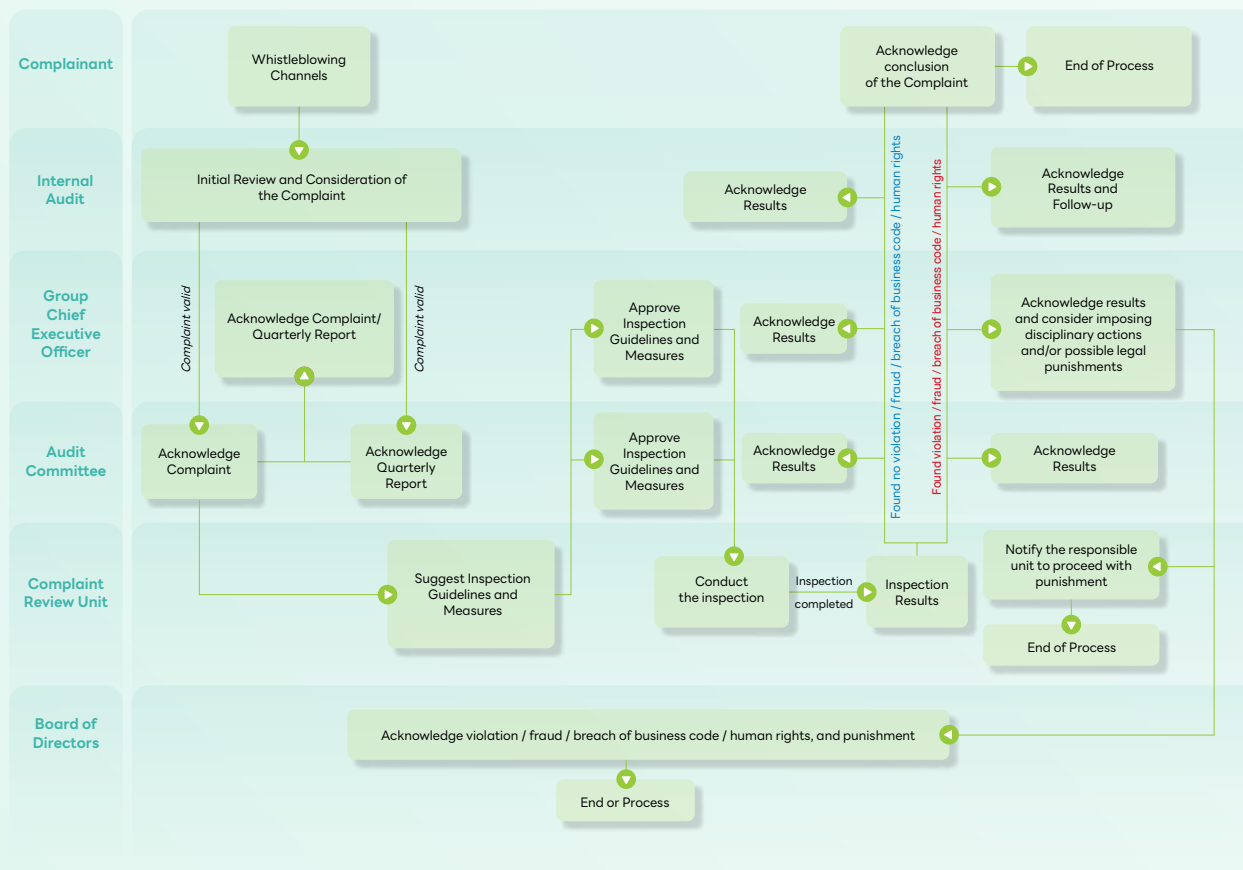
Website:

https://www.wha-group.com/en/corporate-governance/corporate-governance?form=whistle_blowing#contact

Email:

Group Chief Executive Officer: ceo_office@wha-group.com or
The Audit Committee: auditcommittee@wha-group.com

Procedures and Steps Upon Receipt of Whistleblowing, Complaint, or Breach Case



3.4.5 Business Ethics Awareness Training

As part of our governance framework, we actively communicate our anti-corruption policy and associated penalties to all employees, requiring signed acknowledgment as part of work regulations. The anti-corruption policy, Code of Conduct and Practices, and no gift policy are reinforced through internal communications and annual training sessions, which are considered in performance evaluations. For directors, the Group provides orientation for new directors and annual refresher training to communicate the anti-corruption policy.

Training Course	Detail	2025 Result
Code of Conduct & Anti-Corruption	Code of Conduct and Anti-Corruption were reviewed and communicated to 100% of the Board of Directors on August 8, 2025. The training courses for all executives and employees on “Code of Conduct and Anti-Corruption” were held on October 3 and 14, 2025, to review knowledge covering key topics such as prevention of insider trading, securities holding reporting, conflict of interest prevention, related party disclosures, and whistleblowing and complaint channels. In 2025, the training format was conducted via on-line communication and developed into video animation and e-learning modules to make learning more accessible and easier to understand.	100% of the Board of Directors, executives and employees acknowledged and understood the Code of Conduct and the Anti-Corruption Policy and Practices. Moreover, there were no violations of business ethics or organizational practices, no cases of corruption, and no whistleblowing or complaints related to these issues.
New Director Orientation and Annual Anti-Corruption Policy Refresher	WHA Group organized orientation training for new directors to communicate the anti-corruption policy. Annual policy refresher was also provided to the entire board, covering operational guidelines and requirements of the anti-corruption policy to promote effective performance under good governance principles.	100% of the board of directors completed the anti-corruption policy refresher and fully received relevant communications regarding the policy.

4. Way Forward

WHA Group remains committed to strengthening governance by continuously reviewing and improving policies, processes, and plans to align with the evolving business environment. Looking ahead, the Group will implement and strengthen training on fairness and ethical conduct for employees, with mandatory annual refreshers to promote equality across all levels, enhance internal audit efficiency through the digital audit tools, and further mitigate corruption and legal risks through enhancing the compliance procedure awareness and conflict-of-interest declarations requiring annual submission and event-driven updates. To assess the effectiveness of our actions, we are committed to maintain zero cases of Code of Conduct and corruption violations every year.

The Group will continue providing training to all personnel, partners, and contractors to reinforce ethical operations and anti-corruption practices, enhance transparent and verifiable performance reporting systems, and implement initiatives that support a sustainable and transparent governance structure. Accordingly, we have set the target for 100% of employees, subsidiaries/associated companies, and suppliers/contractors to be informed about Code of Conduct and Anti-Corruption Policy, with coverage to be expanded to our operations in Vietnam by 2026.



Risk and Crisis Management

1. Introduction

Businesses worldwide, including in Thailand, are facing an increasingly complex risk landscape driven by geopolitical tensions, economic uncertainty, technological disruption, and environmental challenges. Supply chain volatility, shifting trade policies, and climate change continue to affect growth and infrastructure reliability. Meanwhile, rapid advancements in artificial intelligence and digital technologies are introducing new operational, cybersecurity, and governance risks, particularly as interconnected systems increase exposure to cyber threats and third-party vulnerabilities across the value chain. At the same time, investors are placing greater emphasis on organizational resilience, effective risk governance, and technology-enabled transformation.

In response, WHA Group has strengthened our enterprise risk management (ERM) approach by integrating risk considerations into corporate strategy, governance structures, and operations, under unified policies and frameworks. The Group addresses economic, environmental, technological, and ESG-related risks through structured processes for risk identification,



assessment, mitigation, monitoring, and reporting, supported by digital tools and analytics. Key focus areas include climate-related risk management in line with the Task Force on Climate-related Financial Disclosures (TCFD), regulatory compliance, cybersecurity, and responsible digital. Oversight by the Risk Management and Information Security Committee (RMIC), we ensure that key risks are regularly reviewed, monitored, and aligned with our strategic objectives and that mitigation measures and internal controls are effectively implemented. This integrated approach of risk management enhances resilience, reinforces stakeholder confidence, and supports data-driven decision-making and long-term sustainable growth.

2. Risk and Opportunity



Risk

Inadequate identification, assessment, or management of enterprise risks may result in strategic misalignment, operational disruption, financial losses, regulatory non-compliance, and reputational damage. A diversified business portfolio and international operations increased exposure to complex and emerging risks such as cybersecurity threats, climate related events, regulatory changes, supply chain disruption, and geopolitical uncertainty, including risks associated with third-party dependencies and digital ecosystems. If risk information is not timely, comprehensive, or well-integrated into decision making, organizations may experience delayed responses, inefficient capital allocation, and reduced resilience to external shocks. This may also limit the ability to anticipate emerging risks and respond proactively to rapidly changing risk landscapes.



Opportunity

A strong and integrated enterprise risk management approach enhances organizational resilience, strengthens strategic and investment decision making, and supports long term sustainable value creation. By proactively identifying and managing risks, embedding risk considerations into operations and investments, and strengthening governance and assurance mechanisms, organizations can respond effectively to uncertainty, capture growth opportunities, and improve operational reliability. This approach also supports long-term value creation across the value chain, including upstream and downstream stakeholders. The integration of risk management into business planning and capital allocation processes further supports informed decision-making and enhances the organization's ability to balance risk and return. Continuous monitoring of emerging risks, supported by data driven analysis and a strong risk culture, reinforces stakeholder confidence and enables effective operation in a dynamic economic, environmental, and regulatory context.

3. Management Approach

3.1 Governance Structure

The risk management framework of WHA Group defines the roles and responsibilities, clear lines of accountability, and the delegation of responsibilities for those involved in the risk management process, as well as the designation of decision-makers in managing the organization’s risks. Additionally, the structure of managing risk information and reporting ensures timely, accurate, and consistent risk communication across all levels of the organization, as details below:

Position	Responsibilities
 <p>Board of Directors</p>	<p>The Board of Directors is responsible for establishing enterprise risk management policies in line with international standards and the Group’s strategic direction. The Board oversees the effective implementation of risk management practices, including consideration of environmental, social, and governance (ESG) factors, the Business Code of Conduct, and human rights principles. It defines the scope and direction of the Enterprise Risk Management (ERM) Framework to ensure adequacy and effectiveness, assigns clear roles and responsibilities across the organization, and ensures accountability and sustainable operations. To support these responsibilities, the Board appoints the Risk Management and Information Security Committee.</p> <p>This information was considered during the corporate strategy meeting held in the fourth quarter of 2025, covering both short-term and long-term strategies.</p>
 <p>Risk Management and Information Security Committee (RMIC)</p>	<p>The Risk Management and Information Security Committee, comprising the Group Chief Executive Officer and members of the Board of Directors, provides oversight of the enterprise risk management (ERM) framework and the overall risk management process of the Group. The Committee establishes and reviews the risk management and business continuity frameworks in alignment with the Group’s strategic objectives and approved policies. It monitors key risk indicators, the progress of risk mitigation plans, and risk exposure across the Group, including subsidiaries and significant investments. The Committee’s meetings are held at least four times a year to review risk exposure of the Group based on impact and likelihood of specific risk, ensure the effectiveness of risk management systems, and provide guidance on risk appetite and risk tolerance levels where applicable, as well as to establish a risk management framework and business continuity management accordingly.</p>
 <p>Risk Management Working Group</p>	<p>The Risk Management Working Group consists of senior executives, business unit managers, and risk owners responsible for implementing enterprise risk management processes on a day-to-day basis in alignment with the approved framework and policies. The Group regularly reviews business performance risks, updates risk information when significant changes occur, and identifies emerging risks, impacts, and opportunities. The Working Group conducts risk identification, assessment, monitoring, and mitigation activities; maintains risk registers and action plans; and supports remediation measures where necessary. It prepares risk management reports for submission to the RMIC at least four times per year and escalates significant risks and incidents in a timely manner. The Working Group also supports internal and external audits to ensure the effectiveness and compliance of the Group’s risk management processes.</p>
 <p>Business Continuity Management (BCM) Working Team</p>	<p>The Business Continuity Management (BCM) Working Team consists of the Business Continuity Management Committee (BCM Committee), Business Continuity Director, Deputy Director, Secretary, as well as the heads and members of the Business Continuity, Support, and Recovery Teams. The team is responsible for ensuring organizational resilience. The BCM Working Team develops and implements strategies to identify risks, manage incidents, and coordinate resources to maintain effective operations and recovery. This includes business impact analysis (BIA), crisis management planning, and regular testing and review of business continuity plans. The team also ensures clear communication across the organization and reports regularly to the management committee to safeguard critical operations, assets, and stakeholder confidence during business disruptions.</p>

3.1.1 Three Lines Model For Risk Management

WHA Group has implemented the Three Lines Model (3LM) framework as a key element of our enterprise risk management system to strengthen risk governance, oversight, and the effectiveness of risk management and internal controls across the organization. The framework establishes clear roles, responsibilities, and lines of accountability, enabling risks to be consistently identified, managed, and monitored and reported across all levels of the organization. By clearly defining roles and responsibilities at each level, the 3LM framework supports risk-informed decision-making, regulatory compliance, and the effective integration of risk management into day-to-day operations, while promoting coordination and collaboration between functions. It also enhances transparency, independent oversight, and assurance across the Three Lines, ensuring that risks are managed in alignment with the Group's strategic objectives and approved risk management framework.

1. First Line: Risk Owner & Co-risk Owner

It covers all management levels, from the Group CEO, business unit heads, middle management, down to employees who are responsible for managing risks within their respective scopes of work.

Personnel in this line are responsible for following the Group's risk management policies and procedures. They must manage risks within their responsibility by identifying, analyzing, assessing, prioritizing, and controlling these risks in accordance with the Group's risk management policy. They are also required to report risks to the supervisory units.

2. Second Line: Committee (s) or Executive Level

It consists of the Board of Directors, Risk Management and Information Security Committee, and senior executives. Risk function / facilitator responsible for risk oversight or are acting as coordinators, excluding the CEO.

This line's role includes setting control standards, overseeing compliance with these standards, formulating policies and risk management frameworks, defining risk tolerance and risk appetite, establishing clear guidelines and objectives, and continuously monitoring and reviewing processes to ensure that risk-related activities are effective and aligned with organizational goals and regulatory requirements.

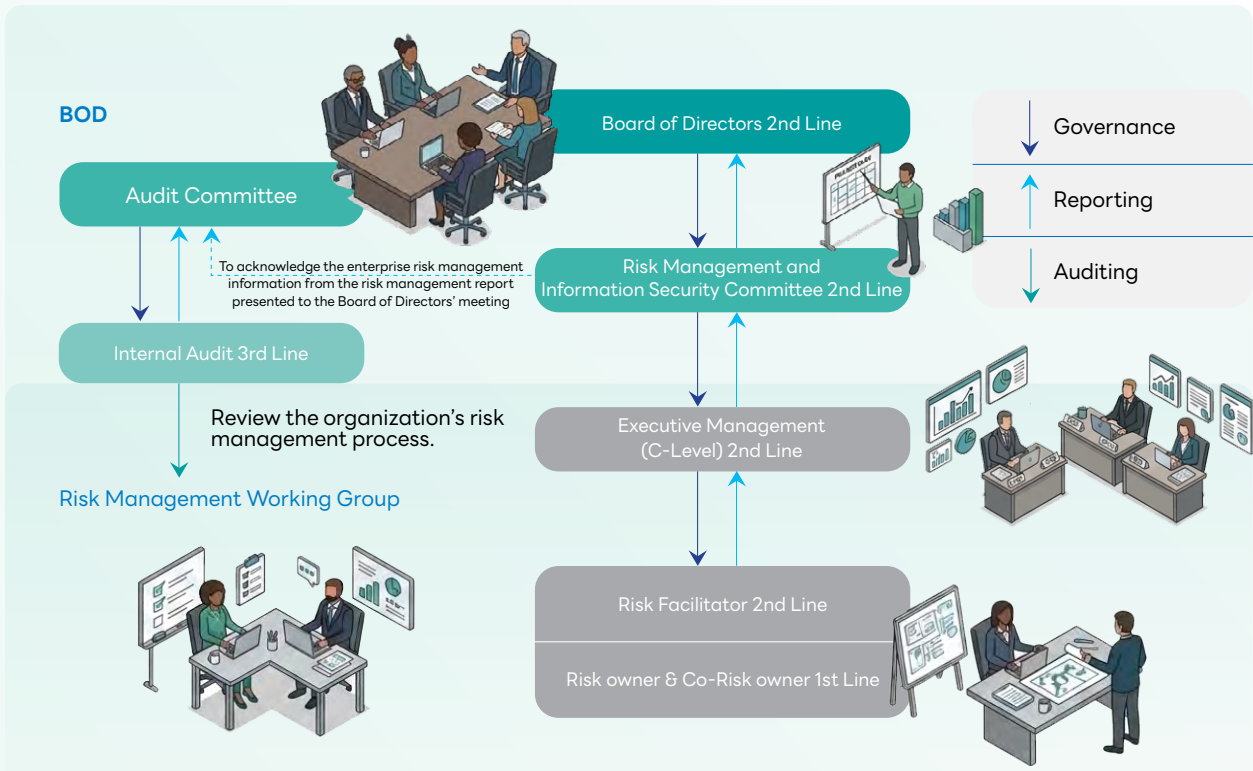
3. Third Line: Internal Audit Office

An independent unit responsible for providing opinions on the adequacy of risk management and internal controls, as well as approving and implementing internal audit plans and conducting regular risk-based audits.

This unit also serves as an independent and impartial assurance provider by evaluating the effectiveness of the first and second lines of defense mechanisms to ensure that the Group has appropriate internal control systems for risk management.



Risk Management Structure



3.2 Risk Management Policy and Commitment

WHA Group is committed to integrating risk management into our business operations to support sustainable value creation and ensure alignment with the Group's strategy, objectives, and defined risk appetite. This is achieved by embedding risk management into key business processes, including strategic planning, investment decision-making, and capital allocation, to ensure that risks and opportunities are systematically considered. The Group's risk management covers environmental, social, and governance (ESG) matters, legal and regulatory compliance, anti-corruption, fair treatment of stakeholders, corporate governance, information technology, innovation, and emerging risks that may affect business operations and investments across the value chain, both upstream and downstream activities, in the short and long term.

To support this, WHA Group has established a Risk Management Policy as a clear framework for identifying, assessing, managing, and monitoring, and reporting of risks in a consistent and structured manner across the organization. The policy promotes accountability and strengthens risk awareness into decision-making processes for organizational resilience and long-term sustainability. It is regularly reviewed and updated to remain effective and aligned with evolving risk environments, regulatory requirements, and best practices.



Risk Management Policy:

<https://www.wha-group.com/storage/downloads/corporate-governance/corporate-policy/wha-risk-management-policy-en.pdf>

3.3 Metrics and Targets

To ensure that the enterprise risk management framework is effectively implemented and continuously strengthened, WHA Group defines clear metrics and targets to monitor risk governance, system performance, and organizational capability.

	2025 Performances	2025 Targets	Long-term Targets
Risk Management System Audit			
Internal audit	100% of operations	100% of operations	100% every year
External audit by KPMG	100% of operations	100% of operations	100% every year
Risk Management Training			
Executives trained on risk management (covered Thailand and Vietnam)	100% of employees	100% of employees	100% of total employees
Employees trained on risk management (covered Thailand and Vietnam)	80% of employees	80% of employees	80% of total employees

3.4 Strategies and Management

3.4.1 Core Risk Management Processes

3.4.1.1 Enterprise Risk Management Framework and Process

WHA Group has established and continuously enhanced our enterprise risk management (ERM) system, integrating internal policies, applicable laws, regulations, and recognized standards to manage environmental, social, and governance (ESG) risks, internal controls, and Governance, Risk, and Compliance (GRC) in a unified manner. Our framework is aligned with the COSO Enterprise Risk Management guidelines and good governance principles, including the Good Corporate Governance Code for Listed Companies (2017) and anti-corruption guidelines, to support systematic and consistent risk identification, assessment, prioritization, and response. Embedded across our business operations, strategic planning, and decision-making processes, this approach enables us to proactively identify, assess, and mitigate risks, reduce potential impacts, and support the achievement of our strategic objectives while enhancing organizational resilience and long-term value creation.

The framework is implemented through a structured risk management process and incorporates the identification and assessment of emerging risks, as well as interdependencies across business units and the value chain, including upstream and downstream activities. We also leverage data-driven analysis, digital tools, and key risk indicators (KRIs) to support continuous risk monitoring, early warning mechanisms, and timely risk reporting and escalation, ensuring a comprehensive and forward-looking approach to risk management.

1. Objective Setting	<ul style="list-style-type: none"> • Conduct business context analysis, considering internal and external environments, including economic, environmental, technological, and regulatory factors. • Define objectives and organizational goals aligned with the Group's strategic objectives across all levels from corporate to individual KPIs (CEO). • Define and periodically review the risk appetite and risk tolerance to guide risk-taking decisions.
2. Risk Identification	<ul style="list-style-type: none"> • Identify risks and risk factors from both Internal and External sources. • Ensure comprehensive coverage of all types of risks, including strategic risks, operational risks, financial risks, compliance risks, sustainability risks (including ESG risks, climate-related risks, nature-related risks, human rights risks, fraud and corruption risks, information technology and cybersecurity risks, personal data risks, and emerging risks). • Consider risks across the value chain, including upstream and downstream activities, as well as third-party dependencies.

3. Risk Assessment	<ul style="list-style-type: none"> • Evaluating risks by assessing the likelihood and impact of potential events on objectives determines how much each risk factor is likely to occur and the severity of its impact on the organization. • Apply both quantitative and qualitative assessment approaches, considering both external and internal events. • Utilize appropriate tools, such as sensitivity analysis and scenario analysis, to evaluate the severity of the impact and potential outcomes under different conditions.
4. Risk Prioritization	<ul style="list-style-type: none"> • Prioritize risks based on risk severity and potential impact on strategic and operational objectives. • Develop a risk profile using a risk matrix (4x4) to classify risks into defined levels (e.g., very high, high, medium, low). • Focus management attention and resource allocation on high-priority risks.
5. Risk Response	<ul style="list-style-type: none"> • Define appropriate risk response strategies to manage risks within the defined risk appetite and risk tolerance, including risk acceptance, reduction, avoidance, and transfer. • Implement mitigation measures and internal controls to reduce risk exposure to acceptable levels. • Assign risk owners and establish clear action plans with defined timelines.
6. Risk Recording and Reporting	<ul style="list-style-type: none"> • Maintain a risk register through the Corporate Risk Management System (RMTS) application. • Define and monitor Key Risk Indicators (KRIs) to track risk exposure and trends. • Report risk status to the Risk Management Committee and Information Security (RMIC) on a quarterly basis, including significant changes and emerging risks.
7. Monitoring Review and Improvement	<ul style="list-style-type: none"> • Continuously monitor and review risk management activities to ensure the effectiveness of risk mitigation measures and internal controls. • Conduct performance evaluations against predefined metrics on a quarterly and annual basis. • Regularly reviews the risk management framework, policy, and plans to ensure alignment with evolving internal and external risk environments. • Promote continuous improvement of ERM framework and practices.
8. Communication and Consultation	<ul style="list-style-type: none"> • Ensure effective communication and consultation on risk management with both internal and external stakeholders. • Facilitate the exchange of information to enhance understanding of risk concepts, principles, and practices across the organization. • Promote a strong risk culture through awareness programs and communication of the Risk Management Policy to all employees. • Support informed decision-making by ensuring timely and transparent risk communication.

3.4.1.2 Crisis Management and Business Continuity Management

WHA Group has established Business Continuity Management (BCM) framework supported by Business Continuity Plans (BCP) covering a range of potential disruption scenarios, including floods, droughts, fires, epidemics, and cybersecurity incidents. These plans are regularly tested, reviewed, and updated to maintain effectiveness and alignment with evolving risk conditions. Key elements include business impact analysis (BIA) to identify critical operations and dependencies, simulated BCP testing, natural disaster risk reduction projects (such as drainage systems, embankments, reservoirs, and water reclamation), and cybersecurity and data recovery testing. Test results demonstrate operational readiness and the ability to recover within defined recovery time objectives (RTOs).

To enhance crisis response capabilities, WHA Group has strengthened the Unified Operations Center (UOC), which enables remote monitoring and control of water and solar power plants and serves as a secondary command control center during emergencies to ensure continuity of critical utility services and timely incident response and coordination. In addition, the Group conducted a Business Continuity Plan (BCP) workshop in 2025 for executives and operational staff to enhance awareness, preparedness, crisis management capabilities. The BCM framework is integrated with the Group’s enterprise risk management processes and is continuously improved through regular testing, performance evaluation, and lessons learned from exercises and actual incidents.

3.4.2 Key Organizational And Emerging Risks

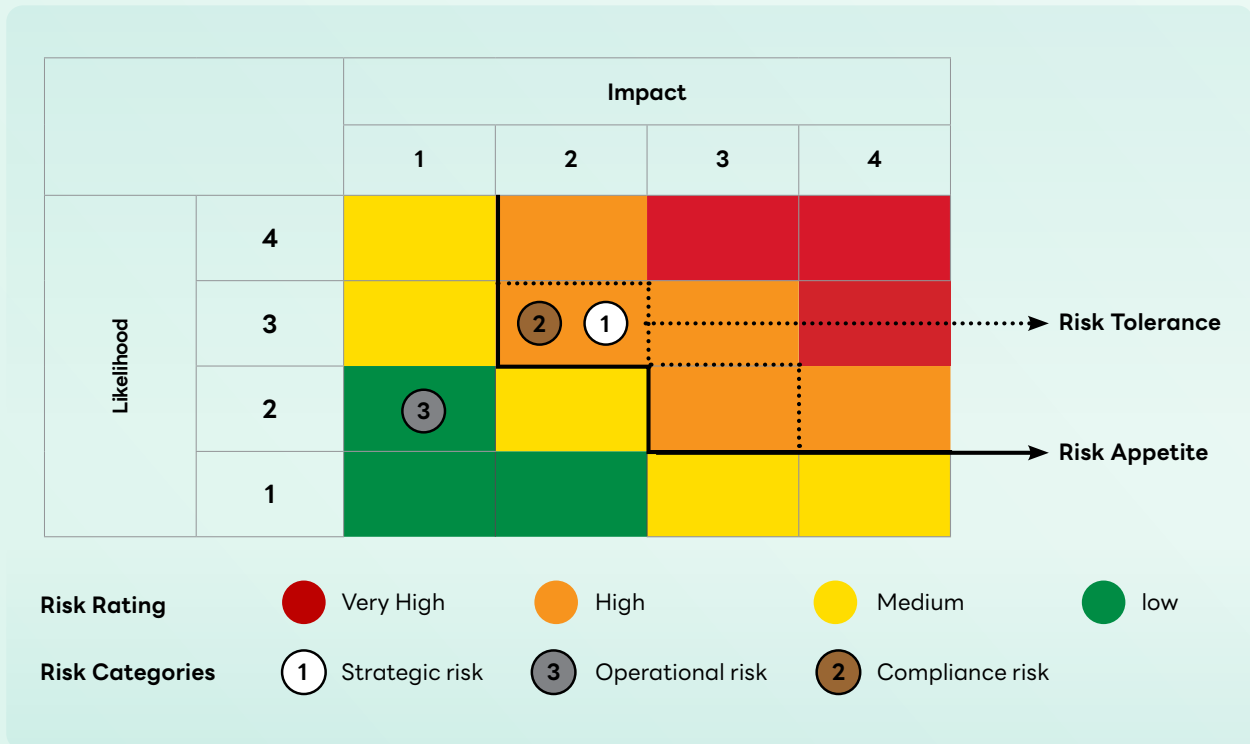
3.4.2.1 2025 Organizational Risk

In line with the Enterprise Risk Management (ERM) framework, WHA Group identifies and manages key organizational risks through a structured, systematic, dynamic, and enterprise-wide approach aligned with strategic objectives and material sustainability topics. The Group assesses internal and external risk factors across strategic, operational, compliance, and environmental, social, and governance (ESG) dimensions, including human rights, information technology, data protection, corruption, and emerging risks. We also consider value chain exposures, including in upstream and downstream activities, third-party dependencies, and interdependencies among business units and critical systems.

Risks are evaluated based on likelihood and impact, prioritized using a standardized risk matrix to determine key organizational risks, supported by forward-looking tools, such as scenario analysis, trend analysis, and stress testing to assess potential impacts

under different conditions. Appropriate mitigation and control measures are defined to manage each key risk within the Group’s risk appetite and risk tolerance. Risk owners are clearly assigned, with action plans outlining timelines, responsibilities, and performance indicators to ensure accountability and effective implementation. These risks and actions are recorded in the Corporate Risk Management System and are regularly monitored and reported to management, the Risk Management and Information Security Committee, and the Board of Directors to ensure effective oversight, timely escalation, and continuous improvement.

Key organizational risks are reviewed at least annually, or more frequently in response to significant changes in the business, regulatory, or external environment, ensuring that risk assessments remain relevant and reflect current conditions. The Group also leverages key risk indicators (KRIs), data-driven analysis, and digital tools to support continuous monitoring, early warning signals, and timely decision-making.



Risk Tolerance	
Risk Categories	1. Strategic Risk Risk Level: High
Risk Exposure	Changes in economic, political, legal, and geopolitical conditions, including financial market volatility, macroeconomic uncertainty, and global trade dynamics, may impact on WHA Group's business expansion plans, customer investment decisions, and operating results across both domestic and international markets.
Impact	Mitigation plan
<p>WHA Group's opportunities for business expansion and business performance depend on economic, political, social, and legal conditions at both domestic and global levels. Significant adverse changes, including risks related to liquidity, inflation, exchange rate volatility, interest rate fluctuations, geopolitical tensions, trade policies, and regulatory changes, may affect overall business operations and financial performance.</p> <p>These factors may influence the investment decisions of customers, particularly multinational corporations, potentially leading to delays or postponement of investments. Such impacts may further affect demand across the value chain, including industrial customers, tenants, and utility and power users.</p> <p>Conversely, favorable factors such as government support policies, infrastructure development, and regional competitiveness in countries where the WHA Group operates, including Thailand and Vietnam may create growth opportunities for the Group. However, uncertainties in foreign regulations, political environments, and project execution remain key considerations that may impact investment outcomes, financial position, and operational performance.</p> <p>In addition, structural risks such as shortages of highly skilled personnel, rapid technological change, and evolving industry requirements may affect the Group's long-term operational capabilities and sustained competitiveness.</p>	<p>WHA Group applies a disciplined investment approach by selecting projects that meet defined financial criteria, including target Equity Internal Rate of Return (Equity IRR), and conducts detailed feasibility studies, and sensitivity and scenario analyses to assess the potential impacts under varying economic and market conditions. For the joint venture projects, the Group implements a comprehensive partner selection process based on expertise, experience, financial strength, and track record, including assessment of partner credibility, governance practices, and country-specific risks. The Group regularly reviews risks associated with both domestic and international investment projects and continuously monitors project through defined key performance indicators and risk metrics, enabling timely adjustments and informed decision-making. To enhance resilience, WHA Group adopts a diversification strategy across businesses lines and geographic locations, reducing concentration risks and limiting exposure to specific markets.</p> <p>Furthermore, the Group strengthens organizational capabilities through succession planning, talent development, and knowledge management, while actively promoting the adoption of digital technologies and data-driven management practices to improve operational efficiency, adaptability, and long-term competitiveness.</p>



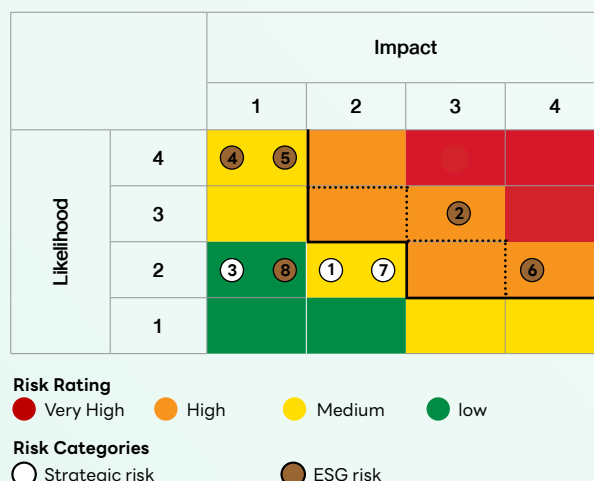
Risk Tolerance	
Risk Categories	2. Compliance Risk Risk Level: Low
Risk Exposure	Changes in laws, regulations, and government policies may affect project development
Impact	Mitigation plan
<p>Regulatory risks arise from changes in laws and regulations, whether currently in force, pending enforcement, or anticipated in the future, applied at the domestic, regional, or international level. Such changes may create obstacles to the business operations of WHA Group and/or our customers, potentially resulting in penalties, reputational impact, or loss of business opportunities.</p> <p>Therefore, WHA Group places importance on proactively managing both the risks and business opportunities arising from changes in laws and regulations, especially those directly related to the Group's strategy and business directions. Recent regulatory developments in Vietnam, including the implementation of new land laws (effective 1 January 2026) and revisions to land use policies. These changes may affect land acquisition and relocation costs for certain projects. While the impact may vary by project, some developments may experience cost increases, whereas others remain within planned expectations. At the same time, regulatory changes related to land conversion and development approvals may also create opportunities to enhance project execution efficiency and enhance overall investment returns.</p>	<p>WHA Group actively monitors changes in laws, regulations, and directive across all operating jurisdictions to identify potential impacts and implement timely mitigation measures. The Group maintains a robust legal and regulatory compliance framework, ensuring that policies, procedures, and internal controls are regularly reviewed and updated to reflect regulatory changes.</p> <p>The Group integrates regulatory considerations into business planning processes by incorporating potential changes in land-related costs, such as land acquisition, relocation, and rental adjustments, into financial planning and project evaluation. Scenario analysis is applied, where appropriate, to assess potential cost implications and support decision-making. WHA Group also engages proactively with relevant government authorities and regulatory bodies, particularly in Vietnam, to facilitate permits, approvals, and land clearance processes, thereby supporting project development in line with planned timelines. Regular training and internal communications are also conducted to strengthen employee awareness and maintain compliance across all levels of the organization.</p> <p>Key regulatory developments are tracked through defined monitoring mechanisms, enabling early identification of changes and timely escalation to management.</p>



Risk Tolerance	
Risk Categories	1. Operational Risk Risk Level: High
Risk Exposure	The risk of cybersecurity threats, data breaches, and unauthorized access to information systems, which may result in the loss, leakage, or compromise of sensitive and personal and sensitive data held by WHA Group.
Impact	Mitigation plan
<p>WHA Group aims to enhance operational efficiency by leveraging digital technology to increase business value. Therefore, there is a growing reliance on information technology systems across key functions, including sales, data analytics, customer relationship management, accounting and finance management, and other operations. the security risks posed by constantly evolving cyberattacks targeting various systems. These risks may lead to data leakage, data loss, or system outages, which could severely impact business operations, cause financial damage, and undermine the Group’s credibility and reputation. WHA Group leverages digital technologies to enhance operational efficiency and create business value. resulting in an increasing reliance on information technology systems across key functions, including sales, data analytics, customer relationship management, and financial operations. As cyber threats continue to evolve in complexity and frequency, the Group faces risks related to cyberattacks targeting critical systems and data. Such incidents may lead to data breaches, data loss, system disruptions, or service interruptions, which could adversely affect business operations, result in financial losses, and damage the Group’s reputation and stakeholder confidence.</p> <p>In addition, breaches involving personal data may result in regulatory penalties and non-compliance with data protection laws, further impacting the Group’s legal and reputational standing.</p>	<p>WHA Group oversees digital transformation and cybersecurity risks by implementing a comprehensive information security and data protection framework aligned with international standards, including ISO 27001 and ISO 27701 (Privacy Information Management System: PIMS). These policies and IT usage regulations are enforced across the Group and its overseas subsidiaries to ensure consistent practices and strict compliance with global requirements. To safeguard sensitive organizational information, the Group has established a structured risk management approach that includes Multi-Factor Authentication (MFA), robust access controls, and real-time monitoring through a Security Operations Center (SOC) and Security Information and Event Management (SIEM) systems. This infrastructure enables early threat detection and timely incident response, supported by a regularly tested Disaster Recovery Plan (DRP) to ensure business resilience and the continuity of critical systems.</p> <p>Beyond technical measures, WHA Group promotes a strong cybersecurity culture through continuous employee engagement and awareness programs. These initiatives include annual cybersecurity training, simulated phishing exercises, and ongoing communication to strengthen the workforce’s understanding of secure technology practices. Key cybersecurity risks are monitored through defined indicators and reporting mechanisms, ensuring that potential threats are identified early and escalated to management for prompt and effective decision-making.</p>

3.4.2.2 Emerging Risk

WHA Group recognizes the importance of identifying and managing emerging and long-term risks arising from evolving economic, environmental, technological, regulatory, and social trends that may affect our strategy, operations, and long-term value creation. The Group adopts a forward-looking, systematic, and scenario-based approach, leveraging tools such as horizon scanning, trend analysis, scenario modeling, and early warning indicators to assess potential impacts and opportunities, identify risk drivers, and define appropriate mitigation strategies.



Emerging risk considerations are integrated into our enterprise risk management framework to ensure proactive identification, monitoring, and management across the value chain, including upstream suppliers and downstream customers. This approach promotes cross-functional collaboration and alignment between business units, risk management, and corporate strategy, while supporting data-driven decision-making, strengthening organizational resilience, and reinforcing our ability to anticipate and respond to future challenges. Emerging risks are regularly reviewed, reported to management and the Risk Management and Information Security Committee, and incorporated into strategic planning and capital allocation decisions.

2025 Emerging Risks and Management Approach

Emerging Risk	Risk Description & Key Impacts	Risk Management Approach
<p>1. Digital Disruption and Business Models Change</p>	<p>WHA Group operates in an environment of rapid technological evolution, with Artificial Intelligence, automation, IoT, and other emerging technologies reshaping industrial, logistics, utilities, power, and mobility sectors. While these innovations present significant growth opportunities, they also introduce risks that, if unaddressed, could affect the Group's operations, business models, and stakeholder confidence. Potential impacts include operational delays, reduced service quality, diminished competitiveness, missed business opportunities, and financial losses. At the same time, the integration of new technologies across the value chain from upstream suppliers to downstream customers offers opportunities to enhance operational efficiency, improve service quality, drive innovation, and support long-term sustainable growth. Effective anticipation and management of these risks are therefore essential to maintain organizational resilience and reinforce stakeholder confidence in the Group's ability to navigate evolving digital landscapes.</p>	<p>WHA Group treats technological change not only as a source of potential risk but also as a strategic opportunity for business growth and innovation. Digital transformation is embedded into the Group's long-term strategy, and the adoption of AI, automation, IoT, and clean technologies is applied across business units to optimize operations, enhance products and services, and support sustainability objectives. The Group actively develops workforce capabilities to strengthen digital skills, ensuring employees can adapt to technological advances and drive innovation. Cybersecurity and data protection are reinforced through robust systems and policies to mitigate risks arising from evolving cyber threats and the increased reliance on digital platforms. WHA Group also continuously monitors emerging technologies, industry trends, and regulatory developments to anticipate potential impacts on operations and business models. Through these proactive measures, including digitalized operations, AI-driven predictive maintenance, smart water and energy solutions, and customer-centric innovations, the Group ensures resilience, operational continuity, and sustainable value creation across our integrated operations. This narrative approach demonstrates how WHA Group not only mitigates technological risks but leverages them as a strategic enabler of long-term competitiveness and stakeholder trust.</p>

Emerging Risk	Risk Description & Key Impacts	Risk Management Approach
<p>2. Climate Policy and Regulation</p>	<p>Climate change and increasingly stringent climate policies and regulations in Thailand and internationally present both physical and transition risks to WHA Group. Physical risks from extreme weather events, such as heatwaves, heavy rainfall, floods, droughts, and storms, may affect assets, infrastructure, industrial estates, warehouse buildings, business continuity, and operational efficiency. Transition risks arising from changes in climate policies, laws, regulations, carbon pricing mechanisms, clean energy requirements, and stakeholder expectations may increase operating and compliance costs, affect energy cost structures, reduce customer demand, lead to asset impairment, and impact the Group's long-term competitiveness and revenue stability. Failure to comply with evolving regulations may also result in legal penalties and reputational impacts.</p>	<p>WHA Group recognizes climate change as a material strategic risk and has integrated climate-related risks and opportunities into our Enterprise Risk Management framework and strategic planning. The Group conducts climate scenario analysis to assess physical and transition risks in the medium and long term and continuously monitors regulatory and policy developments. Key measures include adjusting investment and operational strategies to align with climate regulations, increasing renewable energy development and use, promoting energy-efficient and environmentally friendly building designs, managing greenhouse gas emissions through internal carbon management practices, enhancing resilience to extreme weather through appropriate site selection and infrastructure design, and leveraging climate-related measures to create business opportunities, such as renewable energy expansion and carbon credit services for customers.</p>
<p>3. Geopolitical Tension and Manufacturing Relocation</p>	<p>Ongoing geopolitical tensions, international conflicts, trade and technology disputes, political instability, and volatile economic conditions present complex and interconnected risks to WHA Group's operations. Global conflicts and tensions, such as wars, regional instability, shifts in trade policies, and economic uncertainty, may disrupt global supply chains, energy markets, capital flows, and international trade. These developments can lead to volatility in exchange rates, interest rates, fuel prices, and raw material costs, affecting the Group's operating costs, financial expenses, project investments, and revenue stability.</p> <p>At the same time, geopolitical tensions and trade protectionism have accelerated the relocation of manufacturing bases and supply chains to Southeast Asia, presenting both opportunities and challenges. While Thailand and Vietnam continue to attract foreign direct investment, changes in global trade policies and economic conditions may impact customer investment decisions, industrial estate occupancy, and long-term demand for the Group's products and services.</p>	<p>WHA Group manages geopolitical and manufacturing relocation risks by closely monitoring global political, economic, and industry developments and integrating these considerations into strategic planning and investment decisions. The Group evaluates investment projects with both short and long term perspectives, builds local partnerships, and monitors operating environments in domestic and international markets. Key measures include maintaining flexibility through market and product diversification, monitoring commodity prices, financing costs, interest rates, and exchange rates, and selecting appropriate financial instruments.</p> <p>In addition, the Group supports tenants in supply chain diversification, enhances infrastructure resilience, and strengthens relationships with strategic investors and relevant stakeholders to ensure that our industrial estates and operations in Thailand and Vietnam remain competitive and adaptable under uncertain geopolitical conditions.</p>

Emerging Risk	Risk Description & Key Impacts	Risk Management Approach
<p>4. Air Pollution</p>	<p>Air pollution arising from industrial and business operations poses risks to the environment, public health, and WHA Group's operations, particularly in areas surrounding operational sites. Elevated levels of air pollutants, including particulate matter (PM2.5), may affect communities and employees, reduce quality of life, and create obstacles to sustainable development.</p> <p>For the Group, inadequate air pollution management may result in non-compliance with environmental laws, regulatory penalties, increased operating costs, reputational impacts, and loss of stakeholder confidence. Air pollution can also affect operational efficiency, employee well-being, customer trust, and long-term competitiveness, while requiring additional investment in pollution control technologies and continuous environmental monitoring.</p>	<p>WHA Group manages air pollution risks through preventive and control measures integrated across our business units. These include the adoption of environmentally friendly design and construction practices, implementation of pollution control and dust mitigation measures, and continuous monitoring of air quality through automatic monitoring systems (AMS) and real-time data platforms.</p> <p>The Group also enhances indoor air quality, promotes renewable energy use, and applies energy efficient technologies, EV for internal fleet to reduce emissions. Industrial estate operations enforce compliance with regulatory air emission standards and support eco-industrial practices, while power operations monitor and manage dust impacts on solar power systems through centralized control and timely maintenance. These measures support regulatory compliance, protect health and safety, and reinforce the Group's commitment to environmentally responsible and sustainable operations.</p>
<p>5. Water Pollution</p>	<p>Water pollution from industrial wastewater, chemical use, and waste discharge poses significant risks to the environment, public health, and WHA Group's operations. Pollution can damage aquatic ecosystems, reduce the availability of clean water, and contribute to water shortages, particularly amid climate change, urbanization, and increasing industrial demand.</p> <p>As water is a critical resource for both WHA Group and our customers, water pollution and resulting water shortages may disrupt industrial operations, increase costs, intensify competition for limited water resources between industrial users and surrounding communities, and negatively affect business performance and market opportunities. In addition, stricter legal requirements for wastewater treatment and efficient water management increase regulatory compliance obligations and investment costs. Failure to manage water pollution effectively may also lead to community conflicts, reputational damage, and legal risks.</p>	<p>WHA Group manages water pollution risks by ensuring that all wastewater from industrial operations is treated to meet regulatory standards before discharge or reuse. The Group operates central wastewater treatment systems within our industrial estates and applies multiple treatment technologies, supported by regular and real-time water quality monitoring.</p> <p>Treated wastewater quality is continuously monitored through Water Quality Monitoring Stations connected to the Environmental Monitoring and Control Center, with data reported to government systems and automatic alerts triggered if standards are not met. Corrective actions are immediately implemented to ensure compliance. These measures help prevent environmental impacts, protect communities, mitigate risks of water pollution and water shortages, and strengthen long-term water security for the Group and our customers.</p>

Emerging Risk	Risk Description & Key Impacts	Risk Management Approach
<p>6. Natural Resource Scarcity</p>	<p>Water scarcity presents a significant risk to WHA Group's operations, as water is a critical resource for human needs, ecosystems, and economic activities, including industrial production. Climate change has intensified water management challenges, with prolonged droughts potentially disrupting production processes, increasing costs of alternative water sourcing, and limiting the ability to operate as planned. Insufficient water availability may lead to operational interruptions, increased procurement costs, and loss of business and market opportunities.</p> <p>Additionally, competition for water resources between industrial users and surrounding communities may affect community relations and the Company's corporate image. Stricter legal requirements regarding efficient water use and wastewater treatment further increase regulatory compliance obligations and investment costs for water management infrastructure.</p>	<p>WHA Group manages natural resource scarcity by implementing sustainable water management practices focused on technology, innovation, and resilience. The Company applies digital technologies such as Smart Meter systems and AI to monitor water quality, forecast demand, and reduce water losses. It also promotes a Water Circular Economy through water reuse and recycling via Water Reclamation systems to enhance water efficiency and reduce reliance on natural water extraction.</p> <p>To strengthen water resilience, the Company develops water infrastructure such as reservoirs within and outside industrial estates to serve as reserved or alternative water sources and reduce reliance on natural water sources. Water withdrawal from waterstressed areas is carefully assessed, and collaborative water management with the public sector, private sector, and local communities is promoted to support fair and sustainable water allocation. In addition, the Company is exploring modern water production solutions, including desalination, to address longterm water scarcity risks.</p>
<p>7. AI Governance Risk and Digital Transformation Readiness</p>	<p>WHA Group faces risks related to the adoption, governance, and effective use of Artificial Intelligence (AI) and digital technologies. These risks include potential inaccuracies or bias in AI-driven decision-making, lack of transparency and explainability, data quality issues, cybersecurity vulnerabilities, over-reliance on automated systems, and limitations in scaling or adapting AI initiatives amid rapid technological change.</p> <p>If AI systems are not properly governed, monitored, and aligned with applicable laws, standards, and ethical principles, the Group may experience operational disruptions, ineffective decision-making, legal or regulatory risks, reputational damage, and loss of stakeholder trust. Conversely, insufficient integration of AI and digital technologies may reduce operational efficiency, limit responsiveness to customer and market needs, and negatively impact the Group's long-term competitiveness across our business segments.</p>	<p>WHA Group manages AI governance and digital risks through a structured, Group-level AI governance framework under the oversight of WHA Digital. The framework covers AI use case approval, data governance, model validation, accountability, cybersecurity management, and compliance with legal and regulatory requirements, including risk classification and appropriate control measures for different AI use cases.</p> <p>Most AI applications are currently implemented in pilot or early stages with defined scopes, while the Group strengthens governance, monitoring, and Human Intel Loop controls for higher-impact applications. AI performance, accuracy, bias, cybersecurity resilience, and compliance are regularly monitored. The Group also integrates AI risk assessment into project initiation, system design, procurement, and investment decisions, supported by cybersecurity measures, business continuity management, employee AI literacy development, and crossfunctional collaboration. AI-related risks and mitigation progress are reported through Enterprise Risk Management and Digital Governance processes to ensure responsible AI adoption and sustainable value creation.</p>

Emerging Risk	Risk Description & Key Impacts	Risk Management Approach
<p>8. Structural Risk Related to Biodiversity and Ecosystem Resilience</p>	<p>Biodiversity loss and ecosystem degradation pose emerging and long-term systemic risks to WHA Group's business continuity, asset stability, and sustainability. The Group's activities, including infrastructure development, land-use change, water abstraction, and utilities operations, may place cumulative pressure on ecosystems, affecting essential ecosystem services such as flood regulation, water quality, soil stability, and ecological balance. In addition, evolving domestic and international regulations, policies, and global frameworks related to biodiversity and nature-related risks are increasing expectations for corporate accountability and disclosure. Declining ecosystem resilience may increase exposure to physical risks, regulatory and permitting challenges, reputational impacts, and reduced ability to support long-term growth and investor confidence.</p>	<p>WHA Group adopts a proactive and integrated approach by incorporating biodiversity and ecosystem considerations into our Enterprise Risk Management (ERM) framework and strategic planning processes. The Group conducts Nature Impact and Dependency Assessments (NIDA) to identify site-specific risks and understand the interdependencies between operations and ecosystem services, with results integrated into risk assessment and decision-making. Operational measures focus on minimizing impacts through compliance with environmental regulations, Environmental Impact Assessments (EIA/IEE), and responsible land-use planning, including the development of green area, buffer zones, and controlled project boundaries. The Group also enhances ecosystem resilience through restoration and regeneration initiatives on our green area, ecological corridors, and biodiversity offset plans aligned with No Net Loss or Net Gain principles. In addition, WHA Group continuously monitors environmental indicators, water quality, and ecosystem health to detect early signs of degradation and implement timely corrective actions. The Group also aligns our practices with emerging global biodiversity frameworks and disclosure standards, strengthening regulatory preparedness and transparency. Through this integrated and forward-looking approach, WHA Group enhances ecosystem resilience, supports sustainable operations, and reinforces stakeholder confidence in our ability to manage nature-related risks and long-term business sustainability.</p>

3.4.3 Strengthening Enterprise Risk Practices

3.4.3.1 Integration of Risk Management Criteria into Decision-Making

WHA Group integrates risk management criteria into our strategy and investment decision-making process to support sustainable growth and long-term value creation. Risk considerations are embedded from the early stages of project planning and development, with all investment proposals assessed against defined risk thresholds and evaluation criteria, covering financial, operational, regulatory, strategic, ESG-related, and emerging risks, prior to approval to ensure comprehensive risk coverage. Key risk

factors include development and financing risks, capital structure, interest rate exposure, and revenue sustainability.

All investment proposals are reviewed and approved by the Risk Management and Information Security Committee (RMIC), which evaluates strategic alignment, risk exposure, and risk-adjusted returns to ensure consistency with the Group's risk appetite, risk tolerance, and long-term objectives. This risk-informed decision-making approach strengthens effective capital allocation, governance, and our ability to achieve sustainable and resilient growth.

Key Risk Criteria In Investment Evaluation

Risk Dimension	Assessment Focus
Financial Structure	<ul style="list-style-type: none"> • Cost of capital • Interest rate sensitivity • Average interest expenses
Leverage & Capital Structure	<ul style="list-style-type: none"> • Net interest-bearing debt to equity (IBD-to-Equity) • Net interest-bearing debt to earnings before interest, tax, depreciation, and amortization (IBD-to-EBITDA ratio)
Recurring Revenue Stream	<ul style="list-style-type: none"> • Rental income • Revenue from asset sales, and REIT monetization
Strategic Alignment	Consistency with Group strategy, sustainability objectives, and business priorities
Risk Acceptability	Compliance with defined risk appetite and risk tolerance, ensuring risks remain within acceptable thresholds prior to investment approval.

This integration ensures that investment decisions are supported by robust risk analysis, and aligned with financial discipline, strategic priorities, and the Group’s risk appetite, contributing to sustainable business growth.

3.4.3.2 Risk Assurance and Independent Review

WHA Group strengthens the effectiveness of our risk management process through independent assurance mechanisms through both external and internal audits, each conducted at least once a year. An external assessment is conducted by KPMG Phoomchai Business Advisory Ltd. to independently validate the design and operating effectiveness of our risk management practices. In parallel, the Internal Audit Office performs regular internal audits in line with the annual risk management plan. These audits cover the Group’s enterprise risk management framework, internal controls, and governance processes, with results reported to the Audit Committee. In 2025, both internal and external audits achieved 100% completion with no material findings, meeting the Group’s established targets.

Audit results and recommendations are systematically reviewed and integrated into continuous improvements of risk management processes, internal controls, and governance practices. WHA Group also ensures independence, transparency, and quality of external audits through robust governance measures such as regular audit partner rotation, periodic tendering for new audit firms, and auditor performance and quality evaluation during each engagement period. These practices reinforce stakeholder confidence in the assurance process and ensure alignment with our governance standards and good corporate governance principles.

3.4.3.3 Risk Culture, Capability, and Awareness

WHA Group promotes a strong risk management culture by embedding risk awareness, accountability, and “tone from the top” across all levels of the organization. Risk management responsibilities are clearly defined under the Three Lines Model for executives, management, and employees, with risk ownership integrated into Key Performance Indicators (KPIs) through a top-down approach and linked to compensation at selected employee levels. This ensures that risk considerations is embedded in risk-informed decision-making, performance management, and day-to-day operations.

Consistent risk management practices are reinforced through common risk terminology, standardized risk assessment criteria, and a clearly defined risk appetite and risk tolerance. Regular risk discussions at management and subsidiary levels, along with whistleblowing and complaint mechanisms, support early risk identification and alignment across business units. Feedback and insights from employees, customers, business partners, and other stakeholders are systematically incorporated into risk assessments and control improvements to ensure responsiveness to evolving business conditions.

WHA Group also continuously invests in training, capability development, and continuous learning programs to enhance awareness and skills in identifying, assessing, and managing risks, including emerging and ESG-related risks. These efforts strengthen organizational capability, proactive risk management, resilience, and informed decision-making for long-term sustainable growth.

Risk Culture Capacity Building Program	Description	2025 Participant	Impact
Nature Risk Assessment workshop	Targeted risk management training on nature and biodiversity assessment and sustainability risk analysis is conducted to strengthen understanding of enterprise-wide and nature and biodiversity related risks. Key topics include risk management principles, materiality assessment, stakeholder engagement, and nature-related risks, including biodiversity and ecosystem dependencies, in alignment with emerging global frameworks (e.g., TNFD).	<ul style="list-style-type: none"> • 3 executives (30%) • 50 employees (100%) 	<ul style="list-style-type: none"> • Enhance organizational capability, risk awareness, and risk-informed decision-making • Enable employees to effectively identify, assess, and prepare (LEAP) nature risks and opportunities, including climate- and nature-related risks • Integrate ESG and nature-related considerations into business operations and strategic decision-making • Strengthen overall resilience and long-term sustainable value creation
Business Continuity and Resilience Capability Development	Business Continuity Plan (BCP) training and workshops in Thailand and Business Continuity Management (BCM) training in Vietnam are conducted to enhance preparedness for operational disruptions and crises response, in alignment with the Group's overall business continuity framework and Business Impact Analysis (BIA) processes. The programs focus on crisis awareness, incident response, recovery procedures across different operating locations, and the application of BIA to identify critical processes and assess potential operational impacts. These initiatives are supported by periodic BCP/BCM testing and simulation exercises to validate recovery procedures and ensure alignment with established recovery objectives and continuity plans.	<ul style="list-style-type: none"> • 10 executives (100%) • 50 employees (100%) 	<ul style="list-style-type: none"> • Enhance understanding of roles and responsibilities during disruptions, coordinated response actions, and business continuity practices aligned with defined BCM and BIA frameworks, contributing to improved operational readiness • Enable employees to effectively implement BCP and BCM measures in accordance with local operational contexts while remaining aligned with Group-level requirements • Strengthen organizational resilience, operational continuity, and ability to respond effectively to disruption scenarios across our regional operations

Risk Culture Capacity Building Program	Description	2025 Participant	Impact
Artificial Intelligence (AI) Governance and Risk Management Training	Targeted and standardized training programs on AI governance and risk management are delivered across our operations in Thailand and Vietnam to enhance organizational readiness for the responsible adoption of emerging technologies. Key topics include AI fundamentals and applications, AI-related risks (e.g., data privacy, cybersecurity, and bias), and AI governance frameworks aligned with international standards, best practices and emerging regulatory expectations on responsible AI. The training includes Thai and English e-learning modules and a post-training assessment to evaluate participants' understanding and ensure knowledge retention and practical application.	<ul style="list-style-type: none"> • 66 executives (100%) • 731 employees (80%) 	<ul style="list-style-type: none"> • Enhance understanding of AI governance, risk identification and mitigation, ethical and regulatory considerations, and responsible AI implementation • Promote effective use of AI across operations to support risk-informed decision-making • Strengthen integration of AI-related risks into the Enterprise Risk Management (ERM) framework and reinforce governance practices • Enhance our ability to leverage AI technologies responsibly and manage associated risks
Risk Oversight Capability for Corporate Leaders	Participation in specialized risk management programs for corporate leaders are promoted to support risk oversight capability at the leadership level. WHA Group's non-executive directors attended the Risk Management Program for Corporate Leaders (RCL), organized by the Institution of Directors (IOD), focusing on the role of directors in risk oversight, risk governance frameworks, and strategic risk management.	<ul style="list-style-type: none"> • 4 Independent Directors (33.3%) 	<ul style="list-style-type: none"> • Enhance non-executive directors' ability to oversee enterprise risk management and support informed strategic decision-making at the Board level

4. Way Forward

Toward 2026, WHA Group will further strengthen our enterprise risk management culture and business continuity by leveraging digital technologies, advanced analytics, Big Data, and AI to improve risk identification, predictive analysis, and forward-looking risk assessment across all business units. The Group will also implement key initiatives, including alignment with IFRS S2 for climate scenario analysis, and advancement of nature-related risk management in line with emerging global frameworks (e.g., TNFD), and strengthening Business Continuity Management (BCM) across Thailand and Vietnam.

In Vietnam, Business Continuity Plans (BCP) will be further refined to align with local operations, risk

profiles, and regulatory requirements, while in Thailand, the Group will enhance BCP implementation through more frequent and rigorous full-scale simulation exercises, incorporating complex and cross-functional disruption scenarios, and strengthening monitoring, evaluation, and accountability mechanisms in line with regulatory expectations. These efforts will support ESG and emerging risk monitoring, regulatory readiness, data-driven decision-making, and long-term organizational resilience and sustainable value creation. We will also continue to strengthen risk governance, enhance risk culture, and embed risk-informed decision-making across all levels of the organization, ensuring a consistent and integrated approach to managing risks in an increasingly complex risk landscape.



Customer Relationship Management

1. Introduction

Customers are one of our most important stakeholders, and their expectations continue to evolve rapidly in response to changing global economic, technological, and environmental conditions. The ability to anticipate and respond to these shifting needs is essential for maintaining long-term competitiveness, as failure to adapt may result in the loss of customer trust and market position. In this context, customer relationship management has become a critical driver of sustainable business growth. WHA Group integrates data analytics, automation, and digital solutions into its customer engagement processes to deliver faster, more accurate, and more personalized services. These approaches enhance the Group's ability to understand customer needs and anticipate expectations. AI-enabled customer relationship management systems support data-driven decision making, ultimately improve service quality, responsiveness, and consistency while strengthening long-term customer relationships within the boarder digital transformation of business operations.

WHA Group is trusted by a diverse B2B customer base across our logistics, industrial development, utilities and power, digital services, and green mobility businesses. Our customers range from large multinational corporations to medium and small enterprises, representing a wide variety of industries and nationalities. The Group positions customer-centric innovation as a core strategy and continues to offer products, services, and integrated solutions that respond to evolving needs. By embedding smart technologies and digital capabilities into our offerings, such as digital platforms, green mobility solutions and smart industrial estate management, we enhance operational convenience, efficiency, and service reliability for our customers, while placing strong emphasis on the environment and overall sustainability. Through these efforts, WHA Group reinforces our role as a Tech and Sustainability Company, delivering long-term shared value to customers and stakeholders.

2. Risk and Opportunity



 Risk	 Opportunity
Ineffective customer relationship management may lead to service disruptions, loss of customer trust, and reputational impacts, while also resulting in reduced customer loyalty, revenue volatility, and constrained business growth as customer expectations evolve. In addition, failure to respond to increasing environmental and social expectations may weaken the Group's competitiveness and reduce our ability to attract and retain customers who prioritize responsible and sustainable business practices.	Effective customer relationship management, particularly strong after-sales service, enables us to understand and meet customer needs, support customer operations, and build long-term trust, while strengthening business competitiveness, resilience, and long-term growth through higher customer retention and satisfaction. By aligning our products and services with market trends and sustainability expectations, we enhance our corporate reputation, competitiveness, and ability to attract and retain customers seeking responsible and value-creating partners.

3. Management Approach

We manage customer relationships through an integrated and systematic customer-centric approach. This approach is designed to ensure consistency, responsiveness, and continuous improvement in how we engage with customers, support their needs, and create long-term shared value.

3.1 Governance Structure

WHA Group supports effective customer relationship management through a clear governance structure that defines roles and responsibilities for operational execution and strategic oversight, as outlined below.

Position	Responsibility
 <p>Board of Directors</p>	Sets policies and provides oversight into customer relationship management to ensure alignment with strategic direction; ensures that customer-related operations reflect industry best practices, market trends, and stakeholder expectations, and comply with corporate governance principles and sustainable business practices to support long-term competitiveness.
 <p>Chief Executive Officer of Each Business Unit (BU CEO)</p>	Oversees customer relationship management within the business unit; directs and supervises sales and customer development teams; sets customer relationship management objectives and key performance indicators to evaluate the performance of sales and customer development teams
 <p>Customer Development Departments of Each Business Unit</p>	Manages customer relationships and serves as the main point of contact; supports customers across pre- and post-sales stages and addresses requirements; monitors and understands customer needs and issues; gathers customer feedback to improve products and services; implements strategic plans on product and service development, effective communication channels; and enhances the overall customer experience to strengthen long-term relationships and trust.
 <p>Industrial Estate Operations Department</p>	Serves as a primary on-site point of contact for customers; manages the operation and maintenance of shared facilities to ensure readiness, quality, and service standards; handles service requests and coordinates repair and maintenance activities; follows up on work progress and customer feedback to ensure timely resolution and service reliability; collects customer satisfaction survey data for further analysis

3.2 Customer Relationship Management Commitment

WHA Group is committed to being a trusted partner in supporting customers’ sustainable growth under the vision to become “The Ultimate Solution for Sustainable Growth”. Guided by this commitment, the Group delivers comprehensive, customer-centric solutions through strategically located developments and integrated One Stop Service Solutions. These include Built-to-Suit warehouses and factories designed to meet individual customer needs and international standards, full range of integrated solutions for industrial customers, including utilities, power, renewable energy, green mobility, telecommunications, and digital services, complemented by integrated property solutions and operational support. Together, these initiatives strengthen long-term partnerships, enhance competitiveness, and drive stable and sustainable business growth.



3.3 Metrics And Targets

To assess the effectiveness of our operations, we measure customer satisfaction across WHA Logistics, WHA Industrial Development and WHA Utilities and Power. The results are then consolidated into a unified metric to reflect group-wide customer satisfaction score, covering key aspects such as product quality, building and facility standards, shared utilities, and service performance across both pre- and post-sales stages. The overall score is publicly disclosed to stakeholders in the sustainability report on an annual basis.

Dimension	2025 Performance	2025 Target	2026 Target
Overall Customer Satisfaction Score	90%	≥89%	≥89%

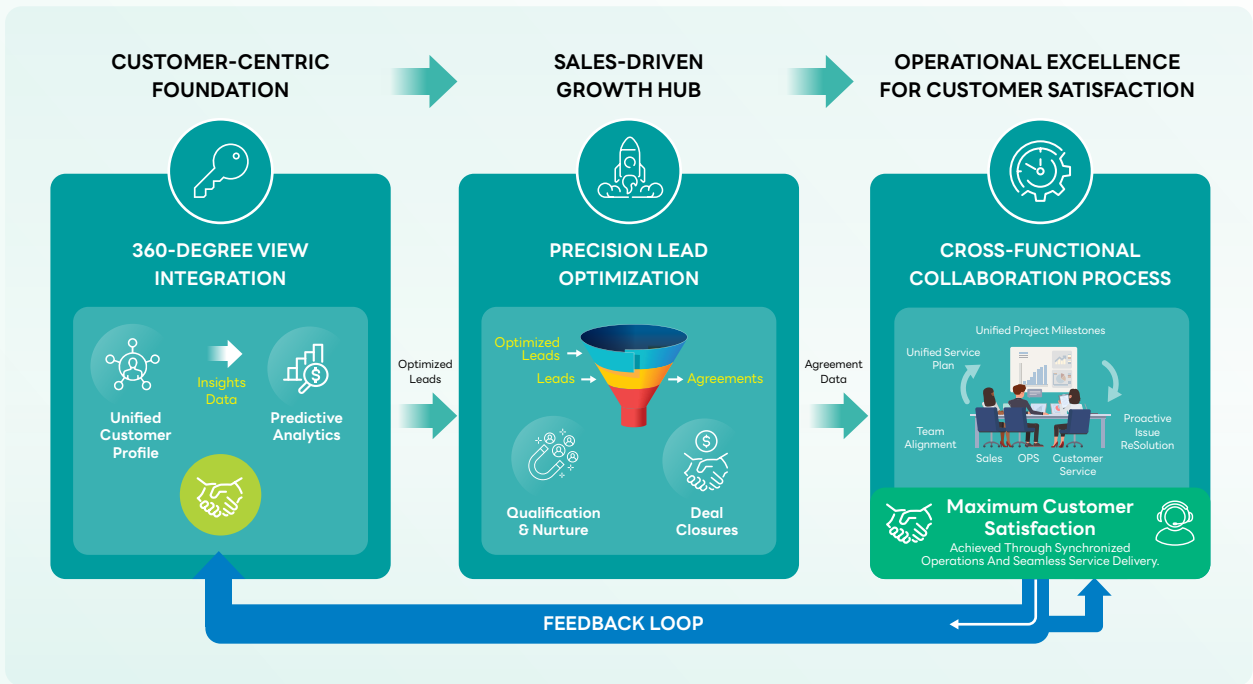
In 2025, WHA Group achieved a customer satisfaction score of 90%, exceeding the target of at least 89%. This result reflects the Group’s continued commitment to delivering high-quality products, services, and customer experience across all business units. Building on this performance, WHA Group remains focused on maintaining and further enhancing service quality and customer engagement to sustain strong satisfaction levels, with a continued target of at least 89% in 2026.

3.4 Strategies And Management

3.4.1 Customer-Centricity And Operational Synergy

WHA Group leverages our Customer Relationship Management (CRM) system as a key driver of customer satisfaction and data-driven decision making. The system integrates customer data across business units to provide a 360-degree view of the customer profiles, experiences, and interactions, enabling more personalized, responsive, and impactful services. Through advanced analytics and dashboard reporting, WHA Group analyzes customer data across multiple dimensions, including industry, nationality, and average pricing, to support decision-making on pricing and marketing strategies.

This foundation supports a sales-driven approach, where data analytics are applied to identify upsell opportunities and optimize lead conversion through precise, insight-led targeting. By aligning these commercial objectives with operational processes, the system streamlines cross-departmental workflows, reducing communication gaps and resource inefficiencies to enable faster and more accurate service delivery. Ultimately, this integrated approach enhances WHA Group’s operational agility and supports the creation of long-term sustainable business value.



3.4.2 Customer Communication Channel

WHA Group emphasizes effective communication with customers to build trust, strengthen relationships, and enhance service quality. We use a combination of one-way and two-way communication channels to ensure customers receive timely, accurate information and have opportunities to share feedback, raise concerns, and engage directly with us.

One-way communication channels	<ul style="list-style-type: none"> • WHA E-Connection • Email communications • Corporate website (Thai, English, Japanese, and Chinese) • Social media platforms: Facebook and LinkedIn • WHASApp application: notifications on news, events, and activities • Digital Billboards
Two-way communication channels	<ul style="list-style-type: none"> • Regular customer visits and meetings • Phone, email, and LINE group communications • Designated primary contact person for customer concerns and requests • Customer and tenant satisfaction surveys • WHASApp application: digital customer engagement platform featuring real-time data interfaces, service request management, and corporate updates • LBMS Application
WHA customer club	<p>Communication between representatives of WHA Group and customer company</p> <ul style="list-style-type: none"> • WHA Investor Club • Japanese Club • Eastern Seaboard Industrial Estate (Rayong) Human Resources Club (ESIE HR Club) • Eastern Seaboard Labor Relation Club (ESLR Club) • WHA Safety and Environmental Club within WHA industrial estates and industrial lands



3.4.3 Customer Satisfaction And Concern Assessment

WHA Group recognizes that customer trust is fundamental to effective customer relationship management and long-term business growth. To evaluate service performance and identify improvement opportunities, the Group conducts annual customer satisfaction surveys covering customers and tenants of buildings, warehouses, and industrial estates as well as customers of our utilities and power businesses. In 2025, the Customer Development Department of each business unit collected and analyzed customer satisfaction survey data covering key aspects such as product and service quality, reliability and stability of utilities (including water and electricity), communication systems, and after-sales service. The results were reported to management to support service enhancements and strategic adjustments.

In addition, WHA Group has established a comprehensive complaint management system to ensure customer and community concerns are addressed in a transparent and systematic manner. Feedback and complaints received through multiple communication channels are handled in accordance with the Group's procedures. In cases where complaints arise, each case is forwarded to the relevant business unit, where qualified personnel investigate the issue and root cause, document findings, and implement corrective and preventive actions in line with established standards to avoid recurrence. The status of complaints and progress of corrective actions are systematically tracked, reported, and executed.

Customer satisfaction, feedback, complaint channels

- Site Office of Industrial Estate
- Telephone
- LINE
- Email
- LBMS Application (feedback on warehouse repair service)
- WHASApp Application

WHA Group also conducted customer interviews to reflect the strong relationships between WHA Group and our clients, as well as to gather feedback on future development and improvement of our operations. The results extracted from the satisfaction survey and interviews are used to identify our strength and gaps in customer relationship management and support continuous improvement to better meet customer needs across all business units.

Monitoring Tenant Turnover and Eviction Rate

We recognize that tenant turnover and eviction can create environmental and socio-economic impacts, including increased waste and resource use during renovations. Additionally, changes in tenant operations may disrupt ongoing environmental management practices within shared facilities. On the socio-economic side, turnover and eviction can affect local employment, especially where tenants are significant job providers. To manage these impacts, we apply a structured monitoring approach across our industrial estates, warehouses, and office buildings to track tenant turnover, eviction rates, and

occupancy changes. These indicators are regularly reviewed alongside broader socio-economic trends to support proactive management and continuous improvement. Insights from stakeholder engagement and community assessments are used to address identified concerns, such as employment continuity, infrastructure pressure, and environmental quality. Based on these findings, the Group implemented targeted improvements in traffic flow management and local infrastructure planning. These efforts reflect WHA Group's ongoing commitment to aligning property operations with the well-being and resilience of surrounding communities.

Business Unit	Summary of Customer Interview
<p>WHALG</p>  <p>Thai Watsadu Signs 38,412 sq.m. Built-to-Suit Warehouse Lease with WHA</p>	<p>CRC Thai Watsadu Co., Ltd. – “Elevating Smart Logistics at WHA Mega Logistics Center Wang Noi 63”</p> <p>Mr. Thanawat Chirangkapat, President of CRC Thai Watsadu Co., Ltd., highlighted the strong partnership and expressed confidence in WHA Group’s ability to deliver a Built-to-Suit warehouse of over 38,000 sq.m. at WHA Mega Logistics Center Wang Noi 63, specifically designed to support their Automated Storage and Retrieval System (ASRS). The project enhances operational speed, accuracy, and efficiency, supports CRC’s business expansion, and aligns with its sustainability mission by maximizing resource efficiency and reducing environmental impact. This reinforces WHA Group’s role as a long-term strategic partner who helps elevate customers’ supply chains to international standards.</p>
<p>WHAID</p>    	<p>Thai Inaba Foods Co., Ltd. – “A Decade of Partnership: Thai Inaba Foods Solidifies Commitment with 4th Plant at WHA Saraburi Industrial Land”</p> <p>Thai Inaba Foods’ decision to expand its fourth factory and plan a fifth at WHA Saraburi Industrial Land (WHA SIL) reflects strong confidence in Thailand’s food industry ecosystem and in WHA Industrial Development as a long-term strategic partner. With over 2,000 million Baht invested, the expansion will increase production capacity by 150%, create more than 1,500 local jobs, and strengthen Thailand’s position as a global food production and export hub. Mr. Atsuhiko Inaba, President and CEO of Inaba Co., Ltd., emphasized that WHA Group’s high-quality infrastructure, reliable utilities, particularly industrial-grade water, and professional support enable the company to focus on innovation, uphold world-class standards, and shape the future of the food industry from its base in Thailand.</p> <p>Haoyang Data Center 1 (Thailand) Limited – “A Strategic Milestone: Setting the Standard for ASEAN’s Digital Infrastructure at WHA Eastern Seaboard Industrial Estate 4”</p> <p>Haoyang Data Center 1 (Thailand) Limited, a subsidiary of Beijing Haoyang Cloud & Data Technology, has selected WHA Eastern Seaboard Industrial Estate 4 (WHA ESIE 4) as the site for its first international hyperscale data center, marking a landmark investment of over USD 2.2 billion (approximately 72.67 billion Baht) with a planned IT load of 300 MW. Supported by the Thailand Board of Investment (BOI), the project, targeted to be operational by 2026, reflects strong confidence in Thailand’s potential as a regional digital hub and in WHA Group’s infrastructure readiness. Mr. Lai Ning Ning, Chairman and CEO, emphasized that the investment will support growing global demand for AI-driven computing, strengthen Southeast Asia’s digital ecosystem, and gradually integrate renewable energy solutions in line with Haoyang’s carbon reduction commitments.</p>
<p>WHAUP</p>  	<p>Saha Farm Group – “Empowering the Future of Agriculture: 14 Solar Energy Projects with a Combined Capacity of 46.47 MW of Clean Energy”</p> <p>Saha Farm emphasized that its partnership with WHAUP is central to its “Go Green” strategy, integrating clean energy innovation to create long-term economic, environmental, and social value. Through large-scale solar projects covering over 300 rai to support production of 700,000 chickens per day, the company expects to reduce energy consumption by up to 30%, generate annual savings of more than 100 million Baht, and reduce over 870,000 tCO₂ emissions over 25 years. The collaboration reinforces Saha Farm’s commitment to efficiency, transparency, and sustainability, with Phase 2 and Phase 3 already planned to expand renewable energy across all business units and position the organization as a clean energy leader in Thailand’s agricultural sector.</p>
<p>WHA Digital</p>  	<p>SumiRiko Eastern Rubber (Thailand) Ltd. – “A Positive Shift in Employee Care: SumiRiko’s Exceptional Experience with WHAbit Application”</p> <p>SumiRiko Eastern Rubber (Thailand) Ltd., a subsidiary of Sumitomo Riko, highlighted its strong commitment to ESG and employee well-being through the implementation of the WHAbit application. Ms. Saranya Sakorncharoen, HR General Affair Information System General Manager, emphasized that promoting employee health directly enhances productivity and supports sustainable business performance. WHAbit serves as a centralized digital platform for health knowledge, annual health check-up analysis, and structured health data management, enabling employees to proactively monitor and improve their well-being. Positive employee feedback, improved work-life balance, and a noticeable reduction in absenteeism reflect the success of this initiative, reinforcing the company’s dedication to sustainable organizational development and long-term growth.</p>

Based on the results of the 2025 customer and tenant satisfaction survey and reported complaints, several areas for improvement have been identified to enhance overall customer satisfaction as follows:

Key Area of Concerns	Mitigation Measures Implemented
Logistics Building Maintenance's Service Efficiency and Response Management	<p>Enhanced customer experience through the LBMS Application including</p> <ul style="list-style-type: none"> • Implementation of LBMS application to enable real-time submission of repair requests • Improved visibility of work orders to support faster response and on-site attendance, exceeding defined Service Level Agreements (SLAs) • Monitoring of key service metrics, including repair quality, response time, completion time, and customer satisfaction after service completion • Establishment of a centralized database to support data analytics for maintenance planning and service optimization
Logistics Building Condition and Facility Enhancement	<p>AI-Drone inspection for roof leakage prevention and abnormal incident detection including</p> <ul style="list-style-type: none"> • Deployment of AI-enabled drone inspections to assess roof conditions and mitigate risks related to roof deterioration in tenants' warehouse operations • Utilization of image processing and machine learning technologies to identify and analyze roof damage • Support for predictive maintenance through early detection and timely intervention • Automated generation of inspection reports with damage severity classification to prioritize maintenance activities • Reduction of repair requests and operational disruptions, optimization of long-term maintenance costs, and enhancement of tenant confidence and satisfaction
Traffic Management within Industrial Estates	<ul style="list-style-type: none"> • Application of vehicle management system equipped with AI technologies to manage traffic flow, particularly during peak periods • Establishment of traffic control system within each industrial estate • Proactive communication with customers regarding traffic conditions during rush hours and maintenance activities
Road Conditions within Industrial Estates	<ul style="list-style-type: none"> • Implementation of continuous preventive maintenance for internal road improvements • Coordination with local authorities to enhance external road infrastructure
Inconsistent Water Supply Pressure	<ul style="list-style-type: none"> • Investigation and resolution of the identified cause of water pressure fluctuation by removal of the booster pump to restore stable water pressure • Communication of corrective actions to affected customers
Timeliness and Resolution Efficiency for Solar Operations	<ul style="list-style-type: none"> • Establishment of formal Service Level Agreements (SLAs), including response within 2 hours and on-site attendance within 72 hours • Provision of progress updates to customers at every stage of issue resolution • Creation of dedicated LINE Group to facilitate real-time communication and issue tracking

3.4.4 Customer Experience And Relationship Enhancement Initiatives

As a trusted partner across our five business groups, WHA Group strengthens customer relationship management through technology, innovation, and environmental and social initiatives. The Group implements projects that enhance efficiency, reliability, sustainability, and quality of life for customers, tenants, and users across warehouses, office buildings, and industrial estates. These initiatives are designed to elevate customer experience and strengthen long-term partnerships, as outlined below.

Project	Description	Business Units	2025 Key Performance
<p>Vehicle Management System (VMS)</p> 	<p>The Vehicle Management System (VMS) was deployed to improve traffic management, enhance vehicle security, and reduce accident risks within our industrial estates. The system integrates automatic traffic light control with vehicle counting and license plate recognition to manage traffic flow based on real-time conditions, helping reduce congestion, fuel consumption, and air pollution while supporting safer travel for customers, tenants, and employees.</p>	<p>WHAID</p>	<ul style="list-style-type: none"> • Install VMS at all main entrances and exits of our industrial estates in 2025 • Operate a total of 44 VMS locations across industrial estates, contributing to reduced traffic congestion, lower accident risk, and decreased traffic-related fatalities • Reduce road accidents in industrial estates
<p>Virtual Tour 360°</p> 	<p>A 360-degree virtual tour system was implemented on WHA Group's corporate website to connect with global investors and customers without geographic limitations. Using drone and VR technologies, the platform enables real-time virtual exploration of our industrial estates, office buildings, factories, warehouses, and WHA Tower in Thailand and Vietnam. The system supports investment and sales by providing clear visual information on land conditions, infrastructure, and surrounding environments while reducing the need for on-site visits.</p>	<ul style="list-style-type: none"> • WHAID • WHALG • WHAUP 	<ul style="list-style-type: none"> • Receive positive feedback from customers and investors • Reduce travel time and costs for domestic and international customers
<p>Drone Inspection</p> 	<p>Drone technology is integrated with AI to enhance inspection efficiency for buildings, warehouses, rooftops, and solar panel installations. High-resolution imaging and precise navigation enable the detection of hard-to-reach issues such as leaks or structural damage, supporting timely repairs and proactive maintenance while reducing safety risks of our customers and tenants and disruptions to their operations.</p>	<ul style="list-style-type: none"> • WHAID • WHALG 	<ul style="list-style-type: none"> • Reduce inspection and reporting time by up to 90% • Enhance roof inspection capacity to 150,000 sq.m./year • Enable early detection of rooftop and solar panel issues • Reduce operational risks and potential business interruptions for customers

Project	Description	Business Units	2025 Key Performance
<p>WHASApp Application</p> 	<p>WHASApp application was developed to enhance communication and service accessibility for customers in Thailand and Vietnam. The application allows customers to communicate directly with customer service, receive notifications on updates and activities, access virtual 360° tours of our premises, and review key information such as contracts, utility and solar energy usage, payment status, and billing documents. It also improves convenience, supports timely access to information and assistance, and helps ensure smooth and efficient business operations, contributing to enhanced customer experience and satisfaction.</p>	<ul style="list-style-type: none"> • WHAID • WHALG • WHAUP 	<ul style="list-style-type: none"> • Reach 1,501 subscribers in Thailand
<p>Logistics and Building Maintenance Service (LBMS) Application</p> 	<p>LBMS application was developed to streamline building and logistics maintenance services, including repairs, insurance claims, and quality control. The platform allows customers to submit requests, track service status 24/7, and communicate directly with warehouse management, improving service efficiency and customer convenience. The application is continuously improved to support customers in both built-to-suit and ready-built facilities.</p>	<p>WHAID</p>	<ul style="list-style-type: none"> • Support customers across 592 buildings covering over 3.2 million sq.m. • Handle 1,100 cases, which is 15% lower than the previous year), reflecting fewer repair requests and improved service efficiency • Deliver 92.8% customer satisfaction, highlighting improved user experience, convenience and trust in the service • Reduce cumulative customer response time by up to 50%, resulting in meaningful time and operational cost savings for customers
<p>Mobilix Application</p> 	<p>WHA Group developed Mobilix as Thailand's first green logistics solution to help customers reduce environmental impacts from transportation and operate more sustainably is "Mobilix Application", an intelligent digital platform to manage vehicles, batteries, maintenance, and route optimization. This project supports our customers' transportation capabilities and efficient operations, lowers their GHG emissions, and promotes their responsible business growth</p>	<p>WHA Digital</p>	<ul style="list-style-type: none"> • Record 194 EVs registered on Mobilix application
<p>Smart Metering and Online Monitoring Platform</p> 	<p>WHA Group implemented a Smart Metering and Online Monitoring Platform to enhance transparency and service reliability for customers. By integrating smart meters and sensors with a centralized data system, the platform enables customers to access real-time water consumption, automated billing, and early detection of anomalies, improving operational efficiency and overall customer experience.</p>	<p>WHAUP</p>	<ul style="list-style-type: none"> • Reduce approximately 138,000 m³ water loss • Automated billing and proactive monitoring minimize service disruptions and human error

3.4.5 Customer Health And Well-Being Enhancement Initiatives

WHA Group prioritizes the health and well-being of our customers and tenants. Accordingly, we embed these principles into the design and construction of our buildings and industrial estates to ensure that they not only meet minimum regulatory requirements but also create healthy, safe, and welcoming environments for users. Through our Green Building concept and SMART building and industrial estate solutions, the Group promotes health, safety, and well-being while strengthening users' connection to the surrounding environment.

3.4.4.1 Green Building Concept

WHA Group has set a policy for the design and construction of industrial properties and office buildings under Green Building concept to be environmentally friendly and user-friendly to promote good health for occupants and ensure comfort in building use, including:

- Control good indoor air quality by designing air circulation in line with ASHRAE standard, a fresh air system and dust-trapping carpets at office entrances and exits to reduce dust issues, using low VOC paints (low levels of volatile organic compounds and non-toxic)
- Control indoor environment (temperature, humidity and ventilation: HVAC) using heat-resistant construction materials, low-e glass to block UV rays, and Colorbond metal sheets to dissipate heat
- Promote adequate illumination by installing natural lighting systems and LED lighting throughout the building
- Design convenient access to public transportation for customers, tenants, and employees by integrating proximity to public transports into site selection process for office buildings, commercial properties, factories, warehouses, and industrial estates to support accessibility and sustainable mobility.
 - o WHA Tower: located within a 5-minute walk to a mass transit system
 - o Quant Sukhumvit 25: located near a Skytrain station entrance/exit

Additionally, WHA Group expands the policy for environmentally design and construction to tenants by including the following ESG-specific requirements in lease contracts.

- Cooperate with our tenants to enhance building's environmental performance and efficiency, including identification, planning, and implementation of upgrades and improvements such as energy-efficient systems, water conservation measures, and sustainable waste management practices.
- Promote social initiatives by ensuring health and safety measures for all workers in the buildings or warehouses.

3.4.4.2 SMART Building Office Solution

WHA Tower was built as a premium, environmentally friendly, and energy-efficient smart office building for leases with specific designs and comprehensive facilities to support health, well-being and accessibility of our employees, customers, and tenants, including:



Measures	Description
Strategic location on Bangna-Trad Road, a gateway to the EEC	Located close to Suvarnabhumi Airport, commercial centers, international schools, and universities, with easy access to the Outer Ring Road, Bangkok-Chonburi Motorway, and other major roads
Convenient transportation	10-minute walking distance from public transportation with shuttle services to Skytrain station and nearby shopping malls, which helps reduce fuel consumption and GHG emissions
Connection to environment	Integrated natural elements in the landscape and design green spaces inside and outside the building with accessible rooftop gardens and water features
Thermal comfort	2.9-meter-high ceiling for openness and large triple-glazed windows with 70% heat insulation which also reduce electricity consumption from air conditioning, and a chilled-water air conditioning system
Visual comfort	Natural lighting systems and LED lighting throughout the building to ensure adequate illumination and enhance the working atmosphere, with quality control measures to ensure alignment with standards
Acoustical comfort	Building system components in line with noise standards, preventing sound disturbances
Indoor air quality control	Daily PM 2.5 monitoring system and air quality control system to maintain safe levels of air quality inside the building, quality control measures to ensure alignment with standards
Universal design principles and inclusive environment	Accommodating all users including people with disabilities and vulnerable groups through: <ul style="list-style-type: none"> • Wheelchair-accessible ramps at building entries • Wide walkways for the convenience and safety of wheelchair users • Dedicated restrooms for people with disabilities • Gender-inclusive restrooms • Breastfeeding rooms to accommodate users with infants • Audio announcement system in elevators for visually impaired users
Easy access to fresh and nutritious food	Vending machines, kitchen cafés and food trucks with a variety of menus including fruits, juice, and other healthy options for employees and tenants
Work Life Solutions principles	Providing flexible working environment, promoting creativity, and supporting physical and mental health using staircases to encourage inter-floor walking which supports physical activities, reduces reliance on elevators, and conserves energy at the same time.
Prevention of contagious diseases	Touchless access control systems and temperature detection systems
High-standard security features to ensure safety of users	<ul style="list-style-type: none"> • Fire detection systems • License plate recognition systems for vehicles • 24/7 CCTV monitoring and surveillance systems

3.4.4.3 Smart Eco Industrial Estates

WHA Group committed to designing and constructing Smart Eco Industrial Estates to balance environmental sustainability with social well-being. Our approach integrates environmentally responsible design and systematic measures to monitor and manage environmental quality, safety, and occupational health, ensuring high standards that support quality of life for employees, surrounding communities, and all stakeholders connected to our industrial estates. These initiatives are recognized through seven Eco Industrial Awards at the Eco Innovation Forum 2025, reflecting WHA Group’s commitment to sustainable industrial development.

Pillar	Highlight Details
Smart Service	Establishing a Unified Operation Center (UOC) to integrate real-time data across utilities, mobility, environment, and security which enabling predictive analytics, proactive services, and ESG monitoring, including AQMS for continuous air quality tracking and early warning. The platform is supported by customer-facing solutions such as WHASApp, an all-in-one customer platform, and Logistics Building Management System (LBMS) to enhance logistics facility management, maintenance efficiency, and asset visibility.
Smart Mobility	Advancing the Mobilix EV Ecosystem with EV fleets, charging infrastructure, and integrated mobility solutions to optimize logistics efficiency, reduce vehicle idle time, and directly lower customers' Scope 1 emissions.
Smart Communication	Deploying 5G-ready FTTx infrastructure and IoT-enabled smart poles to support high-speed connectivity and real-time data exchange. This enables applications such as smart traffic management systems and real-time CCTV monitoring, enhancing operational visibility and traffic flow efficiency across industrial estates.
Smart Power	Implementing a Smart Energy Management System to optimize renewable energy utilization, including solar rooftop and floating solar, and enabling peer-to-peer (P2P) energy trading, supporting decarbonization and energy efficiency.
Smart Security	Enhancing estate safety and operational control through a Vehicle Management System (VMS) with advanced cameras and license plate recognition (LPR) to monitor vehicle movements, strengthen access control, and improve traffic visibility across all industrial estates.
Smart Environment	Driving environmental sustainability through water quality monitoring (BOD/COD), water reclamation systems, and real-time flood and rainfall monitoring to enhance resource efficiency and climate resilience. This is further strengthened by biophilic design, integrating green spaces and natural elements within industrial estates to improve environmental quality, support biodiversity, and enhance the well-being of workers and surrounding communities.

4. Way Forward

Looking ahead to 2026 and beyond, WHA Group will further embed technology, data, and innovation into customer engagement, service delivery, and after-sales support to enhance speed, accuracy, and reliability. Our focus remains on improving customer satisfaction through a customer-centric culture, workforce capability development, and the continuous enhancement of digital platforms, including complaint management and communication channels. To assess the efficiency of our management approaches, we have set the target for customer satisfaction score at $\geq 89\%$ in 2026.

In 2026, WHA Group continues to expand value-added solutions that support customers' long-term growth and sustainability, with WHASApp serving as a key platform to enhance customer experience and service integration across business units. The platform enables seamless communication, promotes paperless operations, and improves operational efficiency by acting as the primary communication channel between the Group and our customers. It also strengthens safety communication through emergency

response and real-time notifications, while serving as a strategic channel to raise awareness of our services and create cross-selling opportunities across business units. To further enhance engagement, we have set a target of achieving more than 2,000 WHASApp users by 2026. We will also continue to develop new features in WHASApp to include WeCYCLE recyclable waste collection scheduling and CO₂ reduction tracking, meeting room booking, and registration for training programs offered by WHA Group and our partners, alongside ongoing service integrations.

In parallel, WHA Group continues to strengthen our mobility business through Mobilix, supporting customers in transitioning toward sustainable transportation solutions. Following the launch of Mobilix, Mobilix will enhance its core products and services, expand strategic partnerships, and strengthen our brand positioning and market awareness. The Group has set long-term targets of 10,000 leased electric vehicles, 950 charging stations, and 10,000 EVs registered on the Mobilix application by 2030, reinforcing our commitment to advancing green mobility and supporting customers' low-carbon operations.

Supply Chain Management

1. Introduction

In 2025, global supply chains continue to face increasing complexity driven by economic volatility, inflationary pressures, energy market uncertainty, and ongoing geopolitical tensions. Meanwhile, supply chain sustainability requirements are becoming more stringent, with emerging regulations such as the Carbon Border Adjustment Mechanism (CBAM) and the EU Deforestation Regulation (EUDR) raising expectations for transparency, traceability, and responsible sourcing. In parallel, digital transformation is accelerating the adoption of advanced technologies that enable end-to-end supply chain visibility, faster decision-making, and improved operational efficiency. These developments are driving organizations to manage sourcing, inventory, logistics, and workforce mobility with greater resilience, speed, and, while embedding environmental, social, and governance (ESG) considerations across the value chain to reduce risks, enhance competitiveness, and support long-term value creation.

WHA Group manages our supply chain with a strong focus on sustainability by integrating business ethics, environmental management, occupational health and safety, and social considerations into procurement and



supplier engagement processes. The Group recognizes that our supply chain plays a critical role in achieving our net-zero and broader sustainability commitments across all dimensions. In line with our transition toward a Tech and Sustainability Company, the Group continues to enhance digital procurement capabilities through systems such as the Corporate Procurement Management System (CPRS) and AI-enabled tools to improve supplier sourcing, registration, evaluation, and performance tracking. These approaches strengthen operational agility, promote responsible supplier practices, and support the long-term development of suppliers alongside the Group.




2. Risk and Opportunity

 Risk	 Opportunity
<p>Weak supply chain management and insufficient supplier oversight may lead to operational disruptions, delays in project execution, and shortages of materials, goods, or services. Inadequate control of suppliers' environmental, labor, and ethical practices can increase exposure to regulatory non-compliance, stakeholder complaints, reputational damage, and rising operational costs. These risks may also limit the ability to respond effectively to market volatility and external shocks, affecting long-term business resilience and competitiveness.</p>	<p>Effective and sustainable supply chain management enables improved operational efficiency, cost control, and flexibility in response to changing market conditions. By selecting and engaging suppliers that demonstrate strong ESG and ethical practices, organizations can reduce environmental and social risks, strengthen regulatory compliance, and enhance supply chain reliability. These practices also support long-term value creation, foster responsible supplier relationships, and reinforce stakeholder confidence.</p>

3. Management Approach

3.1 Governance Structure

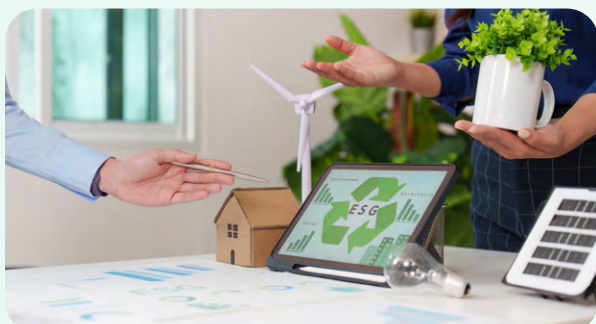
The Group assigns the procurement department as the unit responsible for managing suppliers and the supply chain to ensure systematic operations aligned with ESG practices. The procurement department reports directly to the Group Chief Financial Officer, who manages and supervises the unit, and reports to the Board of Directors to ensure that supply chain management in all business units adhere to good governance principles, while promoting the organization’s stability and long-term sustainability.

Position	Responsibility
 <p>Board of Directors</p>	<p>The Board of Directors is responsible for overseeing and setting policies for the Group’s supply chain management in accordance with good governance principles. This includes monitoring and reviewing operations to ensure the organization’s supply chain is transparent, ethical, and capable of managing risks appropriately. Furthermore, the Board supports the development of guidelines and measures that promote the organization’s stability and long-term sustainability, as well as the continuous improvement and alignment of policies with international standards and ESG requirements.</p>
 <p>Group Chief Financial Officer</p>	<p>Responsible for managing and supervising the procurement department to ensure systematic and efficient operations in line with ESG practices, focusing on developing a supply chain that is transparent, fair, and accountable to all stakeholder groups. This includes establishing guidelines and strategies for managing risks related to the supply chain to ensure that WHA Group’s operations can sustainably adapt to environmental, social, and governance challenges and changes.</p>
 <p>Procurement Department</p>	<p>Responsible for implementing supply chain management policies and procedures in daily operations. This includes supplier selection and registration, ESG-based pre-qualification and risk assessment, contract management, and ongoing monitoring of supplier performance. The department ensures compliance with the Supplier Code of Conduct, applicable laws, and internal standards, while leveraging digital systems to enhance transparency, efficiency, and traceability. It also coordinates supplier engagement, training, and improvement initiatives to strengthen supplier capability, manage risks, and support continuous improvement across the supply chain.</p>

3.2 Supplier Code Of Conduct

WHA Group has established a Supplier Code of Conduct (SCOC), applicable across all business units, to ensure that both existing and new suppliers and contractors are aware of the Group’s standard and approach in sustainable supply chain management. The Supplier Code of Conduct covers key sustainability topics, including business ethics, respect for human rights, occupational health and safety, working environment standards, and environmental responsibility.

WHA Group has distributed the Supplier Code of Conduct to all registered suppliers and contractors for acknowledgment and signature, requiring their compliance with the Code. In addition, the Group conducts annual SCOC training sessions for suppliers, contractors, and procurement personnel to raise awareness and support the effective implementation and management of a sustainable supply chain.



Supplier Code of Conduct:
<https://www.wha-group.com/storage/downloads/corporate-governance/corporate-policy/wha-supplier-code-of-conduct-en.pdf>

3.3 Metrics & Targets

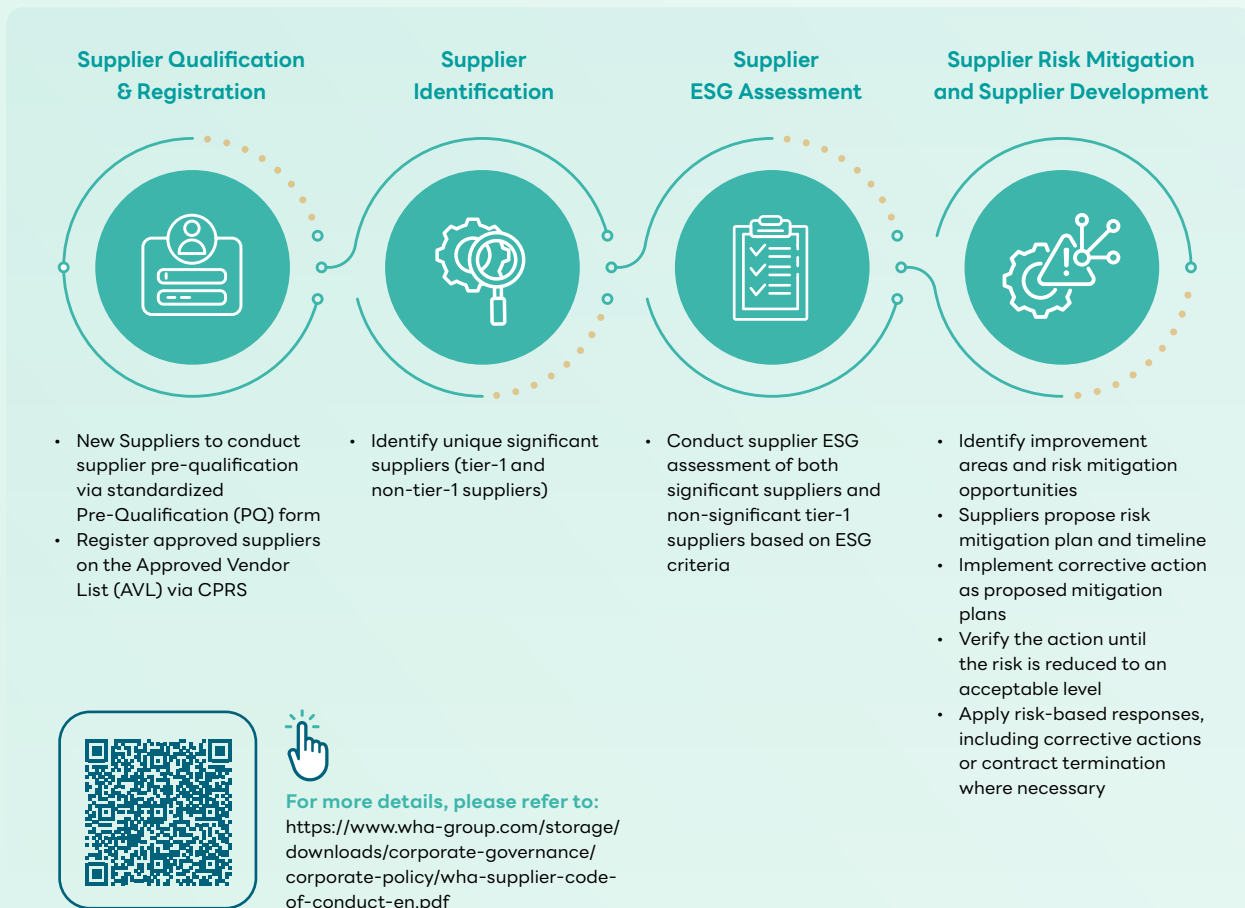
	2025 Performances	2025 Targets	Long-term Targets
Suppliers adhere to and sign off on the Supplier Code of Conduct	100%	100%	100% every year
New suppliers assessed with the pre-qualification on Environmental, Social, and Governance (ESG) factors	100%	100%	100% every year
Current suppliers evaluated on Environmental, Social, and Governance (ESG) performance	100%	100%	100% every year
Number of high-risk suppliers remaining after post-risk mitigation	0%	<3%	<3% every year

As part of our sustainable procurement commitment, WHA Group has set a target for green procurement to account for 50% of total procurement by 2030.

3.4 Strategies And Management

To manage risks arising from suppliers and business partners across the value chain, the organization applies an integrated supplier risk management approach. This approach aims to identify, assess, and manage supplier-related risks while promoting responsible business practices, regulatory compliance, and long-term value creation. The process covers supplier selection, risk assessment, ongoing monitoring, and continuous improvement, with a focus on economic, social, environmental, and governance considerations.

Supply Chain Risk Management Approach



3.4.1 Supplier Qualification & Registration

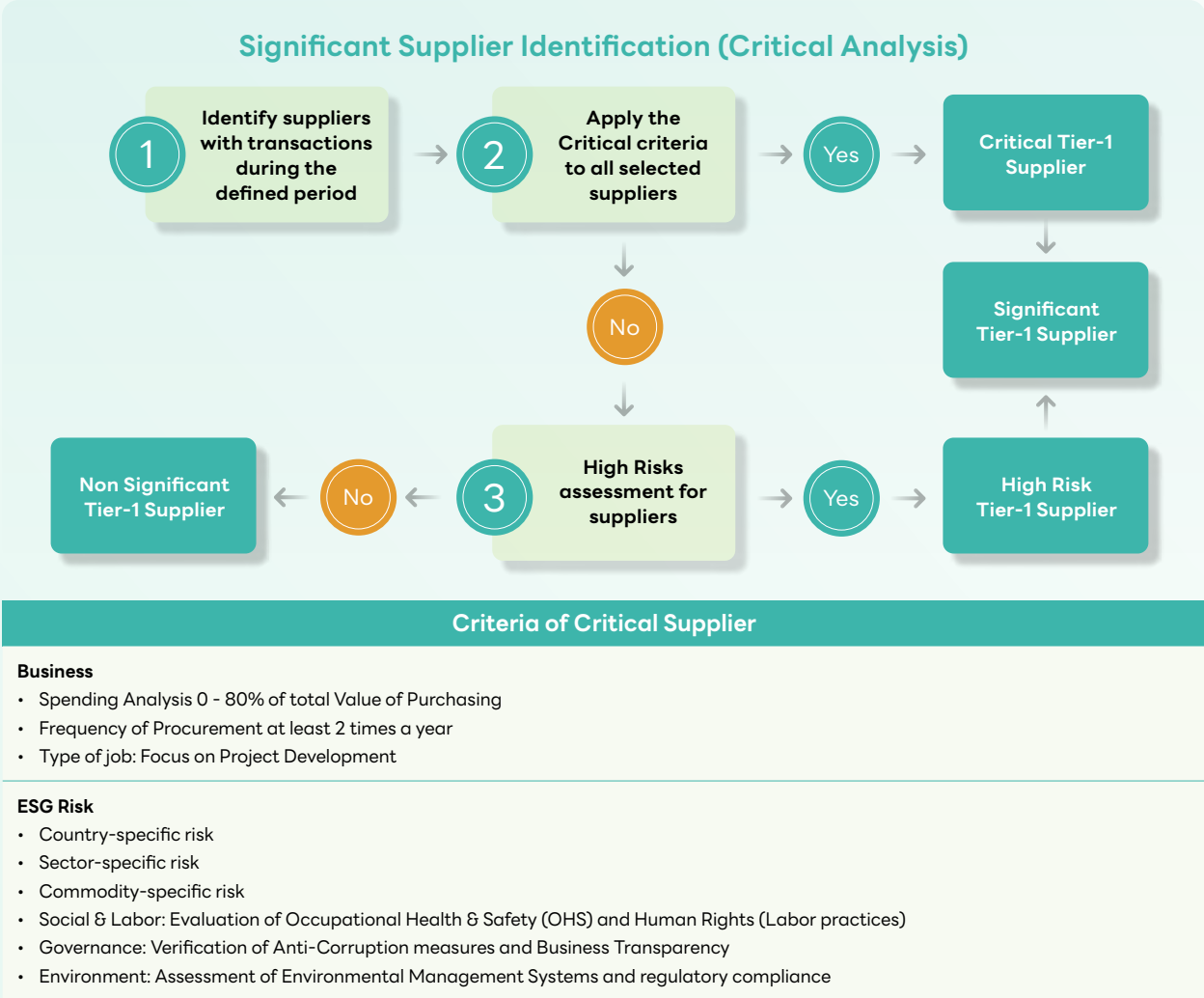
To promote a responsible and resilient supply chain, WHA Group applies sustainability-based criteria in the selection of new suppliers. Beyond compliance with applicable laws and regulations, the pre-qualification assessment at the registration stage evaluate suppliers across key criteria, including product and service quality, transparency and fairness in business practices, occupational health and safety, social responsibility, and environmental impacts. These criteria are applied consistently to both existing and prospective suppliers to support long-term value creation and alignment with sustainability objectives across the supply chain. This process also serves as an initial risk screening mechanism to prevent environmental, social, governance, and operational risks from entering the supply chain.

All new suppliers are required to complete a pre-qualification form as part of the onboarding process. The assessment covers qualifications related to pricing, production and service capability,

management systems, and sustainability potential across environmental, social, and governance aspects. In 2025, a total of 243 new suppliers underwent assessment through the established process, and all were found to meet the defined operational and sustainability criteria. Credit terms are typically set at 30-45 days based on mutually agreed conditions, and supplier payments are managed efficiently to ensure fairness and financial reliability.

3.4.2 Supplier Identification

To mitigate risks from procurement fluctuations and ensure business continuity, WHA Group has established a systematic process to identify unique significant suppliers. This screening process evaluates partners based on annual spending, the criticality of products or services, and the availability of alternatives. Crucially, the Group integrates ESG-related criteria including country, sector, and commodity-specific risks, ESG risks into the selection process. This comprehensive approach ensures long-term business stability and minimizes the potential for severe operational interruptions.



3.4.3 Supplier ESG Assessment

To monitor and ensure the ESG performance of suppliers, WHA Group has established a follow-up and evaluation system to assess the performance of all suppliers. The assessment of suppliers is divided into 5 categories:

Category	Assessment Details	Type and % of Suppliers Assessed
Desktop performance assessment after delivery	Environmental, social, and governance (ESG) performances	All suppliers (100%)
Second-party on-site assessment by WHA Group's procurement team	Supplier practices related to business ethics, environmental management, occupational health and safety, and social management	<ul style="list-style-type: none"> • Critical tier-1 suppliers (100%) • High-risk suppliers (100%) • Critical non-tier-1 suppliers identified as having elevated risk (0%)
Third-party on-site assessments by an independent accredited auditing body	Supplier audits, certifications, or verifications conducted by independent specialists, such as <ul style="list-style-type: none"> • financial audit • ESG and waste management audit • certifications under international standards including ISO 9001 and ISO 14001 	<ul style="list-style-type: none"> • Significant tier-1 suppliers

ESG and Waste Management Audit of Significant Tier-1 Suppliers

In line with the ongoing supplier monitoring framework, WHA Group conducted third-party, ESG-focused on-site assessments of significant suppliers in 2025, supported by external consultants. These audits assessed supplier compliance with environmental, social, and governance (ESG) requirements and identified areas for improvement, with particular emphasis on environmental management and waste handling practices.

Audit Area	Description
Audit Scope	On-site ESG and waste management audits conducted for 3 selected significant EPC suppliers involved in construction and infrastructure projects within industrial estates, covering: <ul style="list-style-type: none"> • Supplier 1: Construction of industrial water production plants • Supplier 2: Earthworks, office building and warehouse construction, and interior works • Supplier 3: Earthworks, road construction, drainage systems, and water channel installation
ESG Audit	
Coverage	Business Ethics, Supply Chain Management, Overall Environmental Management, Labor Practice and Human Rights, Occupational Health and Safety
Results	Overall ESG performance rated "Very Good", with scores ranging from 90.00-91.50%
Key Areas for Improvement	<ul style="list-style-type: none"> • Oversight of labor practices of subcontractors • Verification of construction material sources • Communication of ethical business practices across the supply chain • Establishment of grievance mechanisms and follow-up processes • Implementation of measures to mitigate community impacts

Audit Area	Description
Waste Management Audit	
Coverage	Procedure and related document, Implementation i.e., waste type, waste minimization, waste disposal, Monitoring and tracking waste
Results	Moderate performance identified, with scores ranging from 44–50%, indicating opportunities for improvement
Key Areas for Improvement	<ul style="list-style-type: none"> • Development of waste management procedures by waste type • Establishment of complaint and grievance recording and follow-up mechanisms • Implementation of contamination prevention measures at site offices

3.4.4 2025 Supplier Screening and Assessment Result

In 2025, WHA Group monitors our supplier screening, assessment, and development programs covering tier-1 and non-tier-1 suppliers as listed in the table below. This information has been verified by third-party. For the assurance statements, please see the link below: <https://www.wha-group.com/en/sustainability/sustainability-report>

Supplier Analysis	2025 Performance
Total number of unique suppliers	673 (100% of suppliers)
Number of unique significant suppliers Note: The unique significant suppliers includes 17 critical tier-1 suppliers and 29 high-risk tier-1 suppliers	46
1. Number of unique significant suppliers supported with development measures	46 (100% of significant suppliers)
2. Number of unique significant suppliers assessed via ESG assessment desk assessments/on-site assessments	46 (100% of significant suppliers)
2.1 Number of unique significant suppliers assessed with substantial actual/potential negative impacts	0
2.1.1 Number of unique significant suppliers with substantial actual/potential negative impacts with agreed corrective action/improvement plan	0 (0% of suppliers with substantial actual/potential negative impacts with agreed corrective action/improvement plan)
2.1.2 Number of unique significant suppliers with substantial actual/potential negative impacts that were terminated	0



3.4.4 Supplier Development & Improvement

To strengthen responsible supply chain management and promote alignment with environmental, social, and governance (ESG) principles, WHA Group implements structured training and capacity-building programs for suppliers and procurement personnel. These programs aim to enhance suppliers' awareness, capabilities, and compliance with the Supplier Code of Conduct, relevant legal requirements, safety standards, and sustainability expectations, while supporting continuous improvement and long-term collaboration across the value chain.

Program	Details	2025 Performance
WHA Supplier Day 2025	Supplier engagement and training event to enhance understanding of ESG-driven business operations, the Supplier Code of Conduct, and sustainability expectations. The program covers good governance, human rights, workplace safety, environmental management, biodiversity, circular economy principles, EV adoption, and construction waste reduction. The event also serves as a platform to align suppliers' sustainability practices with corporate policies and strategic direction.	<ul style="list-style-type: none"> Conducted on March 6, 2026 56 suppliers attended onsite and 617 suppliers attended online (100% of total suppliers) 12 significant suppliers received ESG excellence awards (ESG scores >90% based on SMETA)
In-House Training for Suppliers	Training sessions for suppliers covering Anti-Corruption (CAC), Code of Conduct and Climate Change.	<ul style="list-style-type: none"> Conducted on March 11, 2026 74 suppliers attended onsite
In-Depth Technical Training for Suppliers: Artificial Intelligence (AI)	Technical training to enhance suppliers' capabilities in applying AI technology, enabling faster data analysis, improved operational efficiency, and more informed decision-making.	<ul style="list-style-type: none"> Conducted on March 11, 2026 74 suppliers participated
In-Depth Technical Training for Suppliers: Safety	Technical training on general safety and process safety for contractors working in production processes, including mandatory certification prior to accessing operational areas.	<ul style="list-style-type: none"> Conducted on September 30, 2025 174 suppliers attended 100% of participants received safety training certification
Procurement Staff Training Program	Internal capability-building program for WHA's procurement personnel to strengthen sustainable supply chain management, ESG integration, and digital readiness.	Quarterly training sessions conducted for procurement staffs



3.4.5 Corporate Procurement Management System (CPRS)

WHA Group has strengthened supply chain management by integrating technology through the Corporate Procurement Management System (CPRS), an online procurement platform that enhances communication, transparency, and operational efficiency between the Group and our suppliers. The system supports supplier pre-qualification assessment, ESG performance assessment, and supplier database management, and streamlines project bidding through a secure E-Bidding function, where qualified suppliers submit quotations and authorized personnel approve them in accordance with contract value thresholds.

CPRS also embeds sustainable supply chain principles into core procurement workflows, including third-party verifications covering business ethics, environmental impact, occupational health and safety, and social performance. Environmental requirements are further integrated into procurement processes through the inclusion of Green Materials criteria in the Terms of Reference (TOR) for contractors, encouraging the selection and use of environmentally preferable materials in construction and project execution.

In 2025, the system was further enhanced through Phase 2 development, incorporating additional contract management and Power BI-based dashboards to strengthen data analysis, performance monitoring, and procurement reporting. These enhancements support more informed decision-making, improve oversight of supplier performance, and enable continuous improvement in sustainable procurement practices.

Corporate Procurement Management System (CPRS)

 <p>Registration</p> <ul style="list-style-type: none"> • Vendor register • Supplier code of Conduct • PDPA • Vendor relationship 	 <p>Pre-Qualification</p> <ul style="list-style-type: none"> • Comprehensive sustainability assessment • Onsite Audit • Classify, Scoring 	 <p>Bidding Award</p> <ul style="list-style-type: none"> • TOR and Bidding with ESG requirement • Contract management with ESG requirement 	 <p>Evaluation</p> <ul style="list-style-type: none"> • Annual supplier performance review • Document Audit • Onsite Audit • Risk Management 	 <p>Capacity Building</p> <ul style="list-style-type: none"> • Corrective action request • Business Partner Award • Training Program for Supplier Development 	 <p>Collaboration</p> <ul style="list-style-type: none"> • Anti Corruption • ESG Activity • Supplier day
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4. Way Forward

WHA Group will continue to strengthen supply chain resilience and sustainability by enhancing risk management practices, promoting responsible sourcing, and deepening collaboration with suppliers across the value chain. As part of this commitment, WHA Group has set a target for green procurement to account for 50% of total procurement by 2030, supporting the reduction of environmental impacts, improved resource efficiency, and enhanced resilience of the supply chain against regulatory, climate, and market-related risks.

In parallel, the Group will further develop the Corporate Procurement Management System (CPRS)

to enhance its effectiveness as a tool for assessing, monitoring, and improving supplier performance. Future enhancements will expand CPRS to incorporate structured capability building and collaboration initiatives, including corrective action request mechanisms, supplier training and development programs, business partner recognition and award schemes, as well as platforms for engagement such as Supplier Day and ESG-related activities. The system will also strengthen governance aspects, including anti-corruption practices, enabling a more comprehensive and systematic integration of environmental, social, and governance (ESG) considerations into procurement decisions and long-term supplier capability development.

Innovation and Technology Management

1. Introduction


In 2025, businesses worldwide are operating in an environment shaped by rapid digital acceleration, geopolitical uncertainty, tighter sustainability expectations, and intensifying competition. Advanced technologies such as Artificial Intelligence (AI), intelligent automation, data analytics, cloud computing, and emerging digital platforms are no longer optional tools but core enablers of business resilience and competitiveness. At the same time, organizations face growing expectations to manage cyber risks, protect data privacy, reduce environmental footprints, and ensure that technology adoption contributes positively to society. Digital transformation is therefore evolving from efficiency-driven initiatives toward more integrated strategies that balance innovation, risk management, operational reliability, and sustainability.

Technology and innovation are key drivers of WHA Group’s long-term competitiveness and sustainability. As a leading developer and operator of industrial estates, logistics facilities, utilities, power, mobility,



and digital solutions, the Group leverages technology to enhance operational efficiency, improve service quality, and deliver new products, services, and solutions that address evolving customer needs, while reducing environmental impacts and creating shared value for stakeholders across the value chain. Through continuous innovation and responsible technology deployment, WHA Group supports sustainable economic growth, resilience, and improved quality of life for businesses and communities.

2. Risk and Opportunity

 Risk	 Opportunity
<p>Insufficient investment in digital capabilities, data infrastructure, or cybersecurity could reduce operational reliability, expose the Group to system disruptions or data breaches, and limit the effectiveness of decision-making. Rapid technological change may also create capability gaps if workforce skills and organizational readiness do not keep pace, potentially slowing digital transformation and innovation adoption. In addition, reliance on legacy systems or fragmented technology platforms could increase operational complexity, costs, and integration challenges across business units and the value chain.</p>	<p>Strategic adoption of advanced technologies and innovation enables WHA Group to improve operational efficiency, enhance service quality, and develop scalable, data-driven business models. By strengthening digital platforms, automation, analytics, and smart infrastructure, the Group can reduce operational risks, improve resource efficiency, and unlock new revenue opportunities. Investments in workforce capability development and collaborative innovation further support agility, enable new digital and mobility solutions, and reinforce WHA Group’s role as a technology-enabled partner for customers and stakeholders, driving long-term competitiveness and sustainable growth.</p>

3. Management Approach

In 2025, WHA Group accelerated our transformation into a Tech-Driven Organization, guided by our corporate vision, “WHA: WE SHAPE THE FUTURE.” The Group leverages technology, data, and innovation as key drivers to enhance operational excellence, unlock new growth opportunities, and deliver sustainable value across our business ecosystem. By embedding digital capabilities and data-driven decision-making across all business hubs, WHA Group strengthens resilience, improves efficiency, and expands our ability to serve customers and partners. This transformation reinforces our role in supporting sustainable economic development, while advancing long-term competitiveness in a rapidly evolving global landscape.



3.1 Governance Structure

WHA Group has established a clear governance structure for technology and innovation, with WHA Digital designated as the central function responsible for the development, coordination, and management of digital technology and innovation initiatives across the Group. Oversight and strategic direction are provided by the Board of Directors, supported by executive leadership, with implementation carried out through dedicated functional departments.

Position	Responsibility
 Board of Directors	Oversees and sets policy directions for technology and innovation within the Group, responsible for long-term strategic planning, monitoring the performance of the working team on technology, assessing the impacts of policy implementation, and defining continuous development approaches to ensure that technology and innovation operations adhere to good governance principles, transparency, and effectively drive the organization towards sustainable growth.
 Chief Technology Officer (CTO)	Defines and executes WHA Group’s enterprise-wide technology strategy, focusing on strengthening core technology capabilities to support operational excellence across all business units. Oversees IT infrastructure, cybersecurity, data platforms, and enterprise systems to ensure reliability, security, scalability, and alignment with business objectives. Works closely with business unit leaders to translate technology strategies into practical implementation, enabling data-driven decision-making and improving operational performance. Ensures governance of technology standards, architecture, and digital investments across the organization.

Position	Responsibility
 <p>Chief Executive Officer (CEO), WHA Digital</p>	<p>Leads the development and commercialization of digital products and platforms, positioning WHA Digital as the Group's digital business arm and a key driver of new revenue growth. Responsible for transforming technology capabilities into scalable, market-facing solutions that deliver value to customers, partners, and the broader ecosystem.</p> <p>Defines the vision, strategy, and go-to-market approach for digital solutions, including platforms such as digital mobility, data platforms, and ESG-related technologies. Drives digital business growth through partnerships, ecosystem development, and innovation commercialization.</p>
 <p>Chief Operating Officer</p>	<p>Works closely with the Chief Technology Officer to translate technology strategies into practical applications within each business unit, integrating digital solutions into operational processes to enhance efficiency, service quality, and resource utilization. The role includes driving cross-functional coordination, monitoring operational performance, and supporting change management related to technology adoption.</p>
 <p>WHA Digital</p>	<p>Serves as the Group's digital innovation and business arm, responsible for developing and delivering digital products, platforms, and advanced technology solutions that drive digital business growth and new revenue generation. WHA Digital focuses on translating technology capabilities into scalable, market-facing solutions across key areas such as digital mobility, data platforms, and ESG-related technologies. It works closely with business units to co-develop solutions, enhance customer experience, and unlock new value creation opportunities through innovation and digital ecosystem development. WHA Digital plays a key role in transforming technology capabilities into commercial value, bridging innovation and business growth across the Group.</p>
 <p>Corporate Research and Development Department</p>	<p>Conducts research, Conducts research study and analysis of new technologies, digital solutions, and innovation concepts. Supports pilot testing, proof-of-concept development, and scaling of innovations that contribute to future business growth and technological advancement.</p>
 <p>Information Technology Department</p>	<p>Architects, manages, and governs the Group's core IT ecosystem, including infrastructure, cloud services, cybersecurity, and enterprise systems. Ensures mission-critical system reliability, security, and operational continuity across all business units. The department focuses on maintaining a stable and scalable technology foundation, supporting day-to-day operations, and ensuring efficient, secure, and resilient system performance across the organization.</p>

3.2 Policy Commitment

WHA Group is committed to leveraging technology and digital innovation to strengthen operational excellence, enhance data-driven decision-making, and deliver value-added solutions for customers and stakeholders. The Group accelerates the adoption of digital technologies, artificial intelligence, and data-driven tools to optimize business processes, improve efficiency, and enable scalable and resilient operations, while also developing new business models and S-curve opportunities to support long-term competitiveness and revenue diversification.

Beyond systems and solutions, WHA Group places strong emphasis on cultivating an innovation mindset across the organization. Through structured learning programs and collaborative initiatives, such as innovation bootcamps, data and technology forums, and cross-functional experimentation, the Group encourages creativity, continuous learning, and agile ways of working. This approach empowers employees to apply new technologies effectively and contribute to sustainable value creation. At the same time, WHA Group ensures that technology adoption is guided by principles of responsible and secure use of data and digital systems. These commitments are structured across two key areas: (1) Digital Governance and technology, and (2) Research and Innovation Development.



3.2.1 Digital And Technology Governance

In parallel with technology adoption, WHA Group has established a comprehensive digital governance framework to ensure the effective, reliable, and responsible use of digital technologies across the organization. This framework encompasses key areas such as IT governance, system management, access control, data management, and compliance with applicable regulations, including data privacy requirements.

To support stable and scalable operations, WHA Group continuously strengthens oversight of digital systems, including system performance, data quality, and technology risk management. Cybersecurity and data protection are embedded within this broader governance approach to safeguard critical systems and information assets. The Group also aligns our technology governance practices with recognized industry standards and continuously enhances our framework to address evolving cybersecurity risks, support digital transformation, and enable the responsible adoption of emerging technology challenges.

3.2.2 Research And Innovation Development

To support long-term innovation and future growth, WHA Group promotes structured research and development (R&D) initiatives across our business units, including pilot projects, proof-of-concept development, and cross-functional collaboration to explore emerging technologies and develop scalable digital solutions. These efforts enable the Group to create new business models, respond to evolving

market demands, and strengthen our innovation capabilities, supporting the development of new S-curve businesses aligned with our strategic focus on digital platforms, smart infrastructure, and sustainable solutions. The Group also commits to allocating resources to research and development, with a target for R&D investment and expenses to exceed of more than 3.5% of net profit in 2025 and 2026, reinforcing our long-term commitment to innovation-driven growth.

Building on this foundation, in 2025 WHA Group launched WHA Mobility as our fifth business hub and advanced our Built-to-Suit EV ecosystem under the brand “Mobilix”. Developed through the WHA Innovation Journey 2021-2022, MOBILIX reflects the Group’s ability to translate internal innovation into scalable technology solutions. The platform integrates electric vehicle fleet systems, charging infrastructure, and MOBILIX Software Solutions to support low-carbon transportation across logistics and industrial environments in Thailand, enabling system-driven monitoring and optimization of vehicle utilization, charging behavior, energy consumption, and transport-related emissions. This initiative was recognized with the Best Innovative Company Award under the Business Excellence category at the SET Awards 2025.



3.3 Metrics & Targets

	2025 Performance	2025 Target	2026 Target
R&D Investment and Expenses*	2.8% of net profit	>3.5% of net profit	>3.5% of net profit
Digital Transformation Value Delivery	>90% of strategic initiatives delivered	>90% of strategic initiatives delivered	≥90% of strategic initiatives delivered
AI and Automation Adoption	2 use cases	2 use cases	≥3 enterprise AI use cases deployed
Enterprise Platform Adoption	3 business units	2 business units	≥3 business units
Cybersecurity Incidents	0 material incidents	0 material incidents	Maintain 0 material incidents

*Note: R&D investment includes expenditures on investment in corporate venture capital, internal research, innovation programs, proof-of-concept development, and technology pilots across business units.

3.4 Strategies And Management

3.4.1 Core Technology Strategy

WHA Group's technology strategy is guided by a set of strategic pillars that define how digital technologies and innovation are applied to strengthen core businesses, improve organizational readiness, and enable future growth. These pillars provide a consistent framework for prioritizing investments, aligning initiatives across business units, and integrating technology into day-to-day operations and long-term development plans.

Strategic Pillar	Definition of Initiatives
Digitize & Empower Core Business	Apply digital technologies, intelligent analytics, and process automation to improve business reliability, efficiency, connectivity, and competitiveness, while enabling value creation beyond industry benchmarks.
Build the Workforce of the Future	Foster a digital-ready mindset and culture that supports new ways of working, end-to-end digital processes, and organizational readiness for ongoing transformation.
Enable the Smart Enterprise	Strengthen digital capabilities across core business processes to enhance efficiency, effectiveness, and innovation-driven operations.
Establish Digital Foundation & Platform	Develop scalable and flexible IT infrastructure, core platforms, and governance structures to support both short-term operational needs and long-term strategic growth.
Launch New Business & Innovation	Leverage emerging technologies to support new business development, idea incubation, acquisitions, and business expansion through collaboration with customers and stakeholders.

In 2025, WHA Group implemented more than 40 digital transformation projects across the following areas:


- Pioneering AI initiatives in AI Transformation roadmap
- Development of AI transformation strategies, plans, and policies for the WHA Digital Transformation
- Building enterprise data capital
- Enhancing employee awareness and skills in AI and data utilization
- Strengthening an innovation-driven organizational culture

3.4.2 Technology Deployment And Digital Solutions Across WHA Operations





To translate strategy into operational outcomes, WHA Group deploys advanced digital technologies across both internal operations and customer-facing services. These solutions enhance service quality, operational efficiency, safety, and user experience across industrial estates, logistics facilities, and utilities operations. Digital platforms and smart systems also contribute to improved environmental performance by enhancing energy efficiency and optimizing resource use.

In additions, WHA Group leverages digital technologies to enhance the efficiency, flexibility, and resilience of office operations. Through the adoption of digital workplace tools, collaboration platforms, and supporting systems, the Group enables more agile ways of working, improves productivity, and reduces reliance on physical resources. Technology integration in office operations also supports business continuity, effective data management, and efficient internal communication, aligning operational practices with the Group’s broader digital transformation agenda.

Key technology applications across business units and office operations are outlined below.

Technology / Solutions	Deployed Functions	Description	2025 Impact / Benefits
<p>WHASApp – WHA Super Application</p> 	<p>WHA Logistics, WHAID, WHAUP</p>	<p>Digital customer engagement platform that provides real-time data interfaces and immersive visualization features in both mobile application and website. The platform integrates multiple tools and services, including customer communication, utility and solar usage dashboards, billing and contract access, and virtual site visualization, into a single platform to streamline customer support and enhance customer experience</p>	<ul style="list-style-type: none"> Enhance customer convenience, accessibility, and digital engagement 1,510 Subscribers in Thailand
<p>Logistics Building Management System (LBMS) Smart Maintenance Application</p> 	<p>WHA Logistics, WHAID</p>	<p>Digital maintenance management system automating maintenance requests, service workflows, and tracking through real-time data integration and user dashboards. The system provides end-to-end visibility of maintenance status and coordination across warehouses and factories.</p>	<ul style="list-style-type: none"> Improve maintenance efficiency and customer service responsiveness Customer response time reduced >80% Total of >1,600 users, from 224 companies
<p>Drone Technology</p> 	<p>WHA Logistics, WHAID</p>	<p>Remote inspection technology using aerial imaging and data capture tools to inspect warehouse roofs and equipment. Technology supports early identification of defects and preventive maintenance while minimizing manual inspections in elevated or high-risk areas.</p>	<ul style="list-style-type: none"> Enhance worker safety and inspection accuracy Reduce inspection and reporting time by up to 90%
<p>Smart Solar Street Lighting</p> 	<p>WHAID</p>	<p>Renewable energy lighting technology combining solar power generation with energy-efficient lighting systems. The solution supports remote monitoring and smart control, enabling efficient maintenance and optimized energy performance across industrial estates.</p>	<ul style="list-style-type: none"> Reduce usage of grid electricity and improve energy efficiency in public spaces >112 MWh electricity saving/year; >52 tCO₂e reduced/year

Technology / Solutions	Deployed Functions	Description	2025 Impact / Benefits
Meta W & Digital Twin Project 	WHAID	Digital simulation technology creating virtual representations of industrial estates using spatial data, three-dimensional modeling, and integrated operational datasets. The platform enables immersive exploration and data validation to support planning, analysis, and investment decision-making.	<ul style="list-style-type: none"> Enhance customer experience and supports informed decision-making Use Meta W for 26 events, comprising 931 participants, in Visit Exhibition Hall, on the 2nd floor of WHA Tower
Smart Metering and Online Monitoring Platform 	WHAUP	A digital sensing and data-transmission technology that integrates smart meters, digital displays, and pressure sensors with a centralized data platform. This technology continuously captures high-frequency consumption and pressure data, enabling remote access, automated analytics, anomaly detection, and system-driven billing without manual meter reading.	<ul style="list-style-type: none"> Enable real-time visibility of water consumption and early leak detection Reduce approximately 138,000 m³ water loss Save up to 0.4 million baht/year from operator's workload reduction
Solar AI Performance Management Technology 	WHAUP	An artificial-intelligence-driven energy analytics platform that applies real-time data processing, anomaly detection, and energy-output forecasting to solar power systems. The technology identifies performance deviations early, enables predictive maintenance, and optimizes system efficiency across distributed renewable energy assets.	<ul style="list-style-type: none"> Enhance reliability, efficiency, and operational planning of solar energy systems Solar anomaly detection <ul style="list-style-type: none"> 99% plant availability improvement 5% maintenance cost reduction Solar forecasting <ul style="list-style-type: none"> < 48 hours/year downtime reduced (from 72 – 96 hours/year)
RO Performance Forecasting Technology 	WHAUP	A digital and predictive technologies such as RO Performance Forecasting, which leverages AI and real-time monitoring to optimize system performance, anticipate maintenance needs, and support proactive operational planning.	<ul style="list-style-type: none"> Improve operational efficiency and minimize unplanned downtime 26% reduction in chemical costs per year 17% extension of membrane lifespan per year 50% savings on RO membrane replacement costs per year
Mobilix Software Solutions for EV Ecosystem 	WHA Mobility	A digital mobility platform for electric vehicle (EV) fleet management, designed for logistics and commercial operations. The solution integrates real-time data ingestion, fleet monitoring, routing, battery analytics, charging management, and predictive maintenance to support the transition from internal combustion engines to EVs. Through advanced analytics and automated controls, the platform optimizes vehicle performance, charging behavior, and overall fleet operations within an integrated, data-driven ecosystem.	<ul style="list-style-type: none"> Secured 387 Leased EVs Delivers THB 800 million in CAPEX savings for fleet operators Enables approximately 2,800 tCO₂e/year in greenhouse gas emissions reduction Install 30 EV chargers with an accumulated max capacity power over 5.5 MWh Record 194 EVs registered on Mobilix application




Technology / Solutions	Deployed Functions	Description	2025 Impact / Benefits
Digital Workplace and Collaboration Tools 	WHA Group	Digital workplace technology enabling cloud-based collaboration, document management, virtual meetings, and remote working across office functions to support flexible and efficient working practices.	<ul style="list-style-type: none"> Improved Business Continuity & Operational Resilience. Enhanced Productivity & Velocity
AI Chatbot 	WHA Group	A 24/7 smart assistant that automates support and information retrieval by connecting directly to company insights. It streamlines routine requests, reduces wait times, and ensures fast, consistent service for all users across the organization	<ul style="list-style-type: none"> Increased Operational Velocity & Scalability Increased Operational Efficiency 494 active users as of 31 Dec 2025 (57% adoption rate)
Business Data Portal 	WHA Group	A centralized enterprise data gateway designed to democratize access to high-integrity datasets. The platform integrates disparate data sources into a single, secure interface, enabling self-service access through a web-based data portal without reliance on IT support. Users can retrieve data of Accounts Payable (AP), Accounts Receivable (AR), Fixed Assets, Procurement, Property Management, and solar operations and maintenance from the application. It supports self-service analytics and AI-ready data consumption while maintaining strict governance and security protocols.	<ul style="list-style-type: none"> Increased Operational Efficiency Data Democratization & Self-Service Uplifted Data-driven Organization 60 total active users (as of 31 Dec 2025) Reduce process cycle time 90%
Application of Paperless Workflow 	WHA Group	A digital workflow platform designed to enable paperless operations across the organization. The solution digitizes end-to-end processes through e-forms, electronic documentation, and automated approval workflows, eliminating the need for physical paperwork and manual processing. It integrates document management and workflow tracking into a single platform, allowing users to create, submit, review, and approve documents seamlessly. The platform enhances process efficiency, improves data accessibility and traceability, and supports more sustainable, resource-efficient operations while maintaining appropriate governance and control mechanisms.	Reduction in paper usage achieved: <ul style="list-style-type: none"> Corporate Marketing: 36.4% Industrial Estate Customer Development: 14.7% Accounting: 7.1%

3.4.3 Technology and Innovation Capability Development

In parallel with system deployment, WHA Group strengthens technology and innovation capabilities across employees and the wider value chain. Capability development focuses on building digital literacy, fostering innovation, and enabling stakeholders to effectively adopt and benefit from digital solutions, thereby maximizing the value created by technology investments.

3.4.3.1 Technology and Innovation Capability Development for Employees

To support digital transformation and innovation, WHA Group invests in structured learning, capability-building, and engagement programs to enhance employees’ digital skills, data literacy, and readiness to adopt new ways of working. These initiatives are developed and implemented by the Human Resources Department in collaboration with WHA Digital and Information Technology Department and are designed to improve operational efficiency, encourage responsible resource use, and embed a digital- and innovation-driven mindset across the organization.

Program	Details	2025 Performance
Innovation Culture		
<p>WHA Innovation - AI Hackathon</p>	<p>WHA AI Hackathon serves as a strategic Innovation Journey that transforms conceptual ideas into high-impact solutions by aligning customer and business focused with technical feasibility and scalable AI platforms. This initiative fosters a culture of disruptive creativity and human capital development, driving measurable business value through enhanced operational efficiency, creativity and innovation, and sustainable growth, ultimately bridging the gap from creative prototypes to real-world organizational impact.</p> 	<p>A total of 107 employees participated, forming 37 teams across all tracks:</p> <ul style="list-style-type: none"> • Shield Hero – Theme: Risk Mitigation • Impact Hero – Theme: Business Impact, Optimization, Efficiency, Cost Reduction • Idea Hero – Theme: Innovation & Revenue Generation <p>A total of 6 winning teams have been selected to proceed to the implementation phase, aiming to deliver tangible outcomes aligned with each theme</p>
<p>IRIS-Brighter Bee Online Learning Platform</p>	<p>An outsourced online learning platform that enables employees to pursue self-learning through e-learning courses accessible anytime and anywhere. The platform offers a wide range of innovation-focused content, including Design Thinking, Entrepreneurship, AI trends and emerging technologies, Innovative Leadership: out-of-the-box thinking, The Third Way of Innovation” using LEGO Serious Play. It also includes practical courses on workflow automation (e.g., using tools like n8n), allowing employees to continuously upskill and apply new ideas in their work.</p> 	<p>A total of 131 employees across WHA Group enrolled in the program and completed 240 hours of learning.</p>
Capability Building		
<p>Digital Capacity Building</p>	<p>Capability-building program focuses on enhancing employees’ digital skills, data literacy, and adoption of paperless workflows through coaching and mentorship. The program supports practical application of digital tools in daily operations to improve process efficiency and promote sustainable working practices.</p> 	<ul style="list-style-type: none"> • 234 employees are empowered through WHappy Cast, adopting Microsoft 365 Copilot to enhance AI-driven productivity and streamline daily communication • 273 employees are upskilled in Excel for Data Preparation, transforming raw data into Smart Reporting to drive operational efficiency and data-informed decision-making

Program	Details	2025 Performance
<p>Digital Day</p>	<p>Organization-wide engagement initiative consisting of interactive sessions to promote digital awareness, experimentation, and adoption of digital tools. Activities included demonstrations of internal digital applications, hands-on exercises, and practical use cases to foster a digital mindset.</p> 	<ul style="list-style-type: none"> • 296 employees are engaged, generating 800+ insights on operational challenges • key issues are identified across systems, estate operations, communication, and IT infrastructure • Insights are translated into 10+ digital initiatives and pilot projects to drive efficiency and innovation
<p>Responsible AI</p>	<p>WHA Group strengthens AI governance through clear policies, roles, and approval processes. Controls include use-case risk assessment, secure data management, model validation, and ongoing monitoring to support responsible and compliant AI use.</p> 	<ul style="list-style-type: none"> • 715 employees are engaged through communications and awareness activities on responsible AI usage, including governance expectations, data confidentiality, and key risk considerations.
<p>Cybersecurity Awareness Training</p>	<p>Cybersecurity awareness training is delivered to employees to strengthen safe digital behavior and reduce cyber risks. The program covers key topics such as phishing and social engineering, password hygiene, data handling, and reporting suspected incidents.</p> 	<ul style="list-style-type: none"> • 867 employees are engaged through a mandatory cybersecurity awareness course, with 100% participation required • For all new employees, a mandatory onboarding program is provided, which includes dedicated cybersecurity and PDPA training programs, with 100% participation required.
<p>PDPA Awareness Training</p>	<p>PDPA awareness training is provided to employees to reinforce compliance with Thailand's data protection requirements and promote responsible handling of personal data. The training covers key obligations, lawful processing, consent and data subject rights, retention, and incident reporting.</p> 	<ul style="list-style-type: none"> • 754 employees are engaged through PDPA awareness training, reinforcing responsible personal data handling, key compliance requirements, and incident reporting.

3.4.3.2 Technology Capability Development Across Value Chain

WHA Group recognizes that the value created by digital technologies depends on the ability of stakeholders to access, understand, and apply these tools effectively. Accordingly, the Group integrates technology enablement into its stakeholder engagement approach by providing digital platforms, training, and practical support to key stakeholder groups. Through targeted knowledge sharing, capacity building, and user support, WHA Group helps customers, local authorities, and surrounding communities strengthen digital capabilities, improve service accessibility, and apply technology to enhance productivity, operational efficiency, and environmental performance. These efforts support broader public infrastructure outcomes and quality of life improvements, while reinforcing long term partnerships and shared value creation across the value chain.

Program	Stakeholder Group	Technology Enablement and WHA Support	Value Created for Stakeholders
“WHA’s Innovation and Digital Transformation Journey” Sharing Session	Customers and WHA Tower Visitors	Knowledge sharing and capacity building on digital transformation by WHA Group’s IT Team for our customers and visitors at WHA Tower. WHA Group provides training sessions and practical guidance based on our Digital Innovation and Transformation Journey. The sessions covered key topics including benefits of digital transformation, challenges and key learnings, and change management approaches, supported by real case examples. Additional knowledge sharing was provided during engagement sessions and site visits, including topics such as DTX and AI applications.	<ul style="list-style-type: none"> • Enhance understanding and awareness of digital transformation and technology application • Strengthen organizational capability to adopt and embed digital transformation into business operations • Support customers in advancing digital maturity and applying best practices to their own transformation journeys
“Design Thinking for Industrial Sector” Seminar	Customers at WHA Industrial Estates	“Design Thinking for Industrial Sector” a seminar for industrial estate customers hosted by WHA Digital, providing structured learning on innovation methodologies and practical tools. The session covered Design Thinking principles, interactive workshops on problem definition (pain point mapping), ideation, and solution prioritization, enabling participants to apply innovation frameworks to real business challenges.	<ul style="list-style-type: none"> • Enhance understanding of Design Thinking and innovation tools • Strengthen problem-solving and ideation capabilities for operational improvement • Enable practical application of innovation approaches to address business challenges and improve processes
WHA’s Platform Training Sessions	Customers	Training and conduct an introduction and demo session on the use of WHA Digital’s applications e.g., CO ₂ Zero, WHASApp and WHAbit) to enable customers to effectively access digital platforms, manage services, and utilize data driven tools provided by WHA.	<ul style="list-style-type: none"> • Improve customer ability to use digital platforms effectively • Enhance service accessibility, convenience, and user experience
AI Training Session	Suppliers	Training on Artificial Intelligence (AI), delivered by the Group’s IT team during Supplier Day to enhance suppliers’ understanding of emerging technologies.	Improve awareness and understanding of AI, supporting capability development and readiness to adopt digital solutions

4. Way Forward

Looking ahead to 2026, WHA Group will continue to strengthen our position as a Tech-Driven Organization by leveraging technology, innovation, and Sustainable IT to support long-term sustainable growth. Key Sustainable IT initiatives include the Path to a Paperless Office, Sustainable Infrastructure Transformation, and IT Asset Lifespan Extension, as well as ESG-related digital platforms such as the CO2ZERO Platform (carbon accounting), Circular Economy Platform ESG, and ESG Data Platform (data collection and management). These initiatives will further enhance operational efficiency, strengthen innovation capabilities, and drive value creation across the organization.

In addition, WHA Group is accelerating its AI and Data-driven transformation under the “Flight of the Future 2026–2028” roadmap, which will serve as a core enabler of both business growth and sustainability outcomes. This roadmap is structured in three progressive phases:

- **2026: Intelligence Everywhere** – embedding data and AI capabilities across core operations, enabling real-time insights, predictive analytics, and AI-assisted decision-making to improve efficiency, reduce resource consumption, and enhance service quality.

- **2027: Fully Connected Ecosystem** – integrating platforms, partners, and customers into a unified digital ecosystem, leveraging data connectivity to optimize supply chains, energy usage, and industrial operations at scale.
- **2028: Autonomous & Predictive Organization** – advancing toward AI-driven automation and self-optimizing operations, where intelligent systems continuously enhance performance, sustainability, and resilience with minimal human intervention.

Through this phased transformation, WHA aims to evolve from a technology-enabled organization into an intelligent enterprise ecosystem, where AI serves as a key driver for productivity, innovation, and ESG impact. In parallel, additional technology-driven projects will be progressively developed and implemented to support future growth opportunities while reducing environmental impacts and improving resource efficiency. WHA Group remains committed to advancing continuous innovation and seamless digital transformation to enhance operational excellence and sustain long-term competitive advantage in an evolving digital landscape.



Data Security

1. Introduction

In 2025, data security and privacy protection have become fundamental priorities for organizations worldwide, as cyber threats continue to increase in frequency, sophistication, and potential impact. The widespread use of cloud computing, artificial intelligence, data analytics, and Internet of Things (IoT) technologies has significantly expanded digital exposure and heightened risks related to both cybersecurity and personal data handling. As digital data exchange becomes deeply embedded in business operations, effective protection of information and personal data is essential not only to prevent financial and operational losses, but also to maintain regulatory compliance, operational continuity, and stakeholder trust in an increasingly complex and interconnected digital environment.



Having successfully advanced our transformation into a Tech-Driven Organization, WHA Group places data security and privacy protection at the core of our operations to safeguard systems, data, and stakeholder information. The Group operates under a comprehensive cybersecurity and data protection framework that integrates preventive controls,



continuous monitoring, and automated response mechanisms, aligned with international standards including ISO/IEC 27001 and applicable personal data protection regulations.

In parallel, WHA Group continues to strengthen employee awareness and capabilities through ongoing cybersecurity and data privacy training. These efforts foster a culture of shared responsibility for digital security and responsible data handling, supporting secure, resilient, and sustainable business operations.

2. Risk and Opportunity

 Risk	 Opportunity
<p>Increasing cyber threats, including data breaches, ransomware, unauthorized system access, and improper handling of personal data, may compromise the confidentiality, integrity, and availability of critical organizational and stakeholder information. Such incidents can disrupt business operations, increase regulatory and legal exposure, including fines, penalties, and potential litigation, raise recovery and remediation costs, and damage organizational credibility and stakeholder trust if not adequately managed.</p>	<p>A comprehensive and proactive approach to cybersecurity and privacy protection enables stronger protection of data assets and personal information while reinforcing stakeholder confidence through secure and responsible data management. Continuous investment in cybersecurity infrastructure, privacy controls, governance, and employee training and awareness supports safe digital transformation, enhances operational resilience, ensures compliance with data protection regulations, and strengthens long-term competitiveness in an increasingly data-driven and interconnected business environment.</p>

3. Management Approach

3.1 Governance Structure

Data security, cybersecurity, and privacy protection are critical to ensuring operational continuity, safeguarding stakeholder and personal information, and maintaining trust in an increasingly digital business environment. WHA Group therefore emphasizes clear governance and accountability for managing information security and data privacy risks, supported by a structured framework that defines roles and responsibilities across the Board, management, and operational units. This framework is aligned with enterprise risk management processes, good corporate governance principles, applicable privacy regulations, and international information security standards.

Position	Responsibility
 <p data-bbox="292 712 485 734">Board of Directors</p>	<p data-bbox="603 593 1431 996">Provides overall oversight of data security, cybersecurity, and privacy governance, ensuring that information and personal data risks are managed in line with the Group’s strategic objectives, risk appetite, and good corporate governance principles. The Board reviews material cyber and data-related risks, major incidents, management responses, and alignment with applicable laws, regulations, and international information security standards. The Board includes two directors with information security expertise who concurrently serve on the Risk Management and Information Security Committee: Gen. Prachya Chalermwat (Independent Director, Chairman of the Committee) and Mr. Anuchit Anuchitanukul (Independent Director, Member of the Committee). Both directors possess advanced academic qualifications and professional training in computer science, cybersecurity, and IT governance, enabling the Board to provide informed and effective oversight of the Group’s information security activities.</p>
 <p data-bbox="205 1146 572 1205">Risk Management and Information Security Committee</p>	<p data-bbox="603 1028 1431 1182">Oversees cybersecurity, information security, and data privacy risks at the enterprise level. Responsible for setting strategic direction, integrating data security and privacy risks into the Enterprise Risk Management (ERM) framework, and ensuring that related risks are appropriately identified, assessed, and managed across the organization.</p>
 <p data-bbox="212 1352 566 1411">Chief Information Security Officer (CISO)</p>	<p data-bbox="603 1234 1431 1417">Takes direct responsibility for establishing information security and data protection strategies, frameworks, and practices across the organization. Oversees cybersecurity architecture, privacy-related technical controls, risk mitigation measures, incident response planning, and compliance with information security and data protection standards. Acts as a key advisor to management and committees on cyber risks, threat trends, and the organization’s overall security posture.</p>
 <p data-bbox="261 1568 517 1626">Information Technology Department (ITD)</p>	<p data-bbox="603 1444 1431 1628">Manages and secures information technology systems across all business units, including system installation, maintenance, access control, and incident response. The department monitors cybersecurity threats, manages information security and data-related incidents, conducts root-cause analysis, and implements preventive and corrective measures under the direction of the CISO to protect both systems and personal data.</p>

3.2 Policy and Commitment

WHA Group has established the Cybersecurity and Information Security Management Policy to safeguard organizational and personal data and to strengthen overall information security management. As information is a critical business asset, failures to protect its confidentiality, integrity, or availability could adversely affect financial performance, operational continuity, credibility, and reputation. The policy places primary emphasis on the protection of electronic data, reflecting the Group’s increasing reliance on digital systems and technology-driven operations. It provides a structured framework aligned with ISO/IEC 27001

(ISMS: Information Security Management System) for managing information security risks, defining roles and responsibilities, and ensuring alignment with applicable laws, regulations, and international standards, in support of secure and resilient business operations.



For more details, please refer to:
<https://www.wha-group.com/storage/downloads/corporate-governance/corporate-policy/20230825-wha-cybersecurity-and-information-security-management-policy-en.pdf>

3.3 Metrics & Targets

To ensure the effectiveness of data security and privacy management, WHA Group establishes clear metrics and targets to monitor organizational readiness, incident prevention, and stakeholder protection. These indicators are used to track performance, reinforce accountability, and support continuous improvement of cybersecurity and personal data protection practices in line with regulatory requirements and international standards.

	2025 Performances	2025 Targets	2030 Targets
Employees receiving data security and privacy training	100%	100%	100% every year
Confirmed data breach incidents from all stakeholders	0 case	0 case	0 case every year
Complaints related to personal data privacy from all stakeholders	0 complaint	0 complaint	0 complaint every year
Cybersecurity Testing & Assessment	2 assessments conducted	≥ 2 per year	≥ 2 per year
Security Monitoring and Incident Response	100% detection and response within established SLAs	100% of critical incidents detected and responded to within defined SLAs	Zero downtime from critical security incidents

3.4 Strategies And Management

WHA Group manages information security and privacy protection as core enablers of business continuity, stakeholder trust, and long-term value creation. As the Group has fully transitioned into a tech-driven organization, robust cybersecurity and data protection governance, preventive controls, and responsive management systems are essential to safeguarding data, personal information, systems, and digital operations across the value chain. Cybersecurity and data privacy risks are integrated into the Group’s Enterprise Risk Management (ERM) framework and embedded within Business Continuity Planning (BCP), ensuring coordinated risk mitigation, effective incident response, regulatory compliance, and organizational resilience.

3.4.1 Information Security Management System And Cyber Resilience

3.4.1.1 Information Security Management Process

WHA Group has established a structured Information Security Management Process aligned with recognized international standards and best practices. This process is designed to systematically manage information security and cybersecurity risks across the organization, ensuring that digital systems, data assets, and sensitive information are protected throughout their lifecycle. This approach supports regulatory compliance, operational resilience, and stakeholder trust in an increasingly digital business environment.

The Information Security Management Process covers key stages, including the identification of critical information assets and risks, the implementation of preventive and protective controls, continuous monitoring and detection of security threats, timely incident response, and effective recovery and improvement measures. Through this end-to-end approach, WHA Group can proactively prevent potential security incidents, mitigate negative impacts, and minimize operational disruptions.

The Information Security Management Process covers key stages

- 1 including the identification of critical information assets and risks
- 2 the implementation of preventive and protective controls
- 3 continuous monitoring and detection of security threats
- 4 timely incident response
- 5 and effective recovery and improvement measures

The process is integrated with the Group's Enterprise Risk Management (ERM) framework and business continuity planning, enabling coordinated decision-making, clear accountability, and continuous improvement. Through regular reviews and enhancements, WHA Group ensures that our information security management practices remain effective, adaptive, and aligned with evolving threat landscapes and business needs.

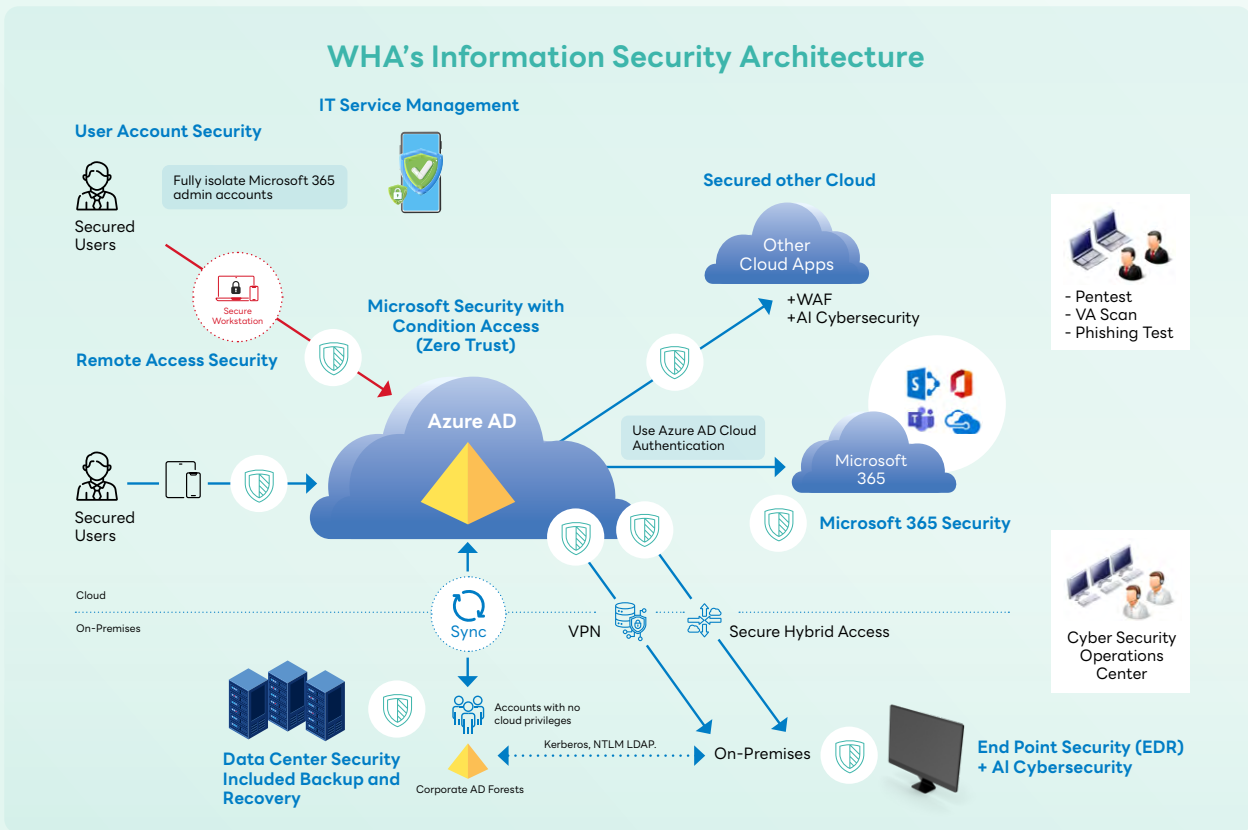
3.4.1.2 Information Security Management System and Infrastructure

WHA Group has established a comprehensive Information Security Management System (ISMS) supported by advanced, technology-driven controls to protect digital systems and data from evolving cyber risks. The security architecture applies layered and identity-centric protection, including AI-enabled solutions such as Web Application Firewall (WAF) and Web Application and API Protection (WAAP), to safeguard web applications, APIs, cloud services, and digital platforms from unauthorized access and cyberattacks.

To further strengthen data protection, the Group has enhanced its Data Loss and Data Leak Prevention (DLP) systems to prevent unauthorized access, data leakage, and data loss across internal and external data exchanges. Endpoint Detection and Response (EDR) solutions are deployed to continuously monitor, detect, and respond to malicious activities on endpoints, enabling timely containment and mitigation of advanced threats. In addition, endpoint and device security are centrally managed through Microsoft Endpoint Manager (Intune), part of the Microsoft Enterprise Mobility + Security (EMS) framework. Intune enables secure device configuration, policy enforcement, compliance monitoring, and application management across corporate and remote endpoints, ensuring consistent security posture and reducing risks associated with device misuse, loss, or compromise. At the infrastructure level, robust data center security controls are implemented to protect critical systems and information assets, covering physical security, system hardening, network segmentation, privileged access control, and continuous monitoring to ensure confidentiality, integrity, and availability of data and services.

Information security is managed through a structured process covering prevention, detection, response, and recovery, supported by defined business continuity and incident management plans. These measures enable timely response to cyber incidents and help maintain the continuity of critical digital operations.

WHA's Information Security Architecture



3.4.1.3 Data Security System Testing

To strengthen assurance over system resilience, WHA Group engages external parties to conduct at least two cybersecurity tests per year, including vulnerability assessments (VA Scans) and penetration testing.

- VA scans are conducted quarterly using the Holm Security Vulnerability Assessment Tool
- The most recent scans (in July and December 2025) reported 0 critical and 0 high vulnerabilities in internet-facing systems

Cybersecurity Assessment and Testing Standard



Certified Information Systems Security Professional



Systems Security Certified Practitioner

TEST HACK
(Internal/External)

Penetration Testing and VA Scan Scope

- Active Directory (User Login System)
- Office 365
- Oracle
- EOMS
- Low-Code System
- WHA Web Site
- Wi-Fi
- Network
- Firewall

Standard:

CVSS v3.1 (Common Vulnerability Scoring System)

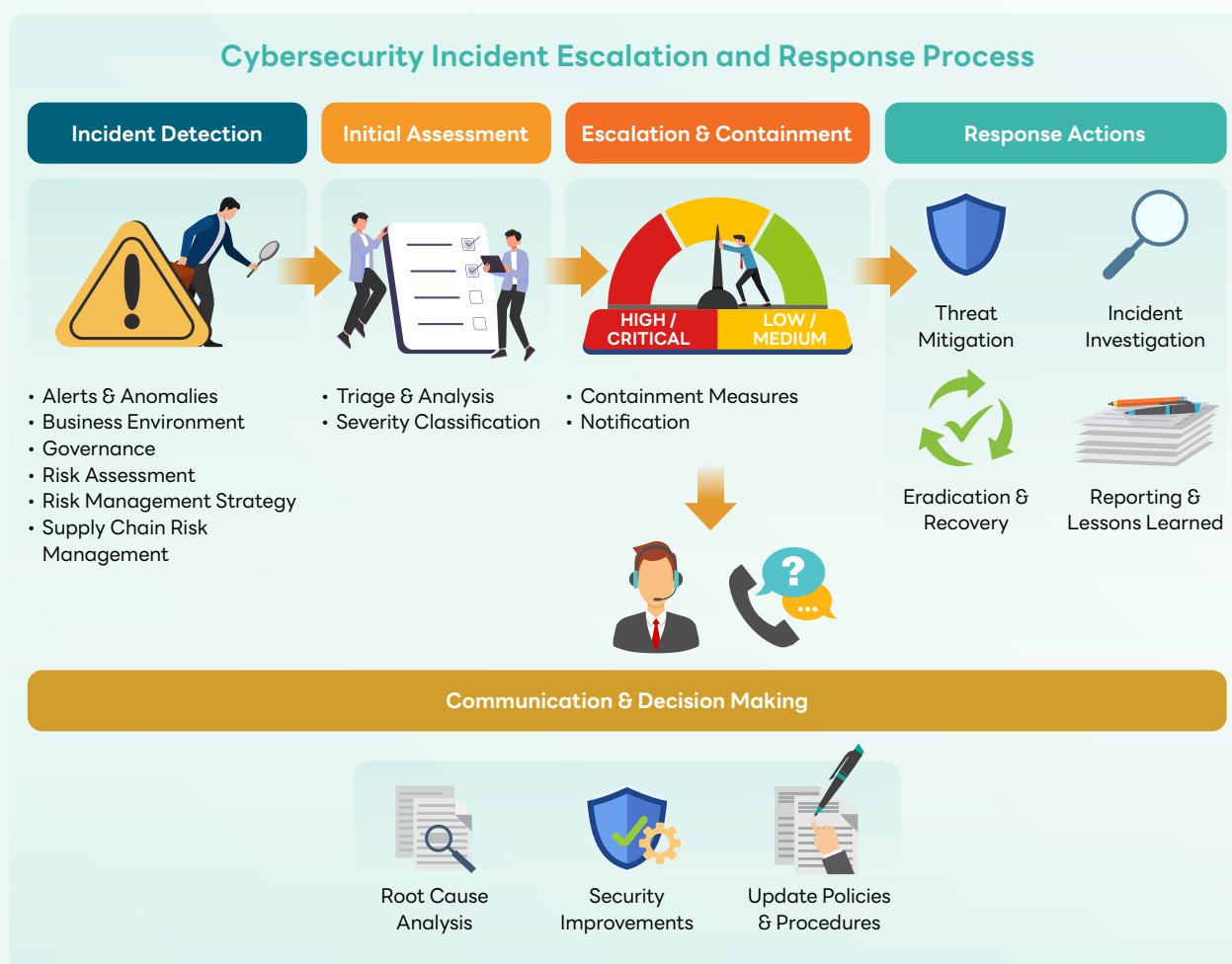
Severity	CVSS Score Rating	Description
CRITICAL	9.0 - 10.0	Exploitation is straightforward and usually results in system-level compromise. It is advised to form a plan of action and patch immediately.
HIGH	7.0 - 8.9	Exploitation is more difficult but could cause elevated privileges and potentially a loss of data or downtime. It is advised to form a plan of action and patch as soon as possible.
MEDIUM	4.0 - 6.9	Vulnerabilities exist but are not exploitable or require extra steps such as social engineering. IT is advised to form a plan of action and patch after high-priority issues have been resolved.
LOW	0.1 - 3.9	Vulnerabilities are non-exploitable but would reduce and organization's attack surface. It is advised to form a plan of action and patch during the next maintenance window.
INFORMATION	N/A	No vulnerability exists. Additional information is provided regarding items noticed during testing, strong controls, and additional documentation.

3.4.1.4 Cybersecurity and Data Security Incident Escalation and Response Process

To enable a rapid and effective response to cybersecurity and data security incidents, WHA Group has established a dedicated cybersecurity Incident Escalation and Response Process specifically for cybersecurity and data security matters. When system abnormalities, cybersecurity threats, or suspected data breaches are identified, employees are required to immediately report incidents through the designated IT reporting channels, including phishing/spam reporting tools, telephone, email, and internal collaboration platforms such as Microsoft Teams, ensuring timely escalation and response.

The Information Technology Department is fully responsible for managing IT and data security incidents, including investigation, containment, remediation, and escalation according to defined severity levels and response timelines. The process applies to all employees and focuses exclusively on IT system security and data protection, enabling faster resolution and minimizing potential operational and stakeholder impacts.

Lessons learned from incidents and near-misses are systematically reviewed and incorporated into improvements to controls, policies and procedures, and employee guidance to continuously enhance the Group’s cybersecurity and data protection posture.



3.4.1.5 Internal Audits of IT Infrastructure

To strengthen confidence in our Information Security Management System (ISMS) and ensure alignment with international standards, the Group conducts an annual internal audit of information security management across all five core business units. This process is carried out by Internal Audit Department and reported to Risk Management and Information Security Committee. The results of the latest internal audit indicated that the Group’s information security management systems are in compliance with established policies and standards, with no significant issues found that could affect system performance. Therefore, the ISMS was validated to be effective, meeting both the Group’s internal requirements and relevant international standards.

3.4.1.6 Information Security Certification

WHA Group has been certified under ISO/IEC 27001:2022, an internationally recognized framework for information security management. The certification covers 100% of IT operations across all four business segments, demonstrating the Group's disciplined and organization-wide approach to protecting critical information and managing cyber risks effectively. Particularly, information security controls are applied consistently across business units, regularly reviewed through independent audits, and supported by continuous security monitoring and proactive risk assessments. In parallel, cybersecurity awareness initiatives are implemented across the organization to strengthen overall cyber resilience and ensure that all staff members are equipped with the knowledge to identify and report potential threats. These practices highlight a mature information security posture that aligns with international standards, enhances operational resilience, and reinforces trust among customers, partners, and stakeholders.

3.4.2 Customer Data Security And Privacy Protection

WHA Group applies robust security and privacy controls to protect customer data and support secure, reliable digital services. Data security and privacy protection are managed through technical safeguards, controlled access, and compliant data handling practices across customer-facing systems and digital platforms.

3.4.2.1 Customer Data Security

WHA Group places the highest priority on protecting customer data, including both enterprise customer information (such as land sales and lease agreements) and data generated through digital platforms (such as mobility, energy, and other digital solutions). These data types are managed under a unified information security framework, with appropriate controls applied based on data sensitivity and risk level.

To ensure robust protection, WHA Group implements comprehensive technical and organizational security measures aligned with international standards, including ISO/IEC 27001:2022. These measures include encryption of data at rest and

in transit, role-based access control, multi-factor authentication, and continuous security monitoring to prevent unauthorized access, data leakage, and cyber threats.

Customer data is managed throughout its lifecycle under strict data governance practices, including data classification, segregation, and access control based on the need-to-know principle. WHA Group also conducts regular vulnerability assessments, penetration testing, and compliance reviews to ensure the effectiveness of security controls and alignment with applicable regulations, including the Personal Data Protection Act (PDPA).

To further ensure data resilience and operational continuity, the Group maintains backup, disaster recovery, and business continuity measures to protect customer data against system disruptions, cyber incidents, and other potential risks. These measures enable WHA Group to maintain the confidentiality, integrity, and availability of customer information while supporting secure and reliable business operations.

3.4.2.2 Customer Data Privacy Protection

WHA Group protects customer privacy through structured data governance and technical controls that ensure personal and sensitive information is handled securely, responsibly, and in compliance with applicable laws and regulations, including the Personal Data Protection Act (PDPA). Customer privacy protection is embedded into the Group's information security framework and focuses on appropriate data classification and controlled access throughout the data lifecycle.

Information Classification and Data Protection

WHA Group has established an Information Classification policy and practice to ensure that information is classified and protected according to its importance, sensitivity, legal requirements, and potential business impact. The policy defines roles and responsibilities of data owners and data administrators and provides guidance on managing and safeguarding information at different classification levels.

Information is classified into five levels: Public, Internal, Restricted, Confidential, and Personal Data. Each level is subject to specific protection requirements, including limitations on access, disclosure, encryption, and approval processes. Personal data is handled with particular care and may be used or disclosed only with appropriate consent and in accordance with applicable data protection laws. This classification framework helps ensure that customer information receives an appropriate level of protection aligned with its sensitivity and risk profile.

Access Control and Authorization Management

To prevent unauthorized access, misuse, or disclosure of information, WHA Group implements access control measures based on the principle of necessity and role-based authorization. Access to information systems and customer data is granted strictly on a need-to-know basis, aligned with job responsibilities and operational requirements.

Information Technology department maintain system access records and logs, which are regularly reviewed to ensure continued appropriateness and compliance with information security policies. Where system-based logging is not feasible, access records are maintained through approved documentation processes. These controls help reduce the risk of unauthorized system access, support accountability, and strengthen the protection of customer privacy across the Group’s digital environment.

3.4.3 Employee Cybersecurity Awareness And Practices

WHA Group integrates cybersecurity and information security practices into employee roles and

organizational processes to promote accountability, awareness, and consistent adherence to security policies. Compliance with information security measures, timely reporting of potential threats, and participation in mandatory training programs are incorporated into employee performance evaluations. Failure to comply with these requirements may result in appropriate disciplinary actions in accordance with internal regulations.

3.4.3.1 Cybersecurity Awareness and Training

To ensure that policies and operational procedures are effectively implemented, WHA Group has communicated and trained employees through mandatory training sessions, as well as additional training for interested employees, covering cybersecurity, data privacy, and information protection topics. Training effectiveness is supported by regular assessments to evaluate understanding and reinforce accountability. Topics include cyber threat awareness, secure digital behaviors, phishing and social engineering risks, personal data protection responsibilities, and compliance with applicable regulations such as the Personal Data Protection Act (PDPA).

To further enhance practical awareness, WHA Group also conducts simulated cyber-threat exercises and internal security communications, enabling employees to recognize potential risks, promptly report suspicious activities, and consistently apply secure practices in their daily work. Participation in awareness programs and adherence to information security policies are integrated into employee performance expectations to promote a strong security-conscious culture across the organization. The training includes:

Program	Details	2025 Performance
Cybersecurity Awareness Training	Mandatory cybersecurity, data privacy, and information protection awareness training for all employees. The program focuses on cyber threat awareness, secure digital practices, and organizational responsibilities for information security.	<ul style="list-style-type: none"> • 867 Employee (100%) participated • 100% of participants passed the assessment
Personal Data Protection Act (PDPA) Awareness Training	Training program to enhance employee understanding of PDPA requirements, personal data handling, data privacy responsibilities, and compliance obligations under applicable laws and regulations.	<ul style="list-style-type: none"> • 754 employees (92%) • 100% of participants passed the assessment
Basic Security Training for New Employees	Mandatory onboarding training covering key information security policies and procedures, including cybersecurity, physical security, email and password management, mobile device use, and wireless network security.	<ul style="list-style-type: none"> • 110 new employees (100%) completed the training as part of onboarding program

3.4.3.2 Cybersecurity Practices for Employees

WHA Group implements concrete cybersecurity practices to reinforce safe employee behavior and reduce risks arising from day-to-day use of digital systems and devices. These practices include restricting the use of unauthorized USB and removable storage devices, applying full disk encryption on employee computers, blocking access to unsafe or inappropriate websites, and automatically isolating user accounts or computers when suspicious behavior is detected. Through these measures are designed to protect information assets, prevent unauthorized access, and ensure that employees can perform their duties securely across both on-site and remote working environments. Cybersecurity practices are embedded into operational controls, supported by technology solutions, and aligned with the Group's information security policies.

Mobile Device Management (MDM)

To ensure solid cybersecurity practice of employees, the Group utilizes Microsoft Enterprise Mobility and Security (EMS) to manage and secure mobile devices across both on-premises and cloud-based environments. This includes centralized control of mobile phones, laptops, tablets, and computers, ensuring secure configurations, access control, and system updates. Since 2024, the Group strengthened endpoint protection through the deployment of advanced antivirus software with Endpoint Detection and Response (EDR) capabilities, enabling proactive monitoring and rapid detection of suspicious activities.

4. Way Forward

Building on our established information security foundation, WHA Group will continue to enhance cybersecurity resilience and integration across digital operations and the value chain. WHA Group aims to achieve ISO/IEC 42001 certification by 2026. This initiative will establish a structured Artificial Intelligence Management System to govern the responsible, secure, and ethical use of AI, ensuring full alignment with risk management standards and stakeholder expectations.

In parallel, WHA Group will strengthen long-term cryptographic resilience by enhancing readiness for Post-Quantum Cryptography (PQC), with the objective of safeguarding critical information assets against evolving cryptographic threats posed by future quantum computing capabilities. These forward-looking initiatives aim to ensure that information security remains adaptive, future-ready, and closely integrated with the Group's digital transformation, AI adoption, and sustainable growth strategy.

02 Social Dimension

WHA Group is committed to fostering a responsible, inclusive and supportive workplace while creating positive impact to society and surrounding communities. The Group places importance on protecting human rights, promoting fair labor practices, strengthening workforce capabilities as well as ensuring employee well-being and occupational health and safety as core elements of our sustainability approach. By engaging and collaborating proactively with local communities and stakeholders, we support longterm community development across key focus areas which are education, health and quality of life, environmental as well as career and community economics. WHA Group aims to create shared social value and maintain strong relationships that support stable and sustainable business operations.

This Social Dimension covers key areas that support responsible workforce management and community engagement, including **Human Resources Management and Labor Practices, Human Rights, Occupational Health and Safety, and Community Development and Stakeholder Engagement**. In 2025, Human Capital Management and Community Development and Stakeholder Engagement have been identified as high material topics, highlighting their importance in enhancing workforce capabilities, strengthening community relationships, and supporting inclusive and sustainable business operations.



Human Resources Management

1. Introduction

Effective human resources management is a critical driver of organizational performance and broader social outcomes. Workforce capability, employee well-being, and equitable treatment directly influence productivity, innovation, and economic stability. Conversely, insufficient focus on skills development, equal opportunity, or labor rights can result in adverse employee outcomes, including skills mismatches, job insecurity, and discriminatory practices, which may also compromise business continuity and erode stakeholder confidence. This underscores the strategic importance of managing human capital in a manner that drives positive economic results while safeguarding employee rights and well-being across the entire employment lifecycle.

WHA Group recognizes human capital as a foundational enabler of long-term competitiveness, digital transformation, and sustainable growth. The organization is committed to proactively managing both actual and potential impacts on employees and society at large. Positive contributions include



job creation, professional development, employee wellness initiatives, and fair labor practices that uphold human rights, promote workforce stability, and generate shared economic value. Potential negative impacts, such as workplace safety risks, skills gaps, or unequal treatment, are systematically addressed through robust governance frameworks, fair labor practices, strategic workforce planning, comprehensive talent development programs, and employee engagement. Through these integrated measures, WHA Group aims to protect fundamental employee rights, enhance organizational capabilities, and support sustainable business performance.

2. Risk and Opportunity

 Risk	 Opportunity
<p>Ineffective human resources management, including inadequate workforce planning, talent development, performance management, and succession planning, may significantly impair an organization's ability to execute business strategies and sustain growth. Skills gaps, insufficient leadership pipelines, or misalignment between workforce capabilities and strategic business requirements can reduce productivity, delay project delivery, increase operating costs, and weaken competitive advantage. High employee turnover or low engagement levels may further result in the loss of institutional knowledge, higher recruitment and training expenses, and reduced organizational agility in adapting to market dynamics and technological evolution. Collectively, these factors can materially compromise the organization's overall competitive position and long-term viability.</p>	<p>Strategic and integrated human resources management enables organizations to align workforce capabilities with business objectives and long-term growth trajectories. By strengthening workforce planning, talent acquisition and retention, succession planning, leadership development, and continuous skills enhancement, organizations can drive productivity, operational efficiency, and innovation capacity. Effective performance management, learning and development, and employee engagement initiatives support a motivated and adaptable workforce, accelerate business strategy execution, and strengthen organizational resilience. These integrated efforts position the organization to maintain sustained competitive advantage in an increasingly dynamic business environment.</p>

3. Management Approach

Human capital impacts associated with WHA Group primarily arise from the Group’s own operations, including recruitment, talent acquisition, workforce planning, employee development, performance management, remuneration, and employee welfare. Certain impacts may also be directly linked to business relationships, particularly contractors and outsourced workers engaged in the Group’s operational and development activities.

To effectively manage human capital-related impacts, WHA Group implements a five-year Human

Resources Management Strategic Framework (2022-2026) and comprehensive practices covering governance, strategic workforce planning, employee development, and employee welfare. These practices are designed to reduce potential risks such as skills gaps, and employee turnover, and related challenges, while addressing issues identified through internal assessments, grievance mechanisms, and remediation measures. Concurrently, the Group invests in talent development, leadership capability building, and employee well-being initiatives to enhance positive outcomes for employees and support long-term organizational performance.

3.1 Governance Structure

Position	Responsibility
 <p>Board of Directors</p>	Sets policy direction and strategic framework for human resource management; oversees implementation and monitors effectiveness; ensures compliance with applicable laws, regulations, and international standards; promotes transparency, equity, and long-term talent sustainability; evaluates organizational and stakeholder impacts of human resource policies.
 <p>Nomination and Remuneration Committee</p>	Establishes and reviews policies related to the nomination, remuneration, and performance evaluation of directors, executives, and employees across the Group. The Committee ensures that performance evaluation frameworks and remuneration structures are fair, transparent, and aligned with the Group’s long-term strategy, performance outcomes, and sustainability objectives.
 <p>Welfare Committee</p>	Oversees employee welfare, well-being, and working conditions across the Group. Responsibilities include proposing, reviewing and advising on employee benefits, health and safety measures, work-life balance initiatives, and welfare-related policies and programs. The Committee monitors employee concerns and feedback, supports fair and equitable treatment, and ensures that welfare practices contribute to employee engagement, retention, and overall organizational sustainability.
 <p>Promotion Committee</p>	Oversees employee promotion, career progression, and talent management processes to ensure fairness, transparency, and strategy alignment in long term. The Committee reviews promotion criteria, evaluates alignment with performance and competency frameworks, and supports leadership development, talent retention, and long-term workforce sustainability.
 <p>Human Resources Department</p>	Plans and implements human resource strategies aligned with the Group’s long-term framework; manages recruitment, workforce planning, and talent development; oversees training, performance evaluation, employee welfare, and benefits; supports a positive organizational culture emphasizing sustainability, diversity, collaboration, and employee engagement.

3.2 Labor Practices Policy and Commitment

WHA Group is committed to responsible labor practices and effective human resources management that support employee well-being, organizational performance, and long-term business sustainability. The Group’s approach to labor practices is guided by its Human Rights and Labor Practices Policy and aligned with applicable labor laws, International Labour Organization (ILO) principles, and relevant employment standards. This commitment emphasizes fair employment, equal opportunity, merit-based management, and the prevention of discrimination or unfair treatment across all aspects of employment.

The Group promotes sound workforce management practices encompassing recruitment, compensation, performance management, and career development to ensure employees are treated fairly and consistently. Diversity and inclusion are embedded across all organizational levels to strengthen workforce capability, collaboration, and organizational resilience. WHA Group strategically invests in continuous learning, skills development, and leadership cultivation through structured training programs and capability-building initiatives, supported by dedicated budgets for employee development, innovation, and research and

development (R&D). These investments ensure workforce readiness to address technological evolution and emerging business requirements.

WHA Group has established formal grievance and feedback mechanisms that enable employees to raise concerns related to employment conditions, workplace conduct, or labor practices in a confidential and transparent manner. Insights from these channels, combined with employee engagement activities and internal communications, inform the continuous improvement of labor practices, human resources policies, and workforce management strategies, thereby supporting a stable, engaged, and high-performing workforce. Additionally, WHA Group demonstrates its commitment to evolving labor standards through active participation in relevant professional development opportunities and industry initiatives, including labor law update seminars and regulatory briefings such as Social Security Fund sessions hosted by the Ministry of Labor.



For more details, please refer to:
Link for Human Rights and Labor Practices Policy

3.3 Metrics & Targets

	2025 Performances	2025 Targets	2030 Targets
Employee Engagement			
Employee Engagement Score	78%	76%	80%
Coverage	98% of FTE	100% of FTE	100% of FTE
Employee Development			
Average Training Hours per Employee per Year	27.3 Hours	25 Hours	> 40 Hours
Human Capital Return on Investment (HCROI)	12.7 Times	> 12 Times	> 12 Times
Employee Retention			
Voluntary Employee Turnover Rate	3.9% of FTE	6.5% of FTE	< 7% of FTE

Remark: Full-time Equivalent (FTE) = the number of working hours that represents one full-time employee during a fixed time period.

3.4 Strategies And Management

3.4.1 Strategic Human Resources Management And Workforce Sustainability

WHA Group’s transformation toward a technology-enabled and data-driven enterprise is supported by strong people and culture foundation. At the center of this approach is the “ONE WHA” initiative, which promotes organizational unity and aligns workforce strategies with the Group’s evolving business direction. The initiative strengthens collaboration across business units and fosters a shared sense of purpose among employees, enabling the organization to respond effectively to technological change and evolving market conditions, supporting WHA Group’s ambition to future-proof its people and organization.

To support this direction, WHA Group’s people development approach is guided by the “ONE WHA” framework, which integrates the Group’s core values of Advanced, Champion, Resourceful, and Integrity, core competencies in Customer Solutioning, Data-Driven Entrepreneurship, Resilience, and Partnership, and leadership competencies that shape effective management and decision-making across the organization. Complementing these elements, WHA DNA behaviors - Respect, Trust, Allow Failure, Can Do Attitude, Agile, and Collaborate - serve as the foundation for everyday workplace practices and organizational culture across the Group. In addition, our human capital is managed through Strategic Workforce Planning (SWP) and People Analytics (PA), supported by an integrated Human Capital Management System

(HCMS) to analyze and develop the process. This includes evaluating labor demand-supply conditions, the efficiency of recruitment channels, as well as the effectiveness of preliminary candidate screening tools, and analyzing applicant behavior and workforce requirements. SWP aligns workforce capacity, critical competencies, and succession planning with business strategies over a 3–5 years strategic horizon, while targeted development programs systematically address identified skill gaps. People Analytics delivers data-driven insights on workforce trends, performance metrics, engagement levels, and Human Capital Return on Investment (HCROI), enhancing recruitment effectiveness, mitigating turnover risks, and strengthening organizational agility.

WHA’s Human Resources Management Framework

To ensure effective and adaptive human resources management, WHA Group has established fair and standardized human resource management systems and processes that enable reliable performance evaluation and alignment with the Group’s strategies and visions. This framework supports organization in achieving operational excellence and advancing sustainable business development. Furthermore, these systems enable the Group to manage human capital strategically and responsively, aligned with the specific requirements of each business unit and anticipated organizational outcomes. The approach emphasizes the analysis of current and future strategic workforce requirements and emerging trends, complemented by scenario-based planning to enhance organizational agility.

- 1 • **Elevate WHA’s Employer Brand** to attract, recruit, and select top talent more effectively - positioning WHA as an employer of choice across all key markets.
- 2 • **Accelerate One WHA DNA** by embedding shared culture and core values across the organization, fostering a workplace where engagement, wellbeing, and work-life harmony thrive.
- 3 • **Reload Capabilities for the Future** by equipping employees with next-generation skillsets and aligning individual career paths with the company’s strategic direction.
- 4 • **Optimize the Workforce** through a lean, skill-based architecture that enables organizational agility and positions WHA to flex and scale with business demands.
- 5 • **Build a Robust Talent and Leadership Pipeline** through a rigorous performance management system that identifies, develops, and retains high-potential individuals at every level.

WHA DNA to Business and Sustainability Impact

WHA Group embeds our WHA DNA (Trust, Respect, Allow Failure, Can Do Attitude, Agile, and Collaborate) as the foundation of our people management framework and organizational culture. The core behaviors are cultivated across all employees and integrated into daily operations and all business activities, translating the Group’s values of Advanced, Champion, Resourceful, and Integrity into consistent ways of working. WHA DNA goes beyond employee development to shape how we lead, collaborate, make decisions, and conduct business. By embedding these principles throughout the organization, WHA Group fosters a sustainable way of working, strengthens employee engagement and innovation, and reinforces long-term organizational resilience and performance.

WHA DNA	HR Practices & Enablers	People Impact	Business & Sustainability Impact
Trust	Employee engagement and well-being initiatives reinforcing openness and positive mindset; transparent performance management systems; accessible grievance mechanisms	Psychological safety, organizational openness, confidence in equitable treatment	Workforce stability, trust-based culture, enhanced organizational credibility and stakeholder confidence
Respect	Inclusive engagement and well-being initiatives; comprehensive welfare and benefits programs; equal opportunity practices; Human Rights Policy implementation	Sense of belonging, mutual respect, elevated employee engagement	Sustainable talent retention, positive employee experience, strengthened employer brand
Allow Failure	Experiential learning initiatives; knowledge-sharing programs (e.g., REX Day); project-based learning opportunities	Growth mindset cultivation, culture of continuous improvement	Enhanced innovation capability, strengthened organizational resilience
Can Do Attitude	Challenge-based engagement activities (e.g., WHA Innovation Bootcamp, WHA Hackathon, WHA Happy challenges); robust performance management; leadership accountability frameworks	Intrinsic motivation, ownership mindset, proactive problem-solving behaviors	Execution excellence, achievement of strategic objectives, accelerated innovation
Agile	Process optimization and decentralization through adaptive engagement initiatives; change-readiness programs; digital upskilling; data-driven decision-making capabilities	Adaptability, change readiness, future-critical competencies	Organizational agility, responsiveness to market and technological evolution, sustainable growth readiness
Collaborate	Team-based engagement activities; cross-functional challenges (enabled through WHA Happy); inter-business knowledge exchange; , integrated cross-unit initiatives	Enhanced collaboration, effective teamwork, reduced organizational silos	Sustainable “One WHA” strategic execution, synergistic value creation across business units







Human Capital Return on Investment (HCROI)

To measure the effectiveness of human capital investment, WHA Group refer to Human Capital Return on Investment (HCROI) as a key performance indicator. In 2025, the Group achieved an HCROI of 12.7 times, which aligns with the target of more than 12 times, reflecting a sustained focus on maximizing the value derived from employee development initiatives. Performance insights from HCROI trends and workforce development outcomes are systematically analyzed to refine competency frameworks, optimize training methodologies, and strengthen alignment with evolving business requirements.

3.4.2 Employee Well-Being And Supportive Work Environment

Employee Key Welfare and Benefits

WHA Group is committed to providing comprehensive welfare and benefits that support employee well-being, work-life integration, and long-term financial security. The Group continuously enhances benefits and support programs in response to evolving employee needs, fostering a positive workplace experience, strengthened engagement, and sustainable human capital management.

Category	Key benefits
 Insurance & Protection	<ul style="list-style-type: none"> Life, accident, and disability insurance for all employees Health coverage (employee + registered dependents) Annual health check-ups as preventive healthcare support
 Financial Security	<ul style="list-style-type: none"> Provident fund contributions for long-term financial planning support
 Family-Friendly Benefits	<ul style="list-style-type: none"> 120 days of maternity leave and paid parental leave for primary caregivers 15 days of parental leave for non-primary caregivers (in addition to standard leave entitlements) Personal leave to care for immediate family members during illness
 Workplace Support Facilities	<ul style="list-style-type: none"> Breastfeeding rooms Child-friendly workplace initiatives

Well-Being Program

WHA Group implements WHAppy, an integrated employee engagement and well-being program established in 2021 to cultivate workplace satisfaction, strengthen organizational connection, and facilitate change management through a positive “can-do” mindset. The program encompasses learning, health, and engagement initiatives that enhance employees’ physical, mental, and social well-being while reinforcing collaboration and shared values across the organization.

Since the program launched, more than 100 activities have been delivered through hybrid formats, combining online and on-site engagement, achieving consistently high employee participation rates and positive satisfaction outcomes. Employee feedback and insights are systematically collected and integrated into program design to ensure continued relevance and effectiveness. The 2025 program roadmap has been developed based on this input, prioritizing capability development, sustained employee engagement, and strengthened organizational connection in alignment with WHA Group’s sustainable human capital strategy.

Activity	Purpose & Key Highlights
<p>WHAppy Talk</p> 	<p>Knowledge-sharing and inspirational sessions featuring internal subject matter experts and external thought leaders. Focuses on cross-functional learning, technology adoption, showcasing digital transformation success stories across the organization, and promoting holistic wellbeing and sustainability. Sessions span topics including physical and mental health, financial wellbeing, and the impact of sustainability - empowering individuals and teams with the awareness, tools, and inspiration to thrive both professionally and personally.</p>
<p>WHAppy Activities</p> 	<p>Well-being and health-focused initiatives including One WHA Run, Lean Express Program, and on-site wellness services such as therapeutic massage. Additional programs include regular blood donation drives throughout the year.</p>
<p>WHAppy Festival</p> 	<p>Annual cultural and social celebrations (e.g., Songkran, merit-making ceremonies, New Year festivities) designed to strengthen interpersonal relationships, foster organizational unity, and celebrate shared traditions.</p>
<p>WHAppy Cast</p> 	<p>Internal podcast series focused on equipping employees with practical skills and actionable know-how, covering topics such as health and wellness, financial literacy and savings strategies, digital technology trends, and artificial intelligence applications, with an emphasis on real-life tips and how-to guidance to support employees in applying new ways of working.</p>

Sports, Health, and Wellness Initiatives

WHA Group implements sports and wellness initiatives in the forms of 11 employee clubs spanning sports, health, and leisure activities, and relaxation and therapeutic massage services. In 2025, a total of 291 employees participated in these programs. These initiatives promote employees’ physical health, mental well-being, and overall quality of life by encouraging regular physical activity, stress management, and healthy lifestyle habits. The programs support preventive healthcare objectives and contribute to long-term employee wellness and vitality.

WHA Group's Employee Club



Work-Life Solutions

WHA Group promotes comprehensive work-life solutions to create a modern, flexible, and supportive working environment that enhances employee well-being, productivity, and engagement. By integrating intelligent workplace design, modern amenities, and advanced digital safety technologies, the Group enables diverse work styles while fostering creativity, collaboration, and a balanced quality of life for employees.

Aspect	Key Description
Workplace Concept	WHA Office Solutions provides flexible, technology-enabled workspaces designed to accommodate diverse work patterns and support creativity, collaboration, and innovation.
Location, Design & Sustainability	The main office at WHA Tower, strategically located in Bangna Central Business District, is an award-winning development of "Commercial High Rise Architecture Thailand", and "MEA Energy Awards 2023", featuring adaptable layouts, energy efficiency, co-working spaces, cafés, landscaped gardens, and dedicated recreational areas. The locations of the industrial estates are in the strategic areas which is convenient and also accommodated with functional facilities. In addition, there are areas for EV vehicles chargers in the workplace. Also to support sustainability in long term, waste management has been executed since food waste to recycle in order to reach zero waste management.
Technology & Safety	Advanced digital security infrastructure including biometric facial recognition access control, and integrated smart building management system ensuring employee safety and operational efficiency.
Commuting & Convenience	On-site parking capacity for up to 500 vehicles; dedicated employee shuttle services supporting convenient and safe commuting; integration of environmentally sustainable technologies promoting employee well-being and responsible operations.

3.4.3 Talent Attraction And Retention

WHA Group strengthens talent attraction and retention under the “Future of Work” framework by integrating digital technologies and modern workforce practices. The Group prioritizes building a future-ready workforce equipped with strong digital literacy, adaptability, and technology-driven capabilities.

3.4.3.1 Recruitment and Talent Acquisition

WHA Group applies a clearly defined employment policy and leverages both internal and external recruitment channels to attract candidates whose skills, competencies, and potential align with organizational requirements. Recruitment channels include WHA Group’s corporate career portal, national job platforms, career fairs, and targeted outreach through specialized online communities and social media groups to access niche and technical talent who may not engage through conventional recruitment channels (e.g., heavy vehicle mechanics).

Talent attraction is strengthened through a well-defined Employer Value Proposition (EVP) aligned with WHA Group’s corporate values and strategic workforce plans. The Group utilizes data-driven insights to tailor EVP messaging across multiple communication channels and has implemented employer brand enhancement initiatives to attract targeted talent segments.

Key talent outreach initiatives include:

- **Academic partnerships:** Internship programs, apprenticeships, graduate placement schemes, company site visits, mentoring programs, innovation hackathons, and practical learning projects designed to engage and develop emerging talent.
- **Professional networks:** Strategic collaboration with professional associations and business networks through knowledge-sharing sessions, industry forums, and targeted engagement activities.
- **Inclusive employment:** Actively promoting employment opportunities for under-privileged groups, including persons with disabilities and individuals with limited access to formal education or professional qualifications.

2025 Recruitment Performance



Total number of new hires

66

% of Open positions filled by internal candidates (internal hires)

3.25%



Total number of new hires

60

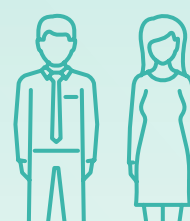
% of Open positions filled by internal candidates (internal hires)

6.49%

Average hiring index per FTE (THB) **26,826.45**

% of Open positions filled by internal candidates (internal hires) **9.74%**

2025 Target



Total number of new hires

180

% of Open positions filled by internal candidates (internal hires)

10.00%

3.4.3.2 Employee Engagement

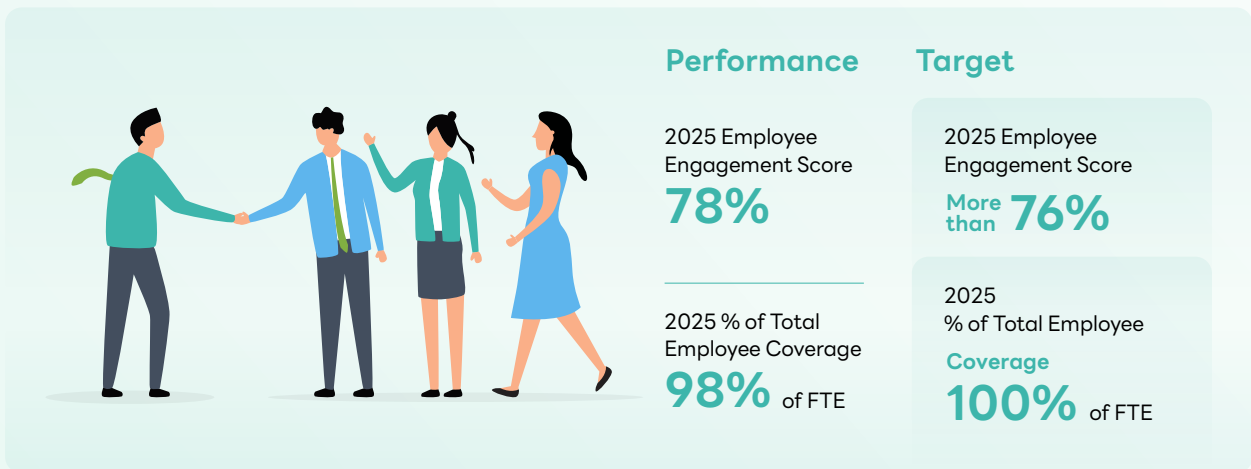
Employee engagement is a critical driver of talent retention and workforce stability at WHA Group. In 2025, the Group conducted a comprehensive employee engagement assessment utilizing the BESTP Model by Hewitt Consulting to gain deeper insights into employees' perspectives on the work environment, leadership effectiveness, organizational communication, career development opportunities, and overall engagement with the organization.

In 2025, the Group achieved an employee engagement score of 78%, representing a 4.5% increase from the previous year and exceeding the target of 76%. The assessment encompassed employees across business units and functional areas, providing valuable insights into engagement levels, motivation drivers, and alignment with WHA Group's core values and strategic direction. The results are systematically analyzed to identify organizational strengths, areas requiring

improvement, and emerging workforce trends that may influence productivity, retention, and organizational effectiveness.

Findings from the assessment inform targeted action plans and continuous improvement initiatives in human resources policies, leadership development, communication practices, and employee support programs. Progress is monitored through defined metrics and periodically reassessed to evaluate the effectiveness of interventions and ensure sustained alignment with evolving employee needs and business objectives.

WHA Group's workplace culture and employee experience have also been recognized through several external awards, including "Kincentric: Best Employer Thailand" and "HR Asia: Best Companies to Work for in Asia". These recognitions reflect the Group's strong employee engagement practices, leadership effectiveness, and people-centered organizational culture.



3.4.3.3 Employee Turnover

WHA Group closely monitors both total and voluntary employee turnover as a key indicator of workforce stability, employee satisfaction, and the effectiveness of talent retention strategies. Turnover trends are reviewed in conjunction with employee engagement outcomes, workforce planning insights, and development initiatives to identify underlying drivers and inform continuous improvement in people management practices.



In 2025, WHA Group achieved a voluntary employee turnover rate of 3.9%, representing a reduction from 4% in 2024. This improvement reflects the positive impact of Strategic Workforce Planning, targeted capability development, competitive employment practices, and enhanced employee engagement initiatives. The sustained decline in voluntary turnover supports workforce continuity, reduces recruitment and onboarding costs, and strengthens long-term organizational capability and business resilience.

3.4.4 Employee Development

WHA Group recognizes employees as a core driver of sustainable growth, digital transformation, and long-term competitiveness. Accordingly, the Group is committed to continuous investment in employee development to strengthen organizational capability, enhance employee motivation, and build a future-ready workforce aligned with corporate strategy and business expansion. Our learning and development framework is designed to support both organizational priorities and individual career progression, guided by systematic skills gap identification and supported by dedicated training and development budgets, ongoing performance dialogue, and outcome measurement. Development initiatives are structured around five key focus areas, delivered through diverse learning methods to ensure effectiveness, knowledge retention, and practical application.

Learning Methods:


- **Classroom & Virtual Instructor-Led Training** – Structured learning facilitated by internal and external experts
- **Digital Learning & E-Learning** – Self-paced online courses and digital learning platforms
- **On-the-Job & Experiential Learning** – Practical application through real projects and job rotations
- **Coaching and Mentoring** – Personalized guidance from experienced leaders and subject matter experts
- **Collaborative Learning** – Knowledge sharing through cross-functional teams and peer networks
- **Simulation & Scenario-Based Learning** – Interactive exercises replicating real business challenges



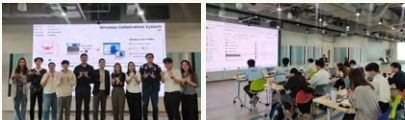
Key Development Focus Area	Name of Program	Program overview	Participants	Quantitative Impact
Management and Leadership Development – Building leadership capabilities and strategic management skills	1-on-1 Meeting Skills	<p>A practical program for new employees at all levels, designed to strengthen effective 1-on-1 meetings by enhancing leaders' mindset, active listening, psychological safety, and coaching skills through structured models and real practice.</p> <p>Learning Method: Instructor-led training combined with demonstration, triad practice (coach-coachee-observer), and experiential learning.</p> 	102 new employees at all levels	<ul style="list-style-type: none"> • 100% of participants completed hands-on 1-on-1 practice • The program reinforced consistent communication and feedback culture across the organization.
	Systematic Problem Solving & Decision Making	<p>A two-day practical program for supervisors focusing on systematic problem-solving and data-driven decision-making using structured frameworks and real work applications.</p> <p>Learning Method: Instructor-led training combined with workshops, group problem-solving exercises, and hands-on practice using real cases.</p> 	40 supervisors	<ul style="list-style-type: none"> • 100% of participants completed structured problem-solving workshops, • The program strengthened supervisors' capability to apply systematic analysis and reduce decision errors in daily operations.

Key Development Focus Area	Name of Program	Program overview	Participants	Quantitative Impact
	Business Continuity Planning (BCP)	<p>A one-day Business Continuity Planning (BCP) program for employees across WHA Group, focusing on BCM principles, BCP structure, roles and responsibilities, response procedures, and recovery planning to ensure operational continuity during disruptions.</p> <p>Learning Method: Instructor-led training with practical guidance on BCP development, scenario discussion, and readiness planning</p> 	55 executives and employees	<ul style="list-style-type: none"> • 100% of critical processes, roles, call trees, and recovery strategies covered by updated BCPs • The program supported consistent BCP implementation and readiness across business units, contributing to uninterrupted operations with minimal disruption.
Technical and Functional Skills Development – Strengthening role-specific expertise and professional competencies	Root Cause Failure Analysis (RCFA) for Maintenance	<p>A comprehensive technical program equipping maintenance supervisors with systematic root cause analysis methodologies to identify and address recurring equipment failures</p> <p>Learning Method: Instructor-led training, project-based learning, and peer learning through project presentations and knowledge sharing.</p> 	52 maintenance supervisors	<ul style="list-style-type: none"> • 100% of participants completed RCFA training and applied learning through team-based projects over a 6-month period. • RCFA projects addressed recurring equipment failures, generating actionable improvement initiatives. • Two high-impact innovative projects were recognized and shared organization-wide during REX Day to support knowledge transfer and continuous improvement.
	Trusted Partner Presentation Skills	<p>A two-day practical program for Business Development teams across all hubs, focusing on trust-based presentation skills to strengthen a “Trusted Partner” mindset, advisory communication, and value-driven client engagement.</p> <p>Learning Method: Instructor-led training with case studies, role-play exercises, coaching, and presentation practice.</p> 	12 Business Development employees across all hubs	<ul style="list-style-type: none"> • 100% of participants completed the two-day program focused on trust-based presentation and advisory communication. • The program strengthened participants’ capability to structure value propositions, address client needs, and communicate as trusted partners • Improved presentation effectiveness supported higher-quality proposal discussions and more professional client engagement

Key Development Focus Area	Name of Program	Program overview	Participants	Quantitative Impact
	Annual Safety Training	<p>Mandatory comprehensive safety training covering high-risk activities and occupational health topics, including working at heights, electrical safety, confined spaces, crane operations, hazardous chemicals, firefighting (basic and advanced), occupational diseases, and safety officer certification. The program strengthens safety awareness, regulatory compliance, and effective hazard control across the organization.</p> <p>Learning Method: Instructor-led training combined with simulation-based learning, emergency drills, and hands-on practice to reinforce safe working behaviors and effective emergency response.</p>	1,046 employees, contractors, and community participants	<ul style="list-style-type: none"> Total Recordable Injury Frequency Rate (TRIFR) decreased from 0.43 in 2024 to 0.28 in 2025, representing a 34.9% year-over-year reduction Employees across relevant functions completed mandatory safety training covering high-risk operational and occupational health areas. Simulation exercises and emergency drills enhanced employees' ability to apply safety procedures and respond effectively to incidents.
	Operational Excellence - Engineering & Operations	<p>Three technical capability development programs designed to enhance operational and engineering capabilities, including Hydraulic Model: Advance EPANET, Hydraulic Engineering, and Wastewater Operational Control. Programs strengthened system analysis, modeling, and operational control skills to support efficient and reliable operations.</p> <p>Learning Method: Instructor-led technical training with case studies, simulations, and hands-on practice.</p>	61 employees in engineering, operations, and environmental-related functions	<ul style="list-style-type: none"> Participants completed advanced technical training to enhance system analysis and operational control capabilities. Improved technical proficiency supported more accurate planning, monitoring, and execution of infrastructure and operational processes.
Business, Digital and Innovation – Advancing business acumen, digital literacy, and innovation mindset	WHA Hackathon: Rise of AI Heroes 2025	<p>A company-wide data hackathon program aimed at driving digital transformation by encouraging employees to develop AI-driven solutions based on existing business data. The program promoted innovation, data-driven thinking, and practical application of AI to enhance operational efficiency and generate business insights, while identifying “AI Heroes” across departments. Solutions were developed under three themes: risk mitigation, business impact and efficiency, and innovation and revenue generation.</p> <p>Learning Method: Blended learning combining workshops (Design Thinking, AI, and automation), project-based learning, coaching, and team-based competition.</p>	<ul style="list-style-type: none"> 107 employees from 37 teams (application stage) 52 employees from 18 teams (final round) 	<ul style="list-style-type: none"> 37 teams (107 employees) participated in the hackathon, fostering organization-wide engagement in AI adoption and digital innovation. 18 teams (52 employees) advanced to the final round and developed AI-driven solutions addressing business challenges in risk management, operational efficiency, and innovation. The program generated practical AI use cases aligned with business needs, supporting continuous digital transformation and data-driven decision-making.



Key Development Focus Area	Name of Program	Program overview	Participants	Quantitative Impact
	Risk Management: Governance and Risk Management for Using AI	<p>A one-hour awareness program enhancing understanding of AI fundamentals, business applications, AI-related risks, and governance principles to support responsible and compliant AI usage.</p> <p>Learning Method: Virtual instructor-led training with case examples and knowledge sharing.</p>	836 executives and employees	<ul style="list-style-type: none"> 100% of targeted employees completed the training Program strengthened organizational awareness of AI governance and responsible AI usage principles
	Excel for Data Preparation & Smart Reporting	<p>Practical Excel training programs designed to strengthen data preparation, data analysis, and reporting capabilities, covering both foundational and advanced Excel skills to support accurate data handling, analysis, and decision-ready reporting.</p> <p>Learning Method: Instructor-led training with hands-on exercises and real work examples; practice-based learning using Excel tools for data preparation, analysis, and reporting.</p> 	264 employees across relevant functions	<ul style="list-style-type: none"> Participants enhanced their ability to prepare, analyze, and present data using Excel, supporting more efficient data processing and reporting. Improved Excel proficiency reduced manual data handling and rework, enabling faster access to insights and more consistent data outputs
	Impactful Presentations with Canva and PowerPoint	<p>A six-hour practical training program designed to enhance presentation design and communication skills using Canva and PowerPoint, focusing on clarity, visual storytelling, and professional data presentation.</p> <p>Learning Method: Instructor-led training with hands-on practice, design exercises, and real work examples.</p> 	69 employees	<ul style="list-style-type: none"> 100% of participants completed hands-on training on presentation design and visual communication. Improved presentation design and visual storytelling capability supported clearer and more professional communication in business proposals, management reports, and internal presentations.
Cultural Education and Organizational DNA – Reinforcing WHA values, behaviors, and organizational culture	IRIS-BrighterBee Online Learning Platform	<p>An outsourced online learning platform that enables employees to pursue self-learning through e-learning courses accessible anytime and anywhere. The platform includes mandatory courses aligned with WHA DNA and core competencies to strengthen essential soft skills and mindsets such as collaboration, leadership, problem-solving, adaptability, and innovation. In addition, more than 1,000 courses are available to support personalized learning aligned with employees' interests and Individual Development Plans (IDPs).</p> <p>Learning Method: Digital Learning platform & Self-paced e-learning, supporting personalized learning aligned with employees' Individual Development Plans (IDPs).</p>	323 employees across WHA Group	<ul style="list-style-type: none"> The platform provides access to over 1,000 courses, supporting continuous learning and enabling employees to develop competencies aligned with organizational values and career development goals.

Key Development Focus Area	Name of Program	Program overview	Participants	Quantitative Impact
	Return of Experience Activity: REX Day	<p>An internal knowledge-sharing and learning event designed to showcase best practices, high-impact improvement projects, and innovative solutions from operational teams, fostering a culture of continuous improvement and cross-functional learning. The activity featured hands-on experiences and collaborative work practices among representatives from all relevant business units, strengthening organizational knowledge sharing and collaboration through cross-business group interaction.</p> <p>Learning Method: Collaborative learning through project presentations, peer learning, experience sharing, and open discussion across functions and business units.</p> 	133 employees across relevant functions	<ul style="list-style-type: none"> High-impact and innovative improvement projects were shared organization-wide, enabling knowledge transfer and reinforcing a culture of continuous improvement. Cross-functional collaboration enhanced organizational learning and strengthened alignment with WHA DNA
Sustainability and ESG Integration – Embedding environmental, social, and governance principles into daily operations	Transition Assistance Programs	<p>Transition Assistance Programs program provides guidance on financial planning, retirement readiness, and post-retirement career opportunities through activities such as money planning sessions, pre- and post-retirement seminars, pension fund briefings, and support for participation in external training programs. These initiatives aim to support employees in preparing for life after the end of their employment contract or retirement. As part of employee financial wellbeing and transition readiness initiatives in 2025, we organized “Financial Health 101”, a financial literacy session in collaboration with UOB, to enhance employees’ understanding of personal financial management, including budgeting, saving, and long-term financial planning.</p> <p>Learning Method: Hybrid seminar (onsite and MS Teams) with external expert sharing (UOB)</p> 	208 employees across WHA Group	<ul style="list-style-type: none"> Employee participated in the session, strengthening financial planning awareness and supporting employees’ long-term financial readiness.
	Air Inventory & AERMOD Modeling	<p>Program focused on strengthening employees’ capabilities in air emission inventory preparation and dispersion modeling to support environmental impact assessment and regulatory compliance.</p> <p>Learning Method: Instructor-led training with practical exercises and application of modeling tools.</p> 	14 employees including those responsible for environmental management and reporting and IED engineers	<ul style="list-style-type: none"> Participants completed technical training on air emission inventory and dispersion modeling using AERMOD. Enhanced capability supported more accurate environmental impact assessment and strengthened compliance with environmental regulations.

Key Development Focus Area	Name of Program	Program overview	Participants	Quantitative Impact
	Draft Clean Air Management Act	<p>A two-hour hybrid awareness program, designed to enhance understanding of regulatory requirements, legal implications, and organizational readiness related to air quality management.</p> <p>Learning Method: Hybrid instructor-led training combining on-site sessions and virtual learning with regulatory briefing and knowledge sharing.</p> 	133 employees from legal and related functions	<ul style="list-style-type: none"> • 100% of participants received regulatory awareness training. • The program strengthened organizational readiness and compliance preparedness for upcoming air quality and environmental regulations.
	Sustainability in Action Program	<p>The program aims to equip employees with sustainability-related knowledge and competencies to support the Group's transition towards a low-carbon and climate-resilient business model. In addition to raising awareness, the training supports employees in adapting to evolving job requirements and operational changes associated with climate transition, including developing relevant skills required for emerging sustainability-related roles and business practices. This enhances workforce readiness and helps mitigate potential risks of workforce disruption during the transition.</p> <p>In 2025, we organized the "Sustainability 101" and "WHA Sustainability in Action" courses, delivered by WHA's Chairman of the Executive Committee and Group Chief Executive Officer to all employees during the internal training "Krahailao Event". The topics cover global and Thailand's climate commitments, sustainability trends, and climate technologies (e.g., energy transition, green mobility, and CCUS) enabling employees to build relevant knowledge and capabilities to support the Group's Net Zero Mission and apply these in their roles.</p> <p>Learning Method: Virtual instructor-led training with case examples and knowledge sharing.</p> 	All executives and 408 employees in WHA Group	<ul style="list-style-type: none"> • Strengthened employees' capabilities to support sustainability integration in their roles and adapt to changing business requirements • Enhanced organizational readiness for climate transition and low-carbon operations • Improved knowledge sharing and cross-functional collaboration in delivering sustainability-related initiatives

Capability Development by Business Unit

To accelerate workforce transformation and ensure operational readiness, WHA Group aligns competency requirements with the strategic direction and operational needs of each business unit. Specific skill sets are defined to support current operations, future growth, and business diversification across the Group.

Business Hubs	BU's Specific Skill Sets
WHA Group	Global market expansion and international business development
Industrial Estate Development Business (WHAID)	Specialized industrial estate development and management. Niche industrial estate solutions and sector-specific development
Real Estate Management and Development Business (WHA Logistics)	Value-added logistics real estate products, supply chain solutions, and smart warehouse management
Utilities and Power Business (WHAUP)	Value added utility and power solutions, energy management
Mobility Business (WHA Mobility)	EV ecosystem development and smart mobility solutions
Digital Platform Business (WHA Digital)	Digital-enabled solutions and technology platforms for WHA Group

3.4.5 Employee Performance Management and Career Advancement

WHA Group measures employee performance through an ongoing Performance Management System (PMS), which includes regular, more-than-quarterly conversations between employees and supervisors, combining formal annual performance reviews with continuous check-ins to support professional development, performance improvement, and alignment with organizational objectives. In parallel, employees are encouraged to articulate their career aspirations through personal Career Statements and develop Individual Development Plans (IDPs) in consultation with their supervisors to guide capability development and career progression.

Employee performance is assessed against mutually agreed Key Performance Indicators (KPIs), with results informing compensation decisions and the design of capability-building and talent development programs. The process also facilitates the identification of high-potential and high-performing employees while strengthening communication and working relationships between supervisors and direct reports. The process also facilitates the identification of high-potential and high-performing employees, supporting the Group's talent and succession planning efforts, while strengthening communication and working relationships between supervisors and direct reports. Performance and development conversations are conducted on an ongoing basis, supporting continuous feedback, learning, and performance improvement across the organization.

Performance Assessment Coverage

Type of performance assessment	Coverage (% of Employees)
Key Performance Indicators (KPIs) set Jointly by Supervisors and Subordinates	100% of high-potential personnel and participants in leadership development programs
Multi-dimensional performance appraisals (e.g., 360-degree feedback)	100% of high-potential personnel and participants in leadership development programs
Team performance evaluation	100%
Agile (On-duty) conversations	100%

All employees are evaluated using this comprehensive performance management framework. The effective application of the Performance Management System serves as a foundation for identifying high-performing and high-potential employees and supporting transparency, merit-based career advancement. In 2025, 8.76% of employees were promoted through internal advancement processes, demonstrating the effectiveness of the Group’s talent development and performance management practices.

4. Way Forward

Looking ahead, WHA Group will further strengthen its human resource practices through the adoption of advanced digital tools and innovative approaches to people management. The strategic focus remains on workforce capability development, employee well-being, and long-term organizational effectiveness. Key initiatives for the next 1-2 years include:

- **Enhancing the Human Capital Management System (HCMS)** to provide more integrated workforce analytics and decision support
- **Leveraging technology to streamline HR processes** by driving process optimization and automation to enhance HR service delivery efficiency and employee experience, while reducing paper-based workflows and enabling seamless digital access to HR services

These initiatives will support WHA Group’s continued evolution toward a more agile, data-driven, and employee-centric human resources function. WHA Academy will play a key role in strengthening organizational learning, knowledge sharing, leadership development, and succession planning, enhancing the organization’s capacity to attract, develop, and retain talent in an increasingly competitive and technology-driven business environment.



Human Rights

1. Introduction

Human rights are universally recognized as fundamental rights to which all individuals are entitled. Nevertheless, human rights violations continue to occur globally across industries and value chains, driven by factors such as complex supply chains, labor mobility, social inequality, and differing regulatory standards across jurisdictions. These violations may result in adverse impacts on individuals and communities, as well as generate reputational, legal, and operational risks for businesses, including complaints from civil society, stakeholder opposition, and loss of trust. As a result, there is growing international expectation for companies to identify, prevent, and address actual and potential human rights risks and impacts throughout their operations and business relationships, in line with international standards and responsible business conduct.

WHA Group recognizes that human rights risks and impacts may arise not only from our own activities,



but also through our relationships across the value chain, including employees, contractors, suppliers, customers, and surrounding communities. The Group acknowledges that sustainable business performance extends beyond economic outcomes and requires responsible management of human rights issues affecting stakeholders, particularly vulnerable groups. Accordingly, WHA Group is committed to integrating human rights considerations into our policies, management systems, and operational practices to prevent, mitigate, and address adverse impacts, while fostering respect for human rights throughout all stages of our operations and value chain.

2. Risk and Opportunity

WHA Group manages human rights-related risks and opportunities in line with the UN Guiding Principles on Business and Human Rights (UNGPs), recognizing our responsibility to respect human rights across our own operations and business relationships. The Group's approach focuses on preventing adverse human rights impacts, addressing risks proactively, and enabling access to remedy where impacts occur.



Risk

Human rights risks may arise if labor practices, workplace health and safety, non-discrimination, fair wages, or freedom from harassment are inadequately managed. Such risks can lead to negative impacts on employees and other rights holders, including unsafe working conditions, unequal treatment, reduced well-being, or restricted access to grievance mechanisms. Risks may also occur within the value chain, where contractors, suppliers, or service providers apply inconsistent labor standards or lack effective oversight. These impacts may expose the Group to regulatory non-compliance, operational disruption, reputational damage, and reduced stakeholder trust.



Opportunity

Integrating respect for human rights into governance structures, workforce management practices, and business relationships presents opportunities to strengthen organizational resilience and long-term sustainable performance. By reinforcing fair employment practices, maintaining safe and healthy working environments, promoting diversity and inclusion, and ensuring accessible and trusted grievance and remediation mechanisms, the organization can enhance employee engagement, retention, and overall workforce stability. Consistent and responsible human rights practices also support compliance with evolving regulations, strengthen relationships with business partners and stakeholders, and contribute to more resilient value chains. Collectively, these approaches help build trust, protect organizational reputation, and create long-term shared value for employees, partners, communities, and the business.

3. Management Approach

3.1 Governance Structure

Position	Responsibility
 <p>Board of Directors</p>	<p>Provides overall oversight of human rights management to ensure alignment with Human Rights and Labor Practices Policy.</p>
 <p>Risk Management and Information Security Committee</p>	<p>Oversees the implementation of enterprise-wide risk management, including human rights risks, in alignment with the Group's risk management policy, framework, and plans; reviews risk assessments, mitigation measures, and control effectiveness; ensures adequate systems, resources, and governance processes; and reports significant risks to the Board.</p>
 <p>Audit Committee</p>	<p>Oversees all whistleblowing and complaint matters, including human rights-related cases, by approving investigation protocols and reviewing investigation outcomes and remediation actions. In addition, whistleblower protection mechanisms are in place to ensure confidentiality, secure handling, and restricted access to information, thereby strengthening corporate governance, internal control effectiveness, and reporting integrity.</p>
 <p>Corporate Governance and Sustainable Development Committee</p>	<p>Supervises and ensures that guidelines and practices relevant to human rights are prepared in writing and used as best practice and in line with laws and international standard.</p>
 <p>Risk Management Working Group</p>	<p>Implements risk management processes on a day-to-day basis, including human rights risks, in alignment with the Risk Management Policy and Risk Management Framework approved by the Risk Management and Information Security Committee; conducts human rights risk identification, assessment, and monitoring; maintains risk registers and mitigation actions; supports remediation measures; and escalates key risks and incidents to the Risk Management and Information Security Committee.</p>
 <p>Human Resources Department (HR)</p>	<p>Operates and communicates the human rights and labor practice policy which is an important foundation to employees at all levels to acknowledge and understand on their roles and responsibilities to ensure prevention of human rights violation and conduct good labor practice.</p>

3.2 Policy Commitment

WHA Group recognizes that human rights are fundamental rights inherent to all individuals and acknowledges that our activities, including those across the value chain, may create direct or indirect human rights impacts on stakeholders. Therefore, the Group is committed to conducting business with respect for human rights across all aspects of our operations. To demonstrate this commitment, WHA Group has established a Human Rights and Labor Practices Policy to guide responsible business conduct and risk management throughout our operations, suppliers, and partners. The policy is aligned with internationally recognized human rights standards, including the Universal Declaration of Human Rights

(UDHR), the United Nations Global Compact (UNGC), the United Nations Guiding Principles on Business and Human Rights (UNGPs), and the International Labour Organization (ILO) Declaration on Fundamental Principles and Rights at Work. These principles are integrated into our business practices and decision-making processes across the Group.



Link for Human Rights and Labor Practices Policy

<https://www.wha-group.com/storage/downloads/corporate-governance/corporate-policy/20230817-wha-human-rights-policy-en.pdf>

3.3 Metrics And Targets

	2025 Performances	2025 Targets	Long-term Targets
Human Rights Risk Assessment (HRRRA)			
Coverage of HRRRA: Own Operations Sites	100%	100%	Maintain 100% every year
Coverage of HRRRA: Contractors and Tier-1 Suppliers	100%	100%	Maintain 100% every year
Coverage of HRRRA: Joint Ventures	100%	100%	Maintain 100% every year
Coverage of Mitigation Implementation for Identified High-risk Sites, Contractors and Tier-1 Suppliers, and Joint Ventures	100%	100%	Maintain 100% every year
Human Rights Violations and Complaints			
Human Rights Violation Complaints	0 Complaint	0 Complaint	Maintain 0 Complaint every year
Human rights Violation Cases	0 Cases	0 Cases	Maintain 0 Case every year

3.4 Human Rights Due Diligence

WHA Group implements a Human Rights Due Diligence (HRDD) process as our human rights management approach to identify, assess, and address potential and actual human rights impacts arising from our business activities and relationships. The Group assesses potential impacts on affected stakeholders and implements appropriate measures to prevent, mitigate, and remediate adverse impacts. The outcomes of the HRDD process are integrated into business processes and management systems to support continuous monitoring and improvement of human rights performance across the Group.

Our HRDD process consists of 5 steps including 1) policy commitment, 2) assess human rights risks and impacts, 3) integrate findings and take actions to prevent and mitigate impacts, 4) track and monitor performance, and 5) grievance and remediation, in alignment of the UN Guiding Principles on Business and Human Rights.

Human Rights Due Diligence (HRDD) Process



3.4.1 Human Rights Risks And Impacts Assessment

As part of the Human Rights Due Diligence process, WHA Group conducts an annual Human Rights Risk and Impact Assessment to identify and evaluate potential human rights risks across our operations and value chain. The assessment includes desktop reviews of business contexts and structured engagement with relevant stakeholders to understand potential human rights impacts arising from our activities. Identified risks and impacts are evaluated using a risk matrix based on the severity of actual and potential impacts and the likelihood of occurrence, and are classified into four levels: very high, high, medium, and low.





The process begins with a **Human Rights Risk Assessment (HRRRA)** to identify key human rights and labor risks across our own existing operations, from construction phase to ongoing operations, our value chain (i.e., tier-1 suppliers and contractors), as well as potential new projects and new business relations, such as mergers, acquisitions, and joint ventures. etc. WHA Group systematically reviews our value chain and business activities and analyzes risks associated with our business sectors and industry peers to identify relevant human rights issues that may affect at-risk stakeholder groups or rights holders, including employees, contractors, suppliers, customers, and surrounding communities. We assess both inherent and residual risks, taking into account existing mitigation measures, and prioritize risks using the risk matrix. The HRRRA results are subsequently used to define the

scope of the Human Rights Impact Assessment (HRIA) and are incorporated into the Environmental Impact Assessment (EIA) process.

Building on the HRRRA results, WHA Group conducts **Human Rights Impact Assessments (HRIA)** across our own operations with the highest residual risks to further analyze actual impacts. The assessment involves in-depth stakeholder engagement, including employees, customers, suppliers, contractors, and surrounding communities. Identified issues are evaluated and prioritized using the risk matrix to determine the Group’s **salient human rights issues** requiring immediate action. Insights from the HRIA inform preventive and remedial actions, and appropriate corrective measures are implemented to address identified impacts and prevent recurrence.

Human Rights Issues Identification

WHA Group identified potential human rights issues relevant to our businesses, categorized by rights holders as follows:

 Employee	 Supplier/Contractor	 Customer	 Community
<ul style="list-style-type: none"> • Illegal forms of labor (including forced labor, human trafficking, child labor) • Freedom of association • Right to collective bargaining • Equal remuneration • Discrimination and harassment • Foreign human capital, and migrant workers • Health and safety • Work conditions and environment (including working hours and living wage) • Data privacy 	<ul style="list-style-type: none"> • Health and safety • Fair hiring conditions for suppliers • Working conditions and environment • Data privacy • Equal remuneration • Discrimination and harassment • Exploitation of foreign workers and migrant labor • Denial of access to grievance and remedy mechanisms 	<ul style="list-style-type: none"> • Data privacy • Health and safety • Discrimination in access to products and services • Exploitation of vulnerable groups (including elderly, children) • Unsafe or harmful products and services • Lack of transparency and informed consent • Barriers to grievance and remedy mechanisms 	<ul style="list-style-type: none"> • Socio-economic impacts • Environmental impacts • Livelihood and standard of living • Health and safety • Restriction on access to natural resources (including land and water) • Barriers to grievance and remedy mechanisms

Remark: Particular attention is given to potentially vulnerable groups in all rights holders including women, pregnant workers, children, migrant workers, third-party employees, local communities, persons with disabilities, the elderly, and LGBTQI+ individuals.

3.4.2 Integration And Implementation

WHA Group integrates human rights risk assessment findings and stakeholder insights into our policies, management approaches, and decision-making processes, embedding them across operations and business planning. Identified risks, particularly salient human rights issues, are addressed through targeted preventive and mitigation actions, including the implementation of additional controls, allocation of resources, and strengthening of internal procedures to prevent recurrence and manage impacts effectively. These insights also guide ongoing monitoring and coordination across functions and business relationships, enhancing the Group’s ability to anticipate, prevent, and mitigate human rights risks over time.

2025 Human Rights Risk and Impact Assessment Result

WHA Group identified two salient human rights issues within our own operations. For tier-1 suppliers and contractors, as well as joint ventures without management control, two salient human rights issues was identified in each scope across all business hubs. The issues and mitigation measures implemented across all scopes are listed in the table below.

Scope of Assessment	Salient Human Rights Issues (Level)	Risk Events	Impacted Stakeholders	WHA Group’s mitigation actions for correction, prevention, and remedy
Own operations	<ul style="list-style-type: none"> Working conditions and environment Data privacy (Medium) 	Unsafe working environment/ Inappropriate security information disclosure	Own Employee	<ul style="list-style-type: none"> Implement OHS and information security management systems aligned with international standards and human rights principles. Ensure safe working conditions and adequate PPE, covering employees, contractors, and business partners. Enforce controls to prevent unauthorized access or disclosure of sensitive information. Provide training, conduct risk assessments, implement mitigation plans and monitor effectiveness. Investigate incidents, ensure non-retaliation, and provide remediation through grievance mechanisms
	<ul style="list-style-type: none"> Unsafe or harmful products and services Health and safety (Medium) 	Provide product safety information inappropriately	Community/ Customer	<ul style="list-style-type: none"> Issue clear product safety manuals and instructions in line with regulations Publish accurate product information to customers, users, and the community. Conduct training and awareness programs on safe product use Monitor feedback and incidents, and implement corrective actions when needed

Scope of Assessment	Salient Human Rights Issues (Level)	Risk Events	Impacted Stakeholders	WHA Group's mitigation actions for correction, prevention, and remedy
Tier-1 Suppliers/ Contractors	<ul style="list-style-type: none"> Working conditions and environment Health and safety (Low) 	Suppliers/ Contractors/ Service providers may violate rights of their workers (e.g., migrant workers, forced and child labor, etc.) in terms of labor practice and safety and healthy working conditions	Suppliers/ Contractors	<ul style="list-style-type: none"> Communicate our expectations on human rights practices to new suppliers and contractors through the Supplier Code of Conduct and require acknowledgement Integrate human rights assessment criteria into the pre-qualification form for new vendors as part of supplier and contractor selection process Conduct on-site audits of labor practices for critical suppliers by site managers and project managers, and communicate any required corrective actions to vendors Integrate human rights assessment criteria into the annual vendor assessment process Provide insurance coverage for work-related accidents, including construction activities, covering third-party individuals. Include human rights criteria in supplier selection and annual assessments and conduct on-site audits with follow-up corrective actions.
Joint Ventures without Management Controls	<ul style="list-style-type: none"> Working conditions and environment Health and safety (Low) 	Unsafety or unhealthy working conditions	Business Partner's Employee	<ul style="list-style-type: none"> Conduct human rights due diligence on potential partners to identify and address risks before entering into joint ventures. Require partners to commit to safe and healthy working conditions aligned with international standards. Monitor partner performance periodically and provide guidance or corrective actions if issues arise

3.4.3 Track And Monitor Human Rights Performance

WHA Group tracks and monitors human rights performance through clearly assigned responsibilities across relevant departments for each human rights issue. Human rights management outcomes are regularly reviewed and reported to the management to ensure effective oversight and timely follow-up. Human rights considerations are embedded into the Group's operational practices to support compliance with applicable laws and standards, while promoting employee well-being and responsible business conduct. To support ongoing monitoring, WHA Group implements a Tracking and Monitoring Program, which establishes clear monitoring approaches, performance tracking, and management review processes to ensure consistent implementation and accountability across the organization. These programs are applied across key areas of monitoring, including working conditions, employee well-being, employee engagement, and fair employment practices, as outlined below.

Area of Monitoring	Stakeholder	Key Programs and Practices
Working hours & overtime	<ul style="list-style-type: none"> Employee 	<ul style="list-style-type: none"> Timesheet system records regular hours, overtime, leave, and absences; regular review by supervisors; corrective actions taken through workload adjustments. Time monitoring is conducted to ensure alignment with relevant labor laws.
Well-being	<ul style="list-style-type: none"> Employee 	<ul style="list-style-type: none"> Monitoring of leave utilization and benefit usage; management review of well-being indicators; follow-up actions where risks of fatigue or stress are identified
Engagement	<ul style="list-style-type: none"> Employee 	<ul style="list-style-type: none"> Regular consultations with employee representatives regarding working condition. Issues raised are documented, reviewed, and addressed by management
Fair wages	<ul style="list-style-type: none"> Employee 	<ul style="list-style-type: none"> Periodic review of wage levels against legal requirements and estimated living cost benchmarks
Pay equity	<ul style="list-style-type: none"> Employee 	<ul style="list-style-type: none"> Regular analysis of compensation data to identify and address gender pay gaps
Prevention of child labor	<ul style="list-style-type: none"> Employee Supplier Contractor 	<ul style="list-style-type: none"> All contracts require the contractor must be responsible for complying with all applicable labor laws, as well as all rules and regulations imposed by relevant government authorities and the clause of human rights was included in all contracts with suppliers and contractors as follow: <ul style="list-style-type: none"> Age verification procedures are applied during recruitment to ensure compliance with legal minimum age requirements, and employment practices strictly prohibit child labor. Monitoring and enforcing child labor prevention measures by evaluating suppliers from initial selection through ongoing performance to ensure compliance.
Prevention of forced labor	<ul style="list-style-type: none"> Employee Supplier Contractor 	<ul style="list-style-type: none"> All contracts require the contractor must be responsible for complying with all applicable labor laws, as well as all rules and regulations imposed by relevant government authorities and the clause of human rights was included in all contracts with suppliers and contractors. Employment is based on freely given consent, with no use of forced, bonded, or involuntary labor. Employees retain control over personal documents, and contracts clearly define terms and conditions of employment.
Diversity & equal opportunity	<ul style="list-style-type: none"> Employee Supplier Contractor 	<ul style="list-style-type: none"> Inclusive recruitment, development, and promotion practices are implemented to reduce discrimination and improve equal opportunities regardless of race, religion, gender, age, sexual orientation, disabilities, or nationality.

3.4.4 Grievance And Remediation

WHA Group has established accessible, confidential, and secure grievance channels for reporting all forms of human rights concerns and violations, including bullying, harassment, and non-compliance with labor standards. These channels are available to employees and external stakeholders and include reporting via telephone, email, the Company website, and direct reporting to responsible personnel. All complaints are managed through a structured investigation process, including root-cause analysis, to ensure fair, transparent, and timely resolution. Reported cases are escalated through defined governance channels, starting from the risk working group and internal audit department to C-level management, and subsequently to the Risk Management and Information Security Committee (RMIC) and the Audit Committee (AC) for oversight. Further details of the human rights grievance mechanism are provided in the “Code of Conduct” section of this report.

In cases where human rights violations are identified, WHA Group implements appropriate remediation in accordance with established policies and procedures. Remedies may include compensation, restoration, formal apologies, corrective actions, reinstatement, or disciplinary measures, depending on the nature and severity of the case. The effectiveness of grievance and remediation processes is reviewed annually to ensure continuous improvement. In 2025, no complaint or grievance related to human rights violations or non-compliance with labor standards were reported to the Group; therefore, no remediation actions were required.

3.5 Human Rights Awareness And Support Programs

In addition to the Human Rights Due Diligence (HRDD) process, which is our fundamental approach to managing human rights risks, WHA Group implements a range of initiatives to promote awareness and support the protection of human rights across our stakeholder groups. These programs focus on building knowledge, strengthening capabilities, and encouraging responsible practices among employees, contractors, and business partners, ensuring that human rights considerations are embedded in day-to-day operations and interactions.

3.5.1 Human Rights Awareness Promotion

WHA Group promotes awareness and understanding of human rights among employees at all levels to ensure alignment with the Group’s human rights commitments and responsible business practices. In 2025, 100% of new employees (110 employees across all business groups) completed human rights orientation training, accounting for 110 total training hours.

In addition, the Group has set a target for training and communication on the appropriate handling of workplace concerns and incidents related to bullying, harassment, and unfair treatment to all employees, including managers and executives. Ongoing internal communications and guidance materials address key discrimination topics, including race, religion, gender, age, sexual orientation, disability, nationality, union membership, and personal beliefs, to promote an inclusive and respectful workplace environment.



3.5.2 Supporting Freedom Of Association And Rights To Collective Bargaining

WHA Group respects and supports the fundamental rights of employees to freedom of association and collective bargaining in accordance with applicable laws and internationally recognized frameworks, including the Universal Declaration of Human Rights (UDHR) and the International Labour Organization (ILO) conventions. This commitment is formalized through the Group's Human Rights and Labor Practices Policy, which sets out our approach to upholding these rights across our operations and value chain. These principles are integrated into the Group's human rights management approach and assessed through the Human Rights Risk Assessment (HRRRA) process. While no significant risks related to restrictions on freedom of association or collective bargaining were identified across the Group's operations and value chain, we continue to uphold and monitor compliance with applicable laws and international standards to ensure these rights are consistently protected.

WHA Group enables employees to collectively express concerns, engage in dialogue, and address workplace matters, such as working conditions, compensation, and occupational health and safety, through accessible and confidential communication channels, as well as established representative mechanisms that support collective expression and engagement with management. Concerns related to labor rights are reviewed through defined processes and designated committees, ensuring fair consideration, timely resolution, and protection against retaliation.

4. Way Forward

WHA Group will continue to strengthen our human rights management framework in alignment with international standards, ensuring that actual and potential human rights impacts are systematically identified, reported, and addressed in a timely and effective manner.

To enhance transparency, accountability, and awareness, we will further improve our grievance mechanisms and human rights capability development. Accessible and confidential channels will continue to be strengthened to enable employees, contractors, suppliers, and other stakeholders to report concerns without fear of retaliation, with all cases managed through structured processes under management oversight, including investigation, corrective actions, and remediation where appropriate. At the same time, human rights awareness will be embedded throughout the employee journey, beginning at onboarding, with human rights training integrated into orientation programs to ensure employees understand their rights and responsibilities. Human Rights and Labor Practices Policy will also be reinforced through mandatory Code of Conduct training to strengthen ethical conduct and organizational accountability.

Through ongoing communication, training, and monitoring, WHA Group aims to foster a strong culture of respect for human rights, empowering employees to act responsibly, raise concerns when necessary, and contribute to safeguarding human rights across our operations and value chain.

Occupational Health and Safety

1. Introduction

Occupational Health and Safety (OHS) is a material topic for WHA Group due to the nature of our businesses and their potential impacts on health, well-being, and basic human rights of our employees, contractors, tenants, and surrounding communities. External factors such as regulatory requirements, operational complexity, contractor activities, and evolving safety standards influence the Group's exposure to occupational health and safety risks.

In response, WHA Group implements structured governance, risk management, and technology-enabled safety measures that reduce workplace hazards, prevent accidents and work-related illnesses, and promote physical and mental well-



being. By integrating OHS policy into decision-making, operations, and project development in line with international standards, we aim to protect people across the value chain, strengthen stakeholder trust, and support long-term sustainable development.

2. Risk and Opportunity

Occupational health and safety can create both challenges and value for WHA Group, depending on how potential risks are managed and preventive measures are applied. Workplace conditions, emergency preparedness, and safety practices influence not only employee well-being and operational continuity, but also relationships with contractors, business partners, and surrounding stakeholders. Understanding these risks and opportunities supports more resilient operations and sustainable long-term performance.





 Risk	 Opportunity
<p>Inadequate occupational health and safety practices may increase the likelihood of workplace incidents, injuries, or unsafe conditions affecting employees and contractors, and in some cases extending impacts beyond operational areas. Such situations can disrupt operations, reduce productivity, lead to higher compliance costs and reputational damages, reducing employee trust and human capital development. Gaps in safety management within operations or across business relationships may further weaken risk control and emergency response effectiveness.</p>	<p>Strengthening occupational health and safety management, such as investing in preventive measures, emergency readiness, safety training, and technology-enabled monitoring system, allows WHA Group to reduce accident rates and potential costs and penalties related to accident claims and loss-time, enhance workforce confidence, and improve operational reliability. Effective safety management also supports employee engagement and strong safety culture, which contributes to long-term resilience and sustainable growth.</p>

3. Management Approach

WHA Group prioritizes comprehensive occupational health and safety management through clear governance, skill development, and investment in systematic safety measures. These efforts aim to minimize workplace risks, prevent accidents, and enhance employee well-being while building stakeholder confidence.

3.1 Governance Structure

WHA has established a dedicated cross-functional Safety, Occupational Health, and Work Environment Management Committee (“Safety Committee”) to drive safety initiatives and promote occupational health and safety standards across all operations. Oversight is provided by the Board of Directors, which sets policy, strategic direction, and monitors performance to ensure effective implementation.

Position	Responsibility
 <p data-bbox="272 757 466 779">Board of Directors</p>	<p data-bbox="564 638 1431 728">Set the overall strategic direction and oversee OHS operations at the policy level, including establishing frameworks, monitoring performance, and evaluating the impacts of policy implementation through reports from Safety Committee.</p>
 <p data-bbox="220 929 521 1052">Safety, Occupational Health, and Work Environment Management Committee (“Safety Committee”)</p>	<p data-bbox="564 810 1431 1093">Defines and oversees group-wide OHS policies, directions, and targets in alignment with corporate strategy; monitors safety performance using appropriate KPIs, including reviewing accident reports; ensures compliance with safety, occupational health, and related laws; promotes proactive safety leadership and shared accountability across all levels; holds meetings on a quarterly basis to manage health and safety risks, ensuring that significant risk performance issues are escalated based on severity and reported to the Risk Management and Information Security Committee (RMIC) and the CEO, while other risks are managed at the operational level; provides guidance to continuously strengthen and improve safety management systems across the Group.</p>
 <p data-bbox="209 1238 533 1261">Human Resources Department</p>	<p data-bbox="564 1120 1431 1272">Oversees and ensures compliance with employee-related safety regulations; supports workforce development through occupational health and safety training programs; promotes occupational health management including employee health monitoring and manages employee welfare and occupational medicine programs to safeguard workforce well-being.</p>
 <p data-bbox="268 1417 470 1440">Safety Department</p>	<p data-bbox="564 1299 1431 1581">Oversees safety-related matters and implements the Company’s occupational health and safety policies and programs across operations. Ensures the effective management of occupational health and safety in compliance with applicable laws, regulations, and relevant standards. Conducts risk assessments, safety inspections, and incident investigations to prevent accidents and drive continuous improvement. Promotes safety awareness through training and communication programs, supports contractor safety management, provides appropriate and sufficient personal protective equipment (PPE) for employees and contractors, coordinates emergency preparedness and response to achieve the Company’s goal of zero accidents.</p>

3.2 Policy Commitment

To ensure strict compliance with the Occupational Safety, Health, and Environment Act B.E. 2554 (2011), related regulations, and ISO 45001 standards, WHA Group has established our Quality, Safety, Occupational Health, and Environmental Policy. This policy applies to employees, contractors, suppliers, visitors, and all stakeholders under our responsibility and set zero incident target to prevent accidents that result in injuries, illnesses, and fatalities as well as reduce environmental impact from the operations. To reinforce this

commitment, OHS criteria are integrated into purchasing requirements and procurement/vendor engagement contracts.



[Link for WHA Group's Quality, Safety, Occupational Health, and Environmental Policy](#)

Link for WHA Group's Quality, Safety, Occupational Health, and Environmental Policy

3.3 Metrics and Targets

	2025 Performance	2025 Target	Long-term Target (2030)
Fatal Accidents and Work-Stopping Accidents			
Fatal accidents involving both employees, contractors and suppliers	0 case	0 case	0 case
Work-stopping accidents involving employees, contractors and suppliers	1 case	3 cases	0 case
TRIFR	0.28	< 0.30	0
Injury and Fatality Rate			
Injury and fatality rate from work-related accidents per million working hours	0.28 (0.43 in 2024, 35% YoY decrease)	< 0.30	0
Accident Cases			
Work-related accidents from construction activities	0.09 cases per million working hours	0.26 cases per million working hours	0.00 cases per million working hours
Accidents related to hazardous chemicals	0.00 cases per million working hours	0.26 cases per million working hours	0.00 cases per million working hours
Road accidents	0.28 cases per million vehicles	0.35 cases per million vehicles	0.35 cases per million vehicles
Reducing or Preventing the Risk of Work-Related Accidents or Illnesses			
Risk of exposure to hazardous chemicals at the industrial water production plant	0	0	0
Risk of accidents in construction work	0	0	0

3.4 Strategies and Management

3.4.1 Risk Management Strategy

WHA Group faces complex occupational health and safety risks arising from the diverse activities across our operations, which may result in potential impacts on employee health, surrounding communities, and the environment. To manage these risks, WHA Group implements an occupational health and safety management system across all operations in accordance with ISO 45001, an internationally recognized standard, to effectively control hazards and reduce workplace risks. To further demonstrate alignment with international best practices, WHA Group applied for ISO 45001 verification and

achieved the certification in August 2025, covering 100% of WHA’s industrial estates. The certification scope includes all WHA’s industrial estates, all utility operations of WHAUP, the WHAUP solar system at WHA Tower, WHA Logistics operations within the industrial estates, as well as the WHA Logistics Park 1 and WHA Logistics Park 4 areas.



Link for ISO 45001 Certification

<https://www.wha-group.com/storage/updates/sustainability/activity/social/2025/08/wha-occupational-health-safety-management-system-en.pdf>

3.4.1.1 OHS Risk Management Process

To focus on the prevention and control of risks that may lead to accidents or losses, WHA Group has planned and implemented a systematic occupational health and safety risk assessment process annually and whenever operational changes occur. The process is also a part of our OHS management system which received ISO45001 certification to ensure quality and effectiveness. The process covers all employee and contractor activities under our operations and involves identifying hazards, assessing severity and likelihood, prioritizing high-impact risks, and applying appropriate control measures. This continuous cycle ensures comprehensive prevention and mitigation, maintaining safety standards across all operations.



The OHS risk assessment process identifies hazards with both routine and non-routine activities, evaluates severity and likelihood, prioritizes high-impact risks, and implements control measures in accordance with the hierarchy of controls to eliminate hazard and minimize risks. Results are benchmarked against safety KPIs and used to continuously improve OHS systems. Beyond compliance, effective OHS management strengthens stakeholder trust, enhances employee satisfaction and retention, and fosters positive community relationships, creating a foundation for long-term sustainable development.

In the event of an incident, WHA Group is committed to transparent disclosure through our Incident Management Report in the PMII Application, which supports root cause analysis, investigation reporting, and corrective actions. We emphasize continuous improvement of related measures and ongoing reporting of operational and audit results to assess effectiveness and prevent the recurrence of similar incidents.

OHS Risk Assessment

WHA Group conducts annual or process-change internal risk assessments to ensure compliance with safety regulations and standards (e.g., NFPA, OSHA, NIOSH), and effectiveness of control measures. Assessment results are compared against targets such as Safety KPIs, the reduction of accident and illness rates, and TRIFR to improve the occupational health and safety management system. Findings are disclosed in the sustainability report to communicate our actions to our stakeholders, reflecting WHA Group’s commitment to reducing accidents, injuries, and illnesses. The 2025 risk assessment results are as follows:

2025 Occupational Risk in Ongoing Projects

Occupational Health & Safety Risk	Affected stakeholders	Description	Mitigation/ Remediation Measure
Exposure to hazardous chemicals at the industrial water production plant	Employee	Chemicals such as chlorine and sodium hypochlorite are used in water production process and wastewater treatment process. Therefore, employees who handle these chemicals are at risk of exposure in the workplace.	<ul style="list-style-type: none"> Establish and enforce chemical safety regulations and operating procedures in compliance with requirements Implement engineering controls and monitoring systems, including ventilation, chemical leak detection, and secondary containment Ensure training of personnel handling hazardous chemicals Enforce the use of appropriate Personal Protective Equipment (PPE) for chemical handling activities Implement emergency preparedness and response measures, including spill response plans and regular drills Implement employee health check-ups for employees who work with chemicals.
Safety related to electric vehicle charging stations	Employee/ Supplier/ Tenant	Due to the increasing use of electric vehicles, the Group has established electric vehicle charging stations which may pose risks of accidents during installation and use, such as short electrical circuits.	<ul style="list-style-type: none"> Conduct inspections, monitoring, and maintenance of charging stations to comply with relevant safety standards and develops personnel to respond to emergencies

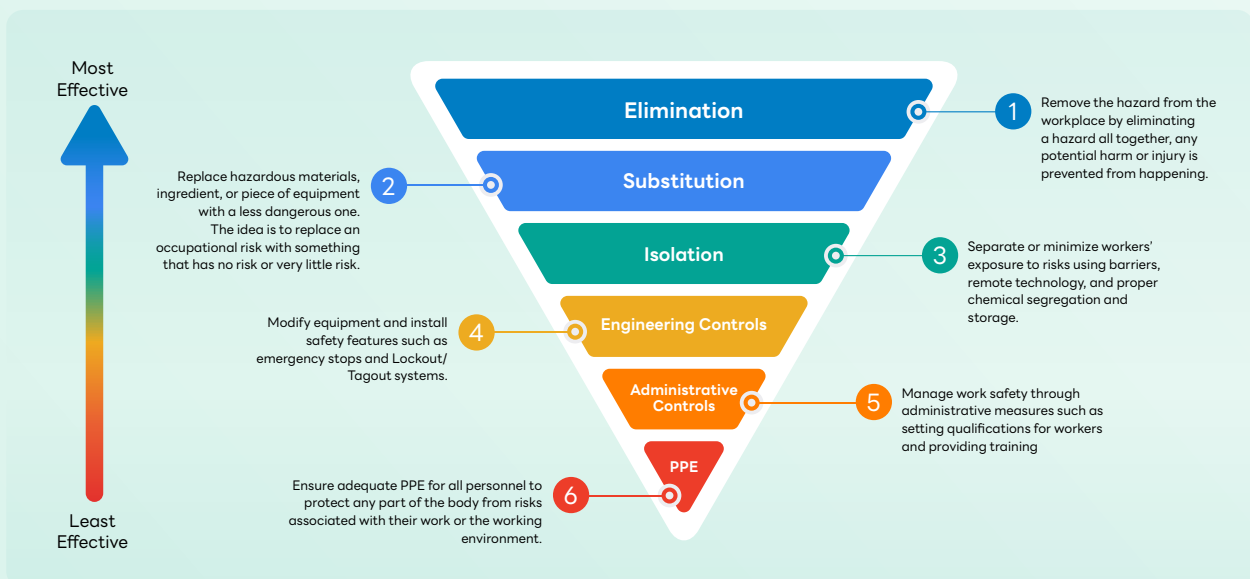
Occupational Health & Safety Risk	Affected stakeholders	Description	Mitigation/ Remediation Measure
Road Safety	Employee/ Supplier/ Contractor/ Tenant	Traveling on the roads within the industrial estates of WHA Group, whether for general commuting, employee work-related travel, customer visits, or general commuting, poses a risk of road accidents for employees, customers, and external individuals.	<ul style="list-style-type: none"> • Inspect, monitor, and improve road conditions by developing traffic control systems to ensure road safety for employees, customers, and commuters within WHA industrial estates • Promote safe driving practices and provides driver training for employees through the Safety and Environment Association in all industrial estates • Integrate road safety considerations into the design and construction of roads in the development of new industrial estates • inspects, monitors, and improves road conditions by developing traffic control systems to ensure road safety for employees, customers, and commuters within WHA industrial estates. Examples of improvement include installation of speed bumps on main roads and at traffic risk points and construction of concrete barriers at U-turn points at local road entrances to reduce traffic congestion. • Promotes safe driving practices and provides driver training for employees through the Safety and Environment Association in all industrial estates. • Deploy a traffic control system, such as a smart traffic management system using CCTV, sensors, and real-time traffic monitoring across all WHA's industrial estates
Health and safety risk in pandemic situations	Employee	Health and safety risks during pandemic situations are critical for WHA Group, as they directly affect employee well-being, business continuity, and the safe operation of industrial estates, logistics, and utility services.	<ul style="list-style-type: none"> • Implement procedures aligned with the Ministry of Public Health's requirements and regulations • Communicate updates on infectious diseases through in-person and online training, SharePoint, and email • Enforce "Bubble and Seal" disease prevention protocols to protect our employee as well as workers in our customers' factory and surrounding communities • Develop long-term Business Continuity Planning (BCP) to ensure seamless operations during health crises

2025 Occupational Risk in Development Projects

Occupational Health & Safety Risk	Affected stakeholders	Description	Mitigation/ Remediation Measure
Accidents in construction work	Employee/ Supplier/ Contractor	Accidents at construction sites can result in injuries or fatalities for construction workers or employees of WHA Group. Examples include falls from heights, severe injuries leading to organ loss, and burns.	<ul style="list-style-type: none"> Establish and enforce contractor safety regulations, safety requirements, and standard work procedures and handbook in accordance with company requirements. Verify the contractor licenses of contractors to ensure they can perform high-risk tasks according to standards. Conduct Job Safety Analysis (JSA) and risk assessment for construction and high-risk activities, and implement approved safe work procedures Implement a work permit validation process to control, authorize, and monitor high-risk work (e.g. working at height, confined space, lifting, excavation) Perform regular safety inspections, audits, and on-site monitoring to verify contractor compliance with safety regulations and work procedures
Mental health and well-being	Employees/ Suppliers	The development of new projects with high expectations and tight schedules, driven by customer or tenant demands, requires workers to accelerate tasks, adjust project plans, and deliver on time, potentially impacting workers' mental health and well-being.	<ul style="list-style-type: none"> Establish project management rules and regulations to ensure appropriate working hours Consider appropriate recruitment, resource allocation, and welfare management for employees during project implementation, as well as project management to maximize stakeholder satisfaction since this risk arises from project acceleration

Safety Risk Prevention Measures

WHA Group follows the Hierarchy of Hazard Controls principle to control safety risks in our operations:



Additional measures include operational manuals, hazard signage, regular training for employees and tenants, daily inspections by safety officers, and incident investigations to prevent recurrence. Findings of incidents' causes and prevention measures are reported to the Safety Committee for review and to take further actions to eliminate or minimize hazards and safety risks.

3.4.1.2 Emergency Preparedness, Response, and Prevention

WHA Group has established a comprehensive plan to address emergencies, including fire incidents, earthquake incidents, and chemical spills. All employees and contractors must undergo training and drills to ensure they understand emergency procedures, roles, and responsibilities for quick and safe evacuation. During emergencies, they are required to follow established measures, and after incidents, report truthfully to the Safety Committee for root cause investigation and preventive action planning. This plan covers actions to be taken before, during, and after an incident, as follows:



Earthquake Emergency Response Plan

Following the earthquake event in 2025, WHA Group recognized the importance of strengthening our preparedness for natural disaster risks that may affect the safety and well-being of our employees and tenant. We have therefore established an Earthquake Emergency Response Plan (ERP), which defines emergency levels based on the severity of ground shaking measured by the Richter scale and sets out a clear management structure and earthquake emergency response team.

The Group assigns responsibilities for our internal communication team, in coordination with the building

management team to continuously monitor, analyze, and communicate earthquake-related information. We track real-time earthquake data from relevant government agencies, including the Earthquake Observation Division of the Thai Meteorological Department and alerts from the Earthquake TMD application. The ERP has been communicated to employees and tenants within the buildings, and annual evacuation drills are conducted to ensure a rapid, effective, and safe response in emergency situations. In the event of an emergency, WHA will issue evacuation notifications through the Line Official Account to customers and employees within WHA premises, along with SMS alerts sent to all WHA employees.

Emergency Incident Reporting Channels

WHA Group has established incident reporting channels for emergency situations and implemented additional earthquake response measures to ensure timely communication, employee safety, and business continuity. In cases of evacuation or where employees are unable to return home, we have designated an assembly point and conduct comprehensive safety inspections at any affected locations prior to resuming operations. A basic alarm system has been installed throughout all operational areas, including offices, the water treatment plant, electrical control rooms, chemical buildings, and pumping facilities, to ensure that alarm signals are audible at all locations where employees are working. In addition to basic emergency alert systems, such as alarm signals and public announcement systems, emergency communication and safety status updates are delivered through two designated channels:



SMS

Send alerts in emergency situations, categorized as

- **Emergency Level 1:** Informational updates without causing panic.
- **Emergency Level 2:** Evacuation notice or cancellation of emergency status.
- **Emergency Level 3:** Activation of the Business Continuity Plan (BCP) and notification that the building cannot be used



WHA Tower Line Official Account

Provide detailed guidance and operational instructions tailored to specific situations to enhance understanding and ensure correct and safe actions

3.4.1.3 Disclosure of Past Accidents, Causes, and Corrective Actions

WHA Group implements a clear and structured process for reporting, investigating, and addressing occupational health and safety incidents, in alignment with our incident management procedures. All reported incidents are thoroughly investigated to identify root causes, assess contributing factors, and implement appropriate corrective and preventive actions to minimize the risk of recurrence.

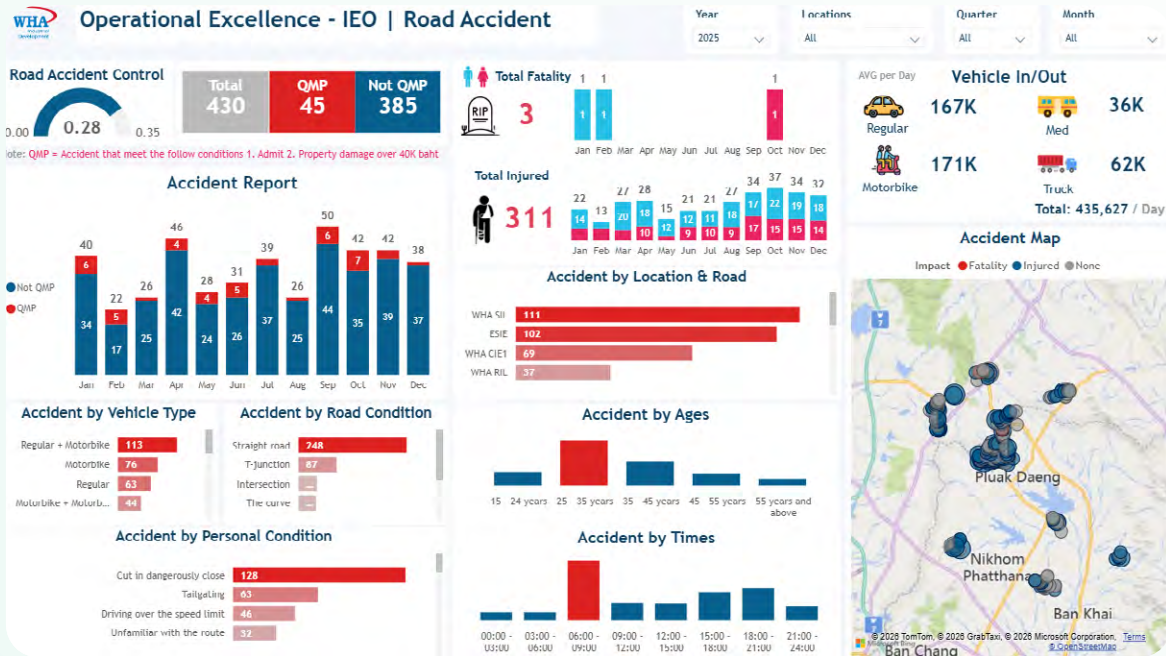
In 2025, we recorded zero fatal accidents involving both employees and contractors, in line with our safety targets. However, one work-stopping accident occurred during the year, involving solar power plant construction contractor during solar panel installation site inspection operational activity. The incident was investigated in accordance with established procedures, including detailed information gathering, root cause analysis, and review by responsible management functions. The findings indicated that the incident was associated with procedural non-compliance.

Following the investigation, we implemented corrective and preventive measures to strengthen safety controls and prevent recurrence. Key actions included:

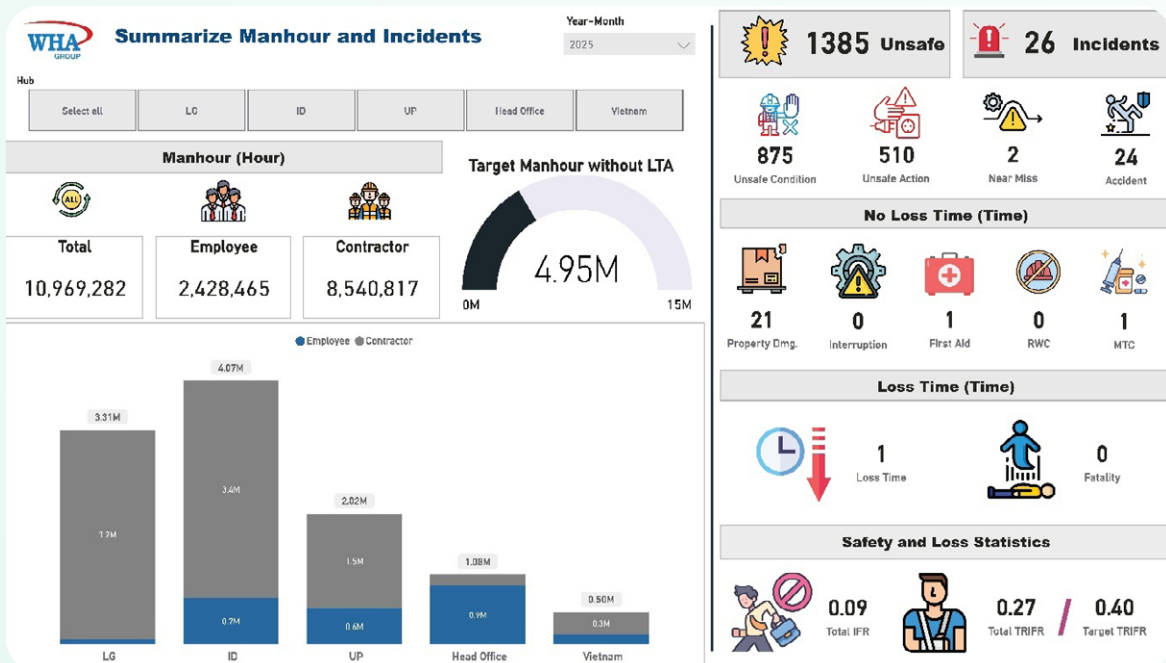
- Reinforcement of safety procedures and work permit requirements for relevant operational activities
- Additional safety communication and targeted training for employees and contractors performing similar tasks
- Strengthened supervision and safety monitoring during high-risk operational activities
- Review and improvement of relevant operational guidelines and safety procedures

In parallel, WHA Group continuously monitors safety performance indicators to identify trends and enhance preventive measures. In 2025, the Total Recordable Injury Frequency Rate (TRIFR) and Injury and Fatality Rate were 0.28 cases per million working hours, representing a 35% reduction from 2024, reflecting improvements in safety management and preventive practices across our operations.

Lessons learned from incident investigations are systematically communicated to relevant operational teams and incorporated into our occupational health and safety management system to support continuous improvement. These insights reinforce risk controls, corrective and preventive actions, and operational practices, supporting our long-term objective of achieving zero work-related accidents across all operations and contractor activities.



2025 Road Accident Record and Monitoring Report



2025 TRIFR Report

3.4.2 OHS Risk Prevention Technology

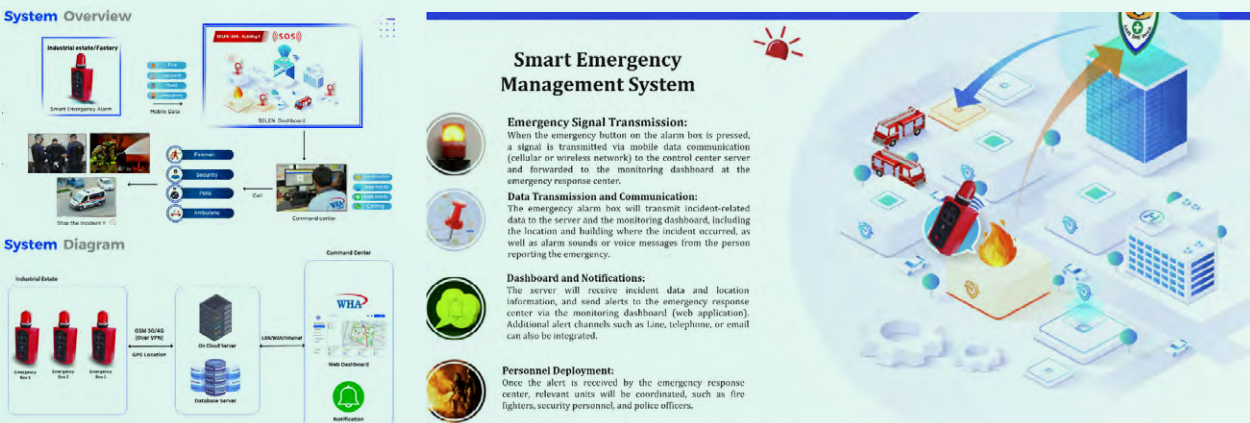
WHA Group continues to strengthen its occupational health and safety management through the ‘SMART Safety’ concept, which focuses on three key areas:



This concept promotes a strong safety culture and ensures effective risk management across all operational areas. In 2025, WHA Group advanced these initiatives with comprehensive projects designed to protect employees, contractors, and surrounding communities. Key projects include:

- **Smart Emergency Alarm System**

WHA Group has implemented a smart emergency alarm system using IoT and AI technologies within our industrial estates to enable fast, accurate, and reliable emergency notifications. The system integrates with AI-enabled cameras capable of detecting fire incidents and triggering real-time alerts, supports multilingual communication during emergency response, and can monitor chemical substances in installed areas, with additional optional features beyond its core functions. The system was piloted and tested with the safety team of Industrial Estate Operations (IEO) and demonstrated improved response time and reduced operational errors by enabling faster incident detection, precise location identification, and clearer understanding of site-specific risks, thereby supporting more effective and accurate emergency response.



- **Road Safety Technology**

WHA Group continues to enhance road safety and traffic management within its industrial estates through infrastructure improvements and digital technologies. In 2025, vehicle management systems, Adaptive Traffic Technology, and drone monitoring were used to reduce congestion, improve incident detection, and support faster emergency response, contributing to lower accident risks and safer road use.

Building on these technological measures, WHA Group further strengthened road safety management by implementing comprehensive road safety measures aligned with international standards, addressing both accident prevention and injury mitigation. These efforts are complemented by safe driving training for employees, the use of Area Traffic Control (ATC) systems, and collaboration with external organizations to deliver accident prevention campaigns and road safety education for local communities, with particular attention to vulnerable road users.

- **Vehicle Management System**

A vehicle management system is implemented to monitor vehicle movement within the industrial estate using technologies such as license plate recognition (LPR). The system collects and analyzes traffic data to support traffic flow optimization, enhance security monitoring.

- **Adaptive Traffic Technology**

WHA Group implemented the Adaptive Traffic Project to improve traffic management through real-time traffic light control using CCTV data. The system can enhance real-time analysis and forecast traffic trends, helping reduce congestion, improve road safety, and support more efficient route planning within WHA's industrial estates. Following the demonstrated effectiveness of the system, WHA Group has expanded the implementation of adaptive traffic technology across additional industrial estates to further enhance traffic efficiency and safety.



- **WHABit Application**

WHA Group developed the WHABit application to enhance access to occupational health and well-being services for employees, customers and tenants



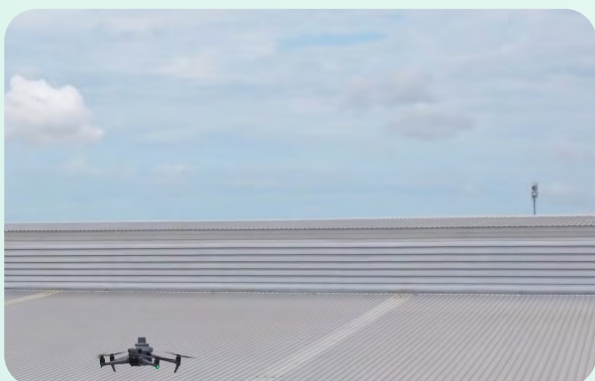
in our industrial areas. The application provides digital health services, including telemedicine, health reporting, and data analytics, enabling health risk assessment and supporting more effective health management to improve employees, customers, and tenants' well-being.



For more details, please refer to:
WHABit Application:
<https://whabitofficial.com/>

- **Drone Inspection for Logistics Building and Solar Rooftop**

WHA Group has implemented drone technology for the inspection of building rooftops to identify damage, including water leakage, structural abnormalities, and malfunctioning solar panels. Equipped with high-resolution imaging and thermal scanning capabilities, drones allow rapid and accurate detection of potential issues while significantly reducing the need for manual inspections at height. Previously, such inspections required supervisors and contractors to perform work at height, increasing the risk of fall-related accidents. The deployment of drone technology significantly reduces occupational safety risks for both employees and contractors while improving inspection accuracy and efficiency. Integrated with the WHA Platform system for monitoring and control, this approach supports timely issue resolution, effective risk management, and safe building maintenance operations



3.4.3 OHS Capacity Building

WHA Group promotes a strong safety culture among employees, contractors, customers, and surrounding communities through effective safety communication, training and awareness programs. Initiatives include:

- **Annual supplier safety evaluations:** Supplier Day, Safety Club Events
- **Raising awareness through the Operational Excellence Framework**
- **Targeted training courses based on employee's risk exposures:** Emergency Management, Handling Chemical Spills - Training programs are practical, delivered by safety experts, and reviewed annually based on employee feedback to ensure further improvement of training contents and effectiveness.



Safety Culture Enhancement Program

Program	Details	2025 Performance
Employee safety culture enhancement program	WHA Group conducts occupational health and safety trainings and emergency drills for employees in compliance with and beyond regulatory requirements to enhance OHS awareness and preparedness. Training programs cover topics such as occupational diseases, advanced firefighting, working at height, confined space safety, and other relevant safety practices.	<ul style="list-style-type: none"> • 828 employees attended safety procedure training • 447 employees attended basic firefighting training
Contractor safety culture enhancement program	WHA Group requires contractors to adhere to our safety requirements and complete trainings prior working on site to receive contractor ID cards. Short-term contractors are also required to undergo training to obtain temporary work permits valid for the duration of their assignment.	2,180 new contractors joined the training sessions



Employee’s Health and Well-Being Initiatives

WHA Group prioritizes the health and well-being of employees by providing health and accident insurance, annual health check-ups, and supporting recreational activities, fitness programs, and sports clubs, such as the Sepak Takraw Club, Fitness Club, Boxing Club, Yoga Club, and Badminton Club. In addition, the Group organizes various health-promoting activities, including massage therapy by visually impaired therapists, health education sessions by guest experts, and a weight loss challenge program in 2025. To continuously improve the healthy workplace environment, we encourage employees to share suggestions through multiple channels, including supervisors, human resources department, safety officers, email, LINE, and the WHASApp application. All inputs are reviewed and addressed by the SH&E Committee.

Safety and Environment Club



WHA Group established a Safety and Environment Club to engage employees, contractors, and customers of WHAID and WHAUP in strengthening safety practices through knowledge sharing and collaboration. In 2025, the meetings are divided into four groups covering seven industrial estates, with each group holding three meetings per year. These meetings cover safety, community, and environmental topics, and facilitate coordination among participating companies, while also providing updates on relevant safety regulations and applicable laws, as well as reporting the Group’s performance and activities. The total number of participants was 332 as detailed in the table below.



Site	The 1st meeting	The 2nd Meeting	The 3rd Meeting
ESIE & WHA ESIE 1	Date: 23/01/2025 Participants: 52 persons	Date: 25/04/2025 Participants: 56 persons	Date: 25/08/2025 Participants: 50 persons
WHA ESIE 2	Date: 23/01/2025 Participants: 21 persons	Date: 30/04/2025 Participants: 23 persons	Date: 30/09/2025 Participants: 16 persons
WHA ESIE 3 & WHA ESIE 4	Date: 23/01/2025 Participants: 7 persons	Date: 23/05/2025 Participants: 11 persons	Date: 26/09/2025 Participants: 13 persons
WHA CIE 1 & WHA CIE 2	Date: 23/01/2025 Participants: 27 persons	Date: 25/03/2025 Participants: 29 persons	Date: 19/08/2025 Participants: 27 persons
Total Participants	107 persons	119 persons	106 persons



3.4.4 Safeguarding Community Health And Safety

In addition to safeguarding our operations, the Group implements projects that strengthen community safety, emergency preparedness, and public health, contributing to safer and more resilient communities surrounding our industrial estates.

Community health projects	Details	2025 Performance	Qualitative Impact
 <p>Emergency response</p>	<p>WHA Group operates Emergency Control Centers (ECCs) at 12 industrial estates to monitor and respond to emergencies. The ECCs are managed by occupational health and safety experts and equipped with fire control systems enabling fast and effective incident response.</p>	<ul style="list-style-type: none"> Controlled 44 on-site fire incidents Assisted local authorities in responding to 27 incidents affecting surrounding communities 	<ul style="list-style-type: none"> Reduced emergency response time to within 5 minutes per incident, enabling rapid containment of emergencies and minimizing potential impacts on industrial estates and surrounding communities.
 <p>Emergency drills</p>	<p>WHA Group conducts emergency drills four times a year, including advanced firefighting training to prevent risk of emergency events.</p>	<ul style="list-style-type: none"> 360 factories within the industrial estates participated in the joint emergency drills with WHA Group's emergency response team to support tenants in strengthening their emergency preparedness and response capabilities 	<ul style="list-style-type: none"> Full score of emergency drill performance reflecting employees and tenants' readiness across PPE use, response actions, and reporting processes and time Achieved over 95% customer satisfaction from participating customers in the industrial estates indicating enhanced readiness and effective emergency response capability.

Community health projects	Details	2025 Performance	Qualitative Impact
 <p>Chemical spill emergency response drills</p>	<p>WHA Group conducted a chemical spill emergency response drill involving government agencies, local authorities, local communities, local hospitals, customers, WHAUP employees, etc. The drill tested key response procedures, including emergency reporting, first aid, PPE use, and command and control, to strengthen coordinated emergency preparedness.</p>	<ul style="list-style-type: none"> A chemical spill emergency drill was conducted at WHA Eastern Seaboard Industrial Estate 3 (WHA ESIE 3) on 24 July 2025, with 51 employees participated, simulating an accident where a pickup truck crashed into the water treatment chemical building, causing Sodium Hypochlorite (10%) to leak into a Poly Aluminum Chloride tank, triggering a chemical reaction and toxic gas release. 	<ul style="list-style-type: none"> Enhanced participants' understanding of proper response procedures during a chemical spill, including emergency reporting, PPE usage, first aid, and response coordination among relevant stakeholders.
 <p>Designing Fire Stations in Every WHA Industrial Estate</p>	<p>WHA Group established fire stations in industrial estate and land, with trained safety officers, modern firefighting tools, and 24/7 safety inspections. The Group maintains comprehensive emergency evacuation plans and conducts annual fire drills with employees, customers, tenants, and community representatives. An Emergency Control Center (ECC) works with local authorities to manage and contain emergency situations, reinforcing stakeholder confidence in safety and risk management.</p>	<ul style="list-style-type: none"> Fire stations were established in all 13 industrial estates and lands 	<ul style="list-style-type: none"> Enhanced stakeholder confidence in safety and emergency preparedness



Beyond emergency drills, the Group actively supports surrounding communities in responding to real emergency situations. For example, on 2nd December 2025, a fire broke out at Chang Steel Recycle Limited Partnership in Maenam Khu Sub-district, Pluak Daeng District, Rayong Province. The WHA Eastern Seaboard Industrial Estate 4 (WHA ESIE 4) firefighting team promptly assisted in the fire suppression efforts, working in coordination with multiple agencies, and supports from WHA Group, contributing to effective emergency response and community safety.



3.4.5 Safety Reporting Channels And Procedures

WHA Group provides multiple channels for reporting unsafe conditions, incidents, and occupational health and safety concerns, including formal reporting forms and direct communication with supervisors and relevant functions. We also integrate feedback and discussions regarding health and safety concerns raised by worker representatives through the welfare committee as another reporting channel. The Group encourages employees, business partners, and customers to share safety-related suggestions and concerns through various communication channels. All employees who report incidents are assured of confidentiality and protection against retaliation.



Communication Channels

- Email: safeshewha@wha-group.com
- Direct discussions
- WHASApp (WHA Super Application)
- Survey on safety, occupational health, and workplace environment needs

Responsible Functions

Safety, Occupational Health, and Work Environment Committee (SH&E Committee) - review and address all reported issues ensuring appropriate follow-up and corrective actions

Moreover, employees have the right to assess risks and refuse or stop work in unsafe conditions until hazards are resolved. Safety officers investigate such cases and implement corrective and preventive measures.

WHA Group integrates occupational health and safety into all operations through systematic risk assessments and prevention measures for both existing and future projects. These actions include reviewing potential economic, social, and environmental risks, implementing safety plans, and applying advanced technologies to minimize hazards. This approach ensures compliance with sustainability principles and protects employees, contractors, and surrounding communities.

4. Way Forward

WHA Group will continue to strengthen our occupational health and safety management system with the long-term goal of achieving zero work-related accidents. Therefore, we have set long-term targets of zero fatal employee and contractor accidents, zero contractor accidents causing work interruption or lost working hours, and a reduction of the Total Recordable Injury Frequency Rate (TRIFR) to zero by 2030. To achieve these targets, we will enhance risk assessments and incident investigations, using insights from past incidents to improve preventive and corrective measures. In addition to online incident report system in PMII application, the Group plans to deploy digital solutions such as work permit and ISO digitization to strengthen safe work practices among employees and contractors.

Community Development and Stakeholder Engagement

1. Introduction


Communities are a key stakeholder group for WHA Group, given that our core businesses in logistics and industrial estate development operate in close proximity to surrounding communities. As a result, our business activities directly affect environmental, economic, and social conditions. Globally, community development and stakeholder engagement have become central to sustainable business practices, with increasing emphasis on meaningful participation, transparent communication, digital engagement, and sustainable development principles.

In response, we integrate community considerations into our business planning to address environmental and social impacts, reduce potential conflicts, and create shared value. Guided by the Bio-Circular-Green Economy (BCG Model), the United Nations Sustainable Development Goals (SDGs), and WHA Group’s communication theme “WHA : WE SHAPE THE FUTURE”, we implement long-term environmental and social initiatives that support community prosperity, well-being, resilience, and inclusive growth alongside our business.



2. Risk and Opportunity





Based on our ongoing assessment of actual and potential negative and positive impacts on communities and results from stakeholder engagement, we identify key risks and opportunities arising from our operations and engagement activities.

 Risk	 Opportunity
<p>Insufficient community engagement, delayed responses to community needs, or ineffective grievance handling may lead to dissatisfaction, conflict, loss of trust, reputational damage, and community opposition, which may result in projects being unable to proceed or operations being suspended. Unmanaged environmental or social impacts may adversely impact community well-being and quality of life.</p>	<p>Proactive community development initiatives improve health, well-being, and quality of life, while industrial estate development supports infrastructure improvement, economic growth, employment, skills development, and increased land values. Structured stakeholder engagement, regular dialogue, and effective grievance management strengthen transparency, build trust, reduce conflicts, enhance social acceptance, and reinforce our social license to operate, supporting long-term economic resilience and stable business performance.</p>

3. Management Approach

WHA Groups adopts a structured management approach to community development and stakeholder engagement that focuses on managing risks and impacts on communities with timely mitigation measures and collaboration with local stakeholders. At the same time, we implement corporate social responsibility initiatives that respond to community needs and enhance positive social and environmental outcomes, strengthening relationships and supporting sustainable development alongside our business growth.

3.1 Governance Structure

Position	Responsibilities
 <p>Board of Directors</p>	Provides strategic oversight and direction for community development and stakeholder engagement; monitors the performance and impacts of community development programs in alignment with sustainable development objectives.
 <p>Corporate Governance and Sustainable Development Committee</p>	Acknowledges and approves corporate communication plans and social initiatives related to sustainability across environmental, social, economic, and governance dimensions on a quarterly basis to monitor progress, and outcomes of plans, as well as to obtain feedback and recommendations from the Committee, ensuring that implementation achieves the established objectives.
 <p>Chief Operating Officer (COO)</p>	Oversees WHA Group's community development programs are aligned with the Group's objectives, drive sustainable growth, and deliver tangible positive impacts on communities; as well as ensures that adequate and appropriate resources are allocated to support the effective implementation and continuous improvement of the Group's social, community, and environmental responsibility initiatives.
 <p>Corporate Social Responsibility (CSR) Committee and Working Team</p>	Establishes policies, direction, and operational guidelines for WHA Group's corporate social and environmental responsibility; develops strategies, annual action plans and budgets, implements the approved plans, and goals for community development and positive relationships with communities, supporting sustainable development across education development, health and quality of life, environmental, career and community economic opportunity, and traditional, religious and cultural activities support; promotes community participation through regular engagements surveys and dialogue to ensure initiatives address community needs; monitor and evaluate the performance and impacts of community-related projects, with results reported to the Corporate Governance and Sustainable Development Committee at least twice a year.

3.2 Corporate Social Responsibility (CSR) Policy Commitment

Through the Corporate Social Responsibility (CSR) Policy, WHA Group is committed to being a good corporate citizen with responsible and sustainable business practices guided by fairness, transparency, and respect for all stakeholders. We recognize our social obligations and strive to create positive impacts for communities by considering the social, environmental, and economic effects of our operations. As part of this commitment, the Group engages proactively with stakeholders, including local communities, to

understand their expectations, address concerns, and strengthen long-term relationships that support sustainable development. This approach ensures that business growth is balanced with meaningful contributions to society and responsive stakeholder engagement.



For more details, please refer to: Corporate Social Responsibility Policy

3.3 Metrics And Targets

In 2025, WHA Group contributed to various Corporate Social Responsibility (CSR) and philanthropic activities, as well as other forms of community support, for communities nearby WHA Group operations. We also encourage employee volunteering in our CSR activities and other community contributions during work hours and have successfully engaged employees in total of 154,348 working hours. The Group has set targets to assess the effectiveness of these contributions in enhancing community development below.

Target	2025 Performances	2025 Target	Long-Term Target
Proportion of the Public Donation Budget to the Total Social Investment Budget (Percentage of total social investment budget)	11.57%	N/A	≤30% by 2030
Community Engagement Score (Percentage)	99%	99%	100% by 2027
Number of Community Participated in CSR Projects (Communities)	177	177	180 in 2026
Number of Beneficiaries from CSR Projects (Persons/year)	213,448	213,000	250,000 in 2026
Number of employees' paid working hours on volunteering activities (Hours)	154,348	90,300	165,000 in 2026

3.4 Strategies And Management

3.4.1 Stakeholder Engagement

WHA Group manages community-related risks and opportunities through structured stakeholder engagement programs that are implemented across 100% of our operations. These programs include impact assessment, communication, and grievance management, and enable the Group to engage effectively with stakeholders, particularly local communities, and to continuously improve community development initiatives based on their feedback.

2025 Performance of Stakeholder Engagement Coverage

Topic	% of WHA group's operations
Social Impact Assessments, including Gender Impact Assessments	100%
Environmental Impact Assessments and Ongoing Monitoring	100%
Public Disclosure of Results of Environmental and Social Impact Assessments	100%
Stakeholder Engagement Plans based on Stakeholder Mapping	100%
Broad based Local Community Consultation Committees and processes that include Vulnerable Groups	100%
Works Councils, Occupational Health and Safety Committees and Other Worker Representation Bodies to Deal with Impacts	100%
Formal Local Community Grievance Processes	100%

The Group provides accessible communication channels designed to facilitate continuous two-way dialogue between the Group and the community, complaint handling, and information sharing on community and operational impacts. These channels enhance transparency, including through real-time environmental monitoring in line with regulatory requirements, and are regularly communicated to ensure stakeholder awareness and accessibility.

Stakeholder Engagement Approach

Stakeholder Engagement Approach	Relevant Stakeholders	Description
Regular tripartite meetings	<ul style="list-style-type: none"> • WHA Employees • IEAT Representatives • Community Groups • Local Government Agencies 	Communicate and gather feedback from representatives from WHA Group, the Industrial Estate Authority of Thailand (IEAT), community groups, and local government agencies
Biannual Collaborative Committee meetings	<ul style="list-style-type: none"> • WHA Employees • WHAID Customers • IEAT Representatives • Community Groups • Local Government Agencies 	Communicate and collaborate for Industrial Estate Eco-Town Development at each WHA-managed industrial estate, with representatives from WHA Group, companies operating in WHA's industrial estates. IEAT, community groups, and local government agencies
Annual community engagement surveys	<ul style="list-style-type: none"> • Local Government Agencies • Community Leaders • Household Representatives 	Assess opinions and insights on our projects and operations from stakeholders in the areas to improve or develop the engagement strategy
WHASApp application	<ul style="list-style-type: none"> • WHA Customers 	Provide updates, receive incident reports and direct communication between WHA Group and residents in WHA-managed areas.
Communication and complaint channels	<ul style="list-style-type: none"> • Community Groups • External Stakeholders 	Channels for communities and external stakeholders to discuss concerns with WHA Group <ul style="list-style-type: none"> • Phone • Email • Corporate website • Social media (i.e., Facebook, YouTube, Tiktok) • Public announcements for all stakeholders • Participatory activities • Surveys • Appointed community representatives • Whistleblowing channels (Further details in the Business Code of Conduct) • LBMS application for logistics/warehouse clients • WHASApp applications

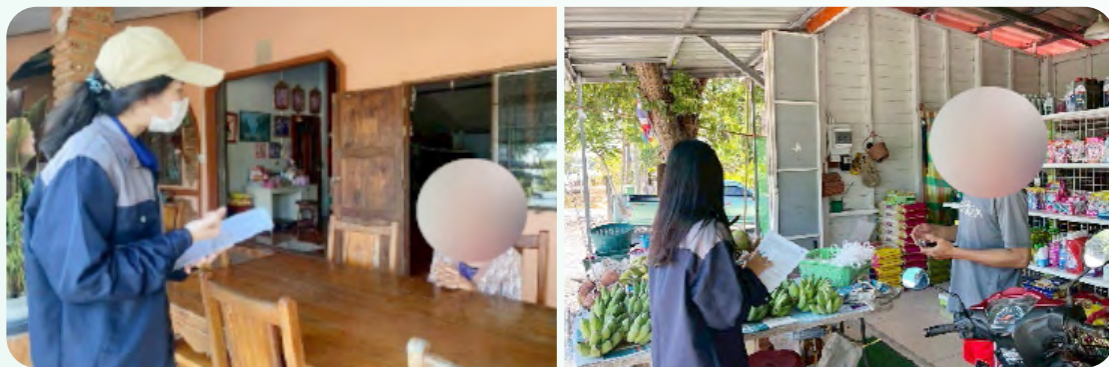
Complaint Monitoring and Management

WHA Group has established a structured complaint handling system to monitor, inspect, and resolve concerns raised by stakeholders. All suggestions and complaints are reviewed by the Corporate Social Responsibility (CSR) Committee and Working Team in the monthly meetings to determine suitable community development strategies and report to WHA Group's Board of Directors.

Regular Opinion Survey and Review of Engagement Strategy

WHA Group conducts annual opinion surveys and reviews to gather insights and suggestions from stakeholders in the area. The results of these surveys are used to continuously improve and develop the engagement strategy. The surveys are conducted through survey research methods and use questionnaires as tools for data collection. The data collection process is designed to meet the objectives of the research, using field surveys and collecting feedback via questionnaires. The steps in the study include:

Steps of Opinion Survey	Description
1. Target Group for the Opinion Survey and Sampling Methods	This includes government agencies, community leaders, and household representatives.
2. Survey Tool for Social-Economic Conditions	Questionnaires are used to collect data from each target group. A structured survey tool was designed, consisting of both closed-ended and open-ended questions.
3. Preparation for Field Survey	Ensuring the accuracy of the questionnaires for each target group and coordinating before conducting the survey in the field.
4. Field Data Collection Method	Training field interview staff to ensure they have necessary knowledge and understanding to provide information and answer questions from respondents. Questionnaires and sampling methods for households in the study area are also reviewed.
5. Data Analysis	The data collected questionnaires are analyzed and processed using Statistics Package for the Social Sciences (SPSS) for descriptive statistics.
6. Interpretation of Data	Descriptive statistics—such as frequency, percentage, and averages—are used to present opinions, awareness, and satisfaction related to the project. Satisfaction levels are interpreted using a rating scale ranging from 1 (lowest) to 5 (highest).



Meeting with Stakeholders to Discuss Concerns

WHA Group conducts regular tripartite meetings with the Industrial Estate Authority of Thailand, community representatives, and local government agencies to address concerns, discuss emerging issues, and jointly develop solutions. These meetings are held every 1-6 months and help strengthen trust and foster constructive relationships across various WHA industrial estates. Additional engagement includes Cooperation Committee Meetings held every six months to support the development of eco-industrial cities and enhance collaboration among companies, authorities, and communities.



Empowering Stakeholders in the Area

WHA Group organizes training and knowledge-enhancing activities to help stakeholders in our operational areas communicate effectively with us. These sessions focus on educating communication channels related to our operations and business activities. We conduct meetings for specific stakeholder groups, including executive management both Thai and foreign nationalities, HR managers, safety team members, community leaders, and other local stakeholders, and provide tailored updates and relevant contact information for each group.

3.4.2 Community Impact Assessment

ESG Impact Assessment

WHA Group implemented various mechanisms to support ongoing assessment of Environmental, Social, and Governance (ESG) impacts from our operations to identify key issues, reduce risks, and enhance positive outcomes for surrounding communities and stakeholders:

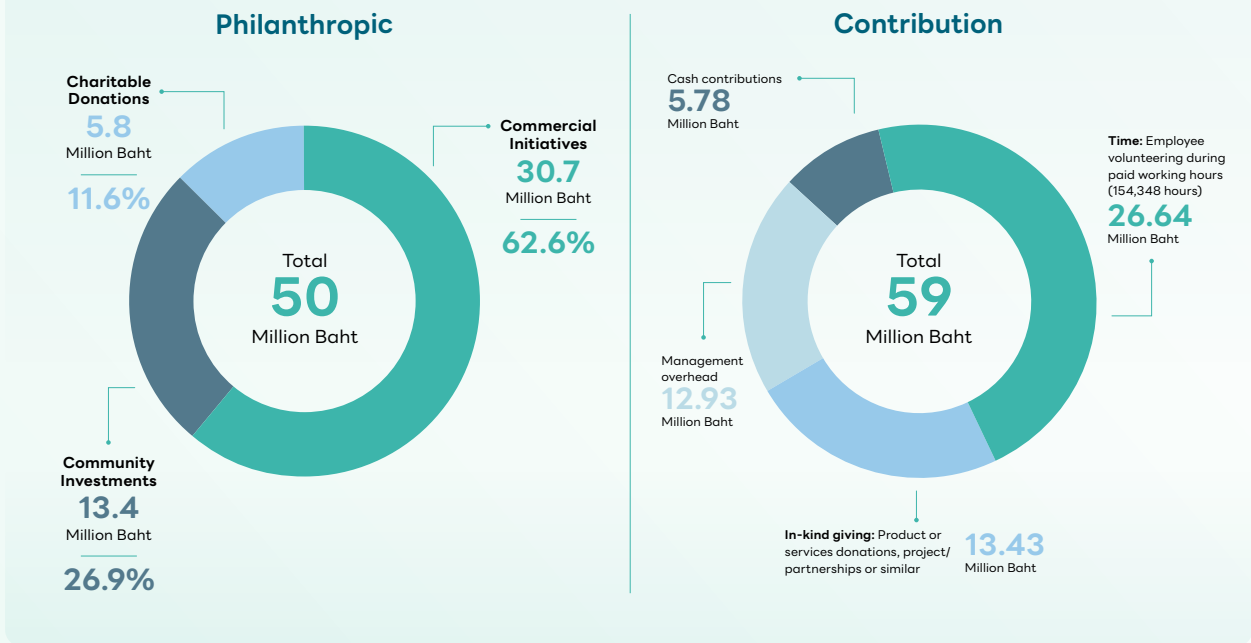
ESG Impact Assessment	Description
1. Environmental Impact Assessments (EIA)	Conduct prior to construction and operation of projects by WHAID and WHAUP, covering a 5-kilometer radius to evaluate potential environmental and social impacts on surrounding communities.
1.1 Field surveys and public participation with communities	The surveys are conducted in communities within a 5-kilometer radius of the project area. Assess the community's social and economic conditions, employment, hygiene, public utilities, living conditions, environmental concerns, information needs, and satisfaction with WHA project under construction and operations, as well as mitigate, manage impacts, feedback and suggestions to improve future activities in collaboration with the communities.
1.2 The public opinion survey on the WHA industrial estate projects	The surveys are conducted in communities within a 5-kilometer radius of the project area spanning from the initial Environmental Impact Assessment (EIA) preparation phase through to the post-approval, construction, and operation phases. These measures include monitoring environmental, economic and social conditions, as well as gathering opinions from the public, community leaders, and government agencies. This process ensures a comprehensive understanding of stakeholders' views, including their concerns, and their recommendations for the project.
2. Ongoing environmental monitoring	Monitor and control risks such as chemical spills, wastewater discharge, noise, and air pollution, to prevent adverse effects on surrounding communities including annual community satisfaction survey.

Philanthropic Activity Evaluation

To ensure that our contribution creates positive impacts on communities and meets the needs of the communities, we review and evaluate the effectiveness of our CSR initiatives regularly. Findings and lessons learned are used to refine our Corporate Social Responsibility (CSR) strategy, with stakeholder engagement performance reviewed on an annual basis through the following approaches:

- Community Satisfaction Survey (Units: as operation unit/%), conducted at the end of the engagement projects and activities.
- Operating strictly within the Environmental Impact Assessment (EIA) framework, which includes site visits for gathering community feedback both before and after project implementation.
- Complaints Channels, e.g., complaints received through whistleblowing channels, and other communication channels, from local stakeholders (communities, authorities, media, associations and NGOs)

Types of Philanthropic Activities and Types of Contribution in 2025



3.4.3 Corporate Social Responsibility Initiatives




In 2025, WHA Group implemented projects to promote sustainable development and growth together with surrounding communities. These initiatives are guided by community needs assessments and aligned with WHA Group’s business strategy, with key focus areas reflecting priority areas for community development, where we can contribute through our operational presence and expertise. The key focus areas are divided into 5 categories as follows: Education Development, Health and Quality of Life, Environmental, Career and Community Economic Opportunity, Traditional, Religious, and Cultural activities.



3.4.3.1 Education Development Projects

Projects	Description	2025 Performance
<p>WHA School Contribution Project</p>	<p>WHA Group commits to continuously support education for young people under the concept “WHA : WE SHAPE THE FUTURE”, laying the foundation for sustainable development. In the 2025 academic year, we continued the project for the 27th consecutive year to support the quality of life of children and schools in communities surrounding our industrial estates.</p> 	<ul style="list-style-type: none"> • 77 schools and child development centers was provided with school bags and educational suppliers, benefiting more than 26,000 students. • Satisfaction survey results showed that <ul style="list-style-type: none"> • 94.5% agreed the project supported students' education • 75.4% agreed it reduced parents' financial burden • 94.7% Overall satisfaction
<p>WHA Scholarship Projects</p>	<p>WHA Group supports youth development through education by providing scholarship programs to expand educational opportunities, develop skills, and support underprivileged students. These initiatives aim to nurture future talent and strengthen long-term social and economic development, particularly communities surrounding our industrial estates and the Eastern Economic Corridor (EEC). In 2025, WHA Group provided scholarships to students across all educational levels, as well as supported National Children's Day activities at several schools around WHA Group.</p> 	<ul style="list-style-type: none"> • 655,000 baht in total of scholarship supported to 755 students • 240,000 baht supported to 30 schools around WHA Industrial Estates and WHA Logistics on National Children's Day
	<p>Dual Vocational Education (DVE) Scholarship Program, an ongoing program for 16 years in partnership with Ban Khai Technical College, to support financially disadvantaged but high-performing students to become skilled workers in line with industry needs in the EEC area</p> 	<ul style="list-style-type: none"> • 29 students received full scholarships, with 733,300 baht in 2025 totaling 135 students participated in the program since 2003 and 100% of graduates secured employment with WHA Group's customers • 1 bachelor's degree scholarship awarded under the condition that, upon completion of a bachelor's degree, the recipient will return to work as instructor at Bankhai Technical College

Projects	Description	2025 Performance
<p>WHA Teacher Fellowship Program</p>	<p>WHA Group supports contract teachers in various subjects for primary schools surrounding our industrial estates in Rayong and Chonburi Province to help address teacher shortages and strengthen access to basic education.</p> 	<ul style="list-style-type: none"> Financial support totaling 1,260,000 baht to teachers from 7 schools in Rayong and Chonburi Approximately 2,000 students benefit from the supported teachers each year
<p>WeCYCLE Project for Learning Material</p>	<p>WHA Group supported educational materials from the WeCYCLE project, including learning trees, bookshelves, and table made from recycled paper, as well as rabbit chairs made from upcycled fabrics that weaving from used plastic bottles and water hyacinth fibers from the constructed wetland of WHA's Industrial Estates - WHA Clean Water for Planet project.</p> 	<ul style="list-style-type: none"> Donation to 10 schools around WHA's industrial estates to encourage students to love reading.
<p>WHA English Camp</p>	<p>WHA Group organized the activity to enhance speaking and conversation skills in English for children, aimed to develop children's English conversation skills, encourage them to speak and express themselves, and foster a sense of enjoyment while learning English. In 2025, the Group held 2 activities:</p> <p>WHA English Camp Online: WHA Group, in collaboration with the Alumni Association from Faculty of Arts, Chulalongkorn University, organized the WHA English Camp online. The program was led by three English language experts, delivered through an online learning format for 3 months: during June – August 2025.</p> 	<ul style="list-style-type: none"> Total 73 students in 3 schools around the WHA's Industrial Estates; which are 1) Ban Khlong Kram School in Pluak Daeng District, Rayong Province; 2) Ban Nong Lalok School in Ban Khai District, Rayong Province; and 3) Ban Map Lam Bit School in Ban Bueng District, Chonburi Province. The program contributed to improved English language knowledge among students. Students gained more confidence in speaking, asking, and answering questions in English. Students enjoyed learning English online at WHA English Camp.

Projects	Description	2025 Performance
	<p>WHA English Camp Mobile: WHA group also organized this activity at Ban Huay Mara School, Nong Suea Chang Subdistrict, Nong Yai District, Chonburi Province.</p> 	<p>Total 31 students in grades 4-6 from Ban Huay Mara School, Nong Suea Chang Subdistrict, Nong Yai District, Chonburi Province.</p>
<p>WHA Future Ready Camp</p>	<p>WHA Group organized and participated in the WHA Future Ready Camp by organizing a Moral Development Camp for students at Ban Bo Win School and Ban Hoob Bon School, Si Racha District, Chonburi Province. The activity aimed to promote ethical values, discipline, and positive character development among youth as part of community and educational support initiatives.</p> 	<p>400 students from 2 schools, Ban Bo Win School and Ban Hoob Bon School, Si Racha District, Chonburi Province, joined the Moral Development Camp.</p>
<p>Environmental Conservation and Anti-Drug Discipline Youth Camp (26th Cohort)</p>	<p>WHA Group In collaboration with companies within WHA Saraburi Industrial Land, organized the 26th Environmental Conservation and Anti-Drug Discipline Youth Camp for primary school students. The program involved students from 16 schools across 4 subdistricts surrounding WHA Saraburi Industrial Land. The camp was held at the King Rama IX Museum, Khlong 5 Subdistrict, Khlong Luang District, Pathum Thani Province.</p> <p>The initiative aimed to raise environmental awareness, promote discipline and ethical values, and strengthen drug prevention efforts among youth in local communities.</p> 	<p>100 students from 16 schools across four subdistricts surrounding the WHA Saraburi Industrial Land.</p>

3.4.3.2 Health and Quality of Life Projects



Projects	Description	2025 Performance
<p>Vulnerable groups support projects</p>	<p>WHA Group has initiated health-promotion programs across Rayong, Chonburi and Saraburi Province to improve the quality of life for vulnerable groups including elderly people, persons with disabilities, bedridden patients, and individuals in rehabilitation. These programs encompass both health activities and the distribution of essential survival kits to ensure comprehensive community support.</p> <p>Influenza Vaccination Project WHA Group supports influenza vaccinations for elderly individuals and vulnerable groups with limited access to healthcare. The initiative aims to reduce influenza-related complications and improve health protection for elderly and high-risk groups, as well as overall community health in areas surrounding WHA's industrial estates.</p>  <p>WHA Pan Sook Survival Bag Project WHA Group provides ongoing disaster relief and humanitarian assistance to those affected by natural calamities, particularly floods and emergency situations. The Group proactively mobilizes resources and collaborates with local authorities to ensure timely support. The Group also provided WHA Pan Sook relief bags containing food and essential supplies to bedridden patients and elderly people in communities surrounding WHA industrial estates in Chonburi, Rayong and Saraburi Province.</p> 	<p>WHA Group supported 251,500 baht and provided 1,716 doses of Influenza vaccine to vulnerable groups, the elderly and bedridden patients in the communities around WHA's industrial estates.</p> <ul style="list-style-type: none"> • WHA Group donated over 2,000 WHA Pan Sook relief bags and essential supplies to disaster victims at Hat Yai District, Songkhla • Victims of the conflict along the Thai-Cambodian border (1.5 million baht) • Over 500 WHA Pan Sook relief bags donated to the bedridden patients and elderly people in Chonburi, Rayong and Saraburi (143,000 baht)
<p>Sport Support Project</p>	<p>WHA Group promotes health, wellbeing, and community unity by supporting youth and local residents through sports. The project focuses on sports skill development, drug-prevention through sports engagement, and encouraging active lifestyles for all age groups, including seniors.</p> 	<p>Initiatives held in 2025:</p> <ul style="list-style-type: none"> • Organized WHA Football Camp with Rayong FC, the football training courses for 100 youths aged 12-15 years old. • Supported local football teams and clubs in Rayong & Chonburi such as the Nong Lalok Football Cup 2025, Running events at Laharn Rai Temple-Rayong, Makham Koo Sub-District-Rayong, Phra Phutthabat Hospital Running Event – Saraburi, Bang Boot Games – Nhong Bua Games • Promoted additional sports: pétanque for seniors, community running events • Provided over 14.75 million baht financial support to football teams • Sponsored tournaments at WHA Rayong Stadium





Projects	Description	2025 Performance
<p>Promote Public Health with Digital Health Technology (WHAbit Platform)</p>	<p>WHA Group enhances access to healthcare services for employees across WHA Industrial Estates, Logistics Centers, offices and communities through the WHAbit digital health platform. In 2025 WHAbit, in collaboration with Khao Khan Song Subdistrict Administrative Organization, conducted a community health check-up project by providing digital health screening record booklets, aiming to promote the health and well-being of communities surrounding WHA Industrial Estates.</p> 	<ul style="list-style-type: none"> WHA Group organized health events: Wellness@ Work seminar, firstaid & CPR/AED training, nutrition workshop (“Adjust Food, Increase Fit”) Over 243 people from Khao Khan Song Subdistrict Administrative Organization joined the health check-up event.
<p>Medical Equipment Support Project</p>	<p>WHA Group supports access to healthcare for communities surrounding our industrial estates by providing financial contributions and donating essential medical equipment to public health offices, subdistrict health promoting hospitals, and hospitals in Rayong, Chonburi, and Saraburi. The initiative aims to strengthen healthcare capacity, local healthcare infrastructure, and ensure residents receive accessible, quality medical services.</p>	<p>288,400 baht worth of financial support and medical equipment was donated to 16 hospitals and healthcare facilities including 170,000 baht to Pluakdaeng Hospital to construct new building</p>
<p>WHA Pan Sook Project</p>	<p>WHA Group upcycled PET plastic bottles into woven bed sheets using QVIRA's special technology and infused with antivirus agents, which were donated to hospitals surrounding WHA's industrial estates.</p> 	<p>300 upcycled bed sheets were donated to 3 hospitals (Pluak Daeng Hospital, Ban Khai Hospital, and Nong Khae Hospital)</p>
<p>Blood Donation Activities</p>	<p>WHA Group collaborated with Siriraj Hospital and the Thai Red Cross Society to organize blood donation activities, at least twice per year. The initiative engaged employees, customers, and nearby communities to promote public health and support national blood reserves.</p>  	<p>Blood donation activities were held at</p> <ul style="list-style-type: none"> WHA Tower (with Siriraj Hospital): 111 donors; 54,450 cc of blood collected WHA Industrial Estates (with Thai Red Cross): 1,632 donors; 680,850 cc of blood collected

Projects	Description	2025 Performance
<p>One WHA Run Project</p>	<p>WHA Group organized the “One WHA Run – United for One Goal” mini marathon to promote health, exercise, and strengthen relationships among customers, government agencies, and surrounding communities. The event fostered community engagement and encouraged healthy lifestyles.</p> 	<p>Over 1,200 participants joined the event on 9 March 2025 at WHA Eastern Seaboard Industrial Estate 2</p>
<p>Community Revitalization or New Town Development</p>	<p>WHA Group is committed to enhancing the well-being of local communities to support their sustainable growth, reflecting by our determination to create positive social impacts in Thanh Hoa province and other operating areas. We implemented various community development and rehabilitation projects to ensure communities can grow alongside the organization while maintaining a good quality of life in a sustainable manner.</p> <p>Creating Livelihood Opportunities for Community Members Around Industrial Estates in Thailand and Vietnam</p> <p>WHA Group’s development of 16 industrial estates and zones, 15 in Thailand and 1 in Vietnam, with 2 more Industrial Zone project, has generated employment and stable livelihoods for surrounding communities, contributing to improved quality of life. The Group’s investments in EEC in Thailand, Nghe An and Thanh Hoa in Vietnam have helped driving regional economic growth and strengthening Vietnam’s industrial position. WHA Group focuses on fostering industrial expansion, creating jobs, attracting global investors, and supporting renewable energy initiatives for long-term industrial growth.</p> 	<p>In 2025, Thailand's economy recorded a GDP growth rate of 2.4%. During this period, applications for investment promotion reached a total of 3,370 projects, representing a domestic investment value of 517 million baht and Foreign Direct Investment (FDI) exceeding 1,360 million baht and Vietnam's attract over 1,000 FDI projects and contributed to Thanh Hoa's economic growth, resulting in its ranking 2nd in Vietnam for GDP growth and 7th in government revenue in 2025.</p>

Projects	Description	2025 Performance
	<p>Community Support Projects for Disadvantaged Communities</p> <p>WHA Group implements community support initiatives aimed at reducing barriers to access essential living conditions for low-income and disadvantaged communities. The Group supports vulnerable families by constructing and providing free housing in Huong Hoa, Tieu Hoa, and Nghi Loc districts in Vietnam, improving access to safe, stable, and affordable housing. In addition, the Group provides essential goods and support during key periods such as the Lunar New Year, helping to alleviate financial constraints and improve quality of life. These initiatives are implemented in collaboration with local authorities to ensure that support reaches communities most in need. Through these efforts, the Group contributes to enhancing social inclusion, reducing inequality in access to basic services, and supporting the integration of low-income residents into stable and sustainable living conditions.</p> 	<ul style="list-style-type: none"> • 10 homes built for low-income residents in Huong Hoa and Tieu Hoa, worth 250 million VND • 6 homes built for low-income residents in Nghi Loc, worth 300 million VND • 400 gift sets worth 200 million VND donated to disadvantaged families

3.4.3.3 Environmental Projects

Projects	Description	2025 Performance
<p>WeCYCLE PROGRAM</p>	<p>WeCYCLE combines the words “We” and “Recycle/Upcycle” and represents a collaborative initiative between WHA Group and operators within our industrial estates. The project demonstrates cooperation among the public sector, private sector, and communities to transform environmental challenges into sustainable and creative solutions for future generations. The WeCYCLE initiative continues to support resource circularity, enhance community well-being, and contribute to the Group’s Net Zero 2050 roadmap. In 2025, WHA Group collaborated with external parties to implement projects under WeCYCLE initiatives as follows:</p> <p>WeCYCLE: Recycling Used Plastic Bottles Project collects donated plastic bottles from WHA employees, customers, operators, schools, and local authorities. Bottles are upcycled through GC’s YOUTURN system and combined with water hyacinth fibers from WHAUP’s Constructed Wetland, supporting income generation for Ban Chak Mahad community and producing upcycled items (school bags, sleeves, pillowcases).</p>  	<ul style="list-style-type: none"> • Participation from 140 companies and organizations in 2025 • Total GHG reduction of all projects up to 528 tCO₂e from 2022 to 2025 • 82 tons of used plastic bottles collected (2022–present), equivalent to 4,829,174 600-milliliter bottles • 85 tCO₂e GHG reduction (based on landfill emission factor), equivalent to planting 9,404 trees to absorb CO₂ for one year

Projects	Description	2025 Performance
	<p>WeCYCLE: Recycling Used Paper Project encourages members in WHA ecosystem to donate used paper, which is recycled by SCG Packaging Public Company Limited (SCGP) into learning-support products (e.g., bookshelves, study desks) for schools near WHA's industrial estates.</p> 	<ul style="list-style-type: none"> • 151 tons of used paper donated (2023-present) • 442 tCO₂e GHG reduction (based on landfill emission factor), equivalent to planting 49,066 trees to absorb CO₂ for one year
	<p>WeCYCLE: Recycling Used Cooking Oil Project purchases used cooking oil from WeCYCLE members to recycle and convert into Sustainable Aviation Fuel (SAF) through partner BSGF Co., Ltd. (BSGF), a joint venture between Bangchak Corporation Public Company Limited, BBI Public Company Limited, and Thanachok Oil Light Company Limited, supporting clean energy production, circular economy, and GHG reduction in line with the goals of BCG Economy Model.</p> 	<ul style="list-style-type: none"> • 2.58 tons of used cooking oil collected (2024-present) • 1 tCO₂e GHG reduction, equivalent to planting 94 trees to absorb CO₂ for one year
	<p>WeCYCLE Day 2025 was coorganized by WHA Group, IEAT, PTT Global Chemical Public Company Limited (GC), SCG Packaging Public Company Limited (SCGP), and BSGF Company Limited (BSGF) on 1 December 2025 in Chonburi to promote environmental awareness and circular economy practices. The event featured collection of recyclable materials, showcases of upcycled products, and awards were presented to recognize outstanding partners.</p> 	<ul style="list-style-type: none"> • 100 partner companies participated and received recycled-material certificates • Top 5 contributors based on GHG-equivalent reductions from used plastic bottles, paper, and cooking oil received plaques made from recycled materials
	<p>WeCYCLE: Learn & Share organizes waste separation knowledge sharing activities with WeCYCLE members, SAIC Motor-CP Co., Ltd., Daikyo Nishikawa(Thailand) Co., Ltd., Fabrinat Co., Ltd., Stars Technology Industrial Co., Ltd., Jelly Belly Candy Company (Thailand) Co., Ltd. and Toyota Boshoku Filtration System (Thailand) Co., Ltd. including the local government agencies such as Ban Pluak Daeng Subdistrict Municipality and Subdistrict Administrative Organization of Pluak Daeng to educate employees on proper waste sorting, raise awareness of waste-separation benefits, and promote the 3Rs (Reduce, Reuse, Recycle).</p> 	<p>In 2025, Benefiting a total of more than 1,600 employees and community members.</p>

Projects	Description	2025 Performance
<p>WHA Clean Water for Planet Project</p>	<p>A long-term initiative launched in 2016 to treat and manage wastewater, raise public awareness of water resource value, and promote conservation. The project installs environmentally friendly constructed wetland wastewater treatment systems (inspired by King Rama IX) and provides water quality improvement support to surrounding communities. The initiatives under this project are as follows:</p> <p>Training Courses for Students and Knowledge Sharing with Local Organizations: a collaboration between WHA Group and academic institutions and government agencies to promote water conservation, wastewater management knowledge, and environmental awareness. Activities include internship programs, curriculum development, study visits, and knowledge sharing on water treatment, SMART ECO Industrial Estates, and environmental monitoring technologies.</p> <p>Community Wastewater Treatment Systems: A community focused initiative to develop modern, environmentally friendly constructed wetland wastewater treatment systems and create recreational green spaces. The project supports water quality improvement, environmental conservation, and better quality of life for surrounding communities.</p> 	<ul style="list-style-type: none"> • 10 student interns: 3 from Mahidol University, 2 from Mae Fah Luang University, 2 from Khon Kaen University, 1 from Suranaree University, 1 from Rajabhat Maha Sarakham University, 1 from Suan Disit University. • 1,600 visitors (government, universities, organizations) learned about water management, SMART ECO estates, and UOC operations <p>1. Pluak Daeng Constructed Wetland Project</p> <ul style="list-style-type: none"> • 400 m³/day of wastewater treatment plant • 135,000 m³ of wastewater treatment capacity per year • Benefits 480 households <p>2. Nong Khla Constructed Wetland Project</p> <ul style="list-style-type: none"> • Treats 400 m³/day, expandable to 800 m³/day • 146,000 m³ of wastewater treatment capacity per year • Benefits 500 households

Projects	Description	2025 Performance
<p>Community Water Shortage Alleviation Project</p>	<p>WHA Group supports community water access through sustainable wastewater-management solutions, emergency water supply, village water-system improvements, and waterreclamation innovation. The initiative aims to strengthen long-term water security for both communities and industrial customers. WHA Group has conducted several projects to support water shortage:</p> <p>Community Water Supply System Management and Improvement: WHA Group implemented a Raw Water Pipeline Installation Project to support the community water supply system in Village No. 5 (Ban Chalermmlap), Nong Suea Chang Subdistrict, Nong Yai District, Chonburi Province, and Nong Bua SAO, Bankhai, Rayong. The project aimed to enhance access to clean and reliable water resources, strengthen local water infrastructure, and improve the quality of life for community residents.</p>   <p>Support clean water WHA Group supported clean water to Ban Nong Lalok school, Bankhai, Rayong that facing water shortages, with the objective of improving access to safe water, promoting student health and hygiene.</p> 	<ul style="list-style-type: none"> • Raw Water Pipeline Installation Project for the Community Water Supply System, Village No. 5 (Ban Chalermmlap), Nong Suea Chang Subdistrict, Nong Yai District, Chonburi Province • Support in the Raw Water Source Development Project, Nong Bua Subdistrict Administrative Organization, Ban Khai District, Rayong Province • Support for the Community Water Supply System Improvement Project, Village No. 7 (Ban Khao Wai), Bang But Subdistrict, Ban Khai District, Rayong Province • A groundwater supply to the community in Village No. 8, Bang But Subdistrict, Rayong benefits 181 households. • 5,000 liters of clean water donated to support Ban Nong Lalok School, Bankhai, Rayong that are facing water shortages, contributing to improved access to safe water and community well-being.
<p>Water Hyacinth Products</p>	<p>WHA Group supported community enterprises in Ban Khai, Rayong, by providing free raw water hyacinth sourced from WHA's wastewater treatment ponds in ESIE lowering production costs and creating income and job opportunities through handwoven baskets made from Water Hyacinth.</p> 	<ul style="list-style-type: none"> • WHA purchased 300 handwoven baskets made from water hyacinths for New Year baskets for customers and stakeholders in 2025, generating 120,000 baht total income for the community.



Projects	Description	2025 Performance
<p>Biodiversity Promotion Project</p>	<p>In collaboration with the Rayong Provincial Office of Natural Resources and Environment, WHA Group conducted a field visit to monitor the implementation and performance of the Rayong Provincial Network of Natural Resources and Environmental Protection Volunteers. The activity aimed to strengthen cooperation, support effective environmental stewardship, and enhance community-based natural resource and environmental management. WHA Group donated leaf blowers to the Rayong Provincial Office of Natural Resources and Environment to enhance operational efficiency and contribute to proactive environmental protection and wildfire risk mitigation.</p> 	<ul style="list-style-type: none"> 2 leaf blowers donated to the Rayong Provincial Office of Natural Resources and Environment to support leaf clearing and forest fire prevention in the area.
<p>Environmental Monitoring Network (Environmental Detective) Project</p>	<p>A youth-focused program to build environmental awareness among students around industrial estates. Activities included observing clean vs. polluted water, learning waste separation, recycling, and sustainable living. WHA Group provided color-coded bins to schools and trained students on proper waste segregation. Students showed strong engagement, improved understanding of resource efficiency, and shared learnings with families and communities.</p> 	<p>7 schools, with a total of 720 students, around WHA industrial estates participated in the activity in 2025</p>
<p>The Dog Shelter Project Using Recycled Wooden Pallets from Solar Cell Packaging</p>	<p>WHA Group utilizes recycled wooden pallets from solar panel packaging to construct 11 dog shelters, promoting efficient resource utilization in line with the 3Rs policy: Reduce, Reuse, and Recycle, and supporting environmental sustainability to the dog foundation. The project was implemented in Mae Nam Khu Subdistrict, Pluak Daeng District, Rayong Province. Additionally, WHA Group provides dog food, supports vaccinations and sterilization for stray and underprivileged dogs under the care of The Dog United Facebook page, The Group collaborates on planning for the establishment of a stray dog shelter in the areas surrounding the WHA's Industrial Estate.</p> 	<p>100,000 baht was allocated to the project, including 11 dog shelters constructed from recycled wooden pallets, dog food, vaccinations and sterilization.</p>

3.4.3.4 Career and Community Economic Opportunity Projects

Projects	Description	2025 Performance
<p>Community Career Promotion Project</p>	<p>WHA Group supports sustainable community livelihoods by promoting vocational skills, providing equipment, and organizing knowledgesharing activities. The project strengthened multiple community enterprises through support for honey production, flower planting, natural dye fabric printing, stingless bee farming, chemical free agriculture, and local food development. Training seminars and study visits were also held to enhance skills and knowledge for community leaders and women's groups.</p> 	<ul style="list-style-type: none"> • Training and study visits for 250 community leaders and volunteer women to enhance vocational capacity • Conduct study visits once a year for community leaders to enhance local knowledge and development • Support the community product promotion project to support small businesses and local economy such as OTOP Fair • Provide equipment and materials for social/ community enterprise • Promote and purchase local products from communities and increase income for community members • Install solar rooftop system at the Mab Chalud Artificial Flower Community Enterprise Office
<p>WHA E-Job Pool Project</p>	<p>An ongoing online labormatching platform created by WHA Group to support companies within WHA industrial estates in Rayong and Chonburi, via the program's website https://www.wha-industrialestate.com/en/job-pool or the provided QR code. The platform allows employers to post vacancies and helps job seekers nationwide access suitable job opportunities. It promotes fair, transparent recruitment and strengthens employment in communities surrounding WHA's industrial estates.</p> 	<ul style="list-style-type: none"> • Online job-vacancy platform accessible at WHA Industrial Estate website • Job seekers' data collected and shared with WHA clients for recruitment consideration • Supports rapid hiring for production roles and skilled positions • Helps local communities access fair employment opportunities

Projects	Description	2025 Performance
WHA Mini Job Fair	<p>WHA conducted “The New Next Gen Open House 2025” July 22, 2025, at WHA Tower, providing a space for young people to experience innovation, technology, and real-world work opportunities from leading national organizations in comprehensive solutions, such as Ford, Lotus Asia Pacific Manufacturing, GC, etc.</p> 	WHA Mini Job Fair featured over 500 job openings from WHA Group and partners.
WHA PAN GAN Project	<p>A project that promotes local community products made by residents around WHA industrial estates in Chonburi and Rayong. It provides sales channels through social media and the project website, supports small entrepreneurs and community enterprises, preserves local handicrafts and food heritage, and helps increase household income and community economic sustainability. In 2025, WHA Group provided areas in WHA Industrial Estates and cooperated with companies in WHA Industrial Estates to have pop-up stores at canteen of the factories, aiming to create sustainable income for the community.</p> 	<ul style="list-style-type: none"> • In 2025, the WHA PAN GAN Project successfully served as a vital bridge between local entrepreneurs and the industrial sector, driving economic resilience within our host communities. Through a multi-channel approach, the Group generated a total income of over 2,399,875 baht for local community shops and enterprises • Vendor satisfaction 2025: <ul style="list-style-type: none"> - 98% are satisfied with the project - 99% reported income increase - 98% rated sales as “very good” - 100% wanted to join future events
Low Rent for Community	<p>WHA Group supports community income generation and quality of life by leasing vacant land located outside WHA’s Industrial Estates to local residents for agricultural use. The initiative enables cultivation of economic crops such as cassava and pineapple, maximizes the use of idle land, and helps prevent field fires, illegal dumping, and land encroachment, while promoting a safe and sustainable environment.</p>	In 2025, WHA Group supported over 1,210 rai of land in Chonburi and Rayong Province for community agricultural use.

3.4.3.5 Traditional, Religious, and Cultural activities

Projects	Description
<p>Religious Activities</p>	<p>WHA Group participate with local communities to organize the unity forest robe offering ceremonies (Pha Pa Samakkhi), merit-making ceremonies for casting Buddha images, alms-giving ceremonies during the Buddhist Lent (Vassa), and unity Kathina robe offering ceremonies, alms-giving ceremonies during the third lunar month, merit-making ceremonies combined with candle processions, and field-based merit-making ceremonies (Bun Klang Thung), reflecting WHA Group commitment to preserving local cultural and religious traditions while fostering social cohesion and community engagement.</p> 
<p>Cultural and Traditional Activities</p>	<p>WHA Group supported and participated in activities associated with the Loy Krathong Festival and Buffalo Racing Festival, Khao Lam (bamboo sticky rice) burning tradition, water-pouring ceremonies to pay respect to elders, and Elderly Day activities held during the Songkran Festival. Additional activities included the Silk Tossing Tradition, Kong Khao (rice-sharing) tradition, Loy Krathong Festival, and participation in the Bua Loi Khai Wan (sweet glutinous rice dumpling) festival, reflecting our commitment to cultural preservation, community engagement, and environmental responsibility.</p> 

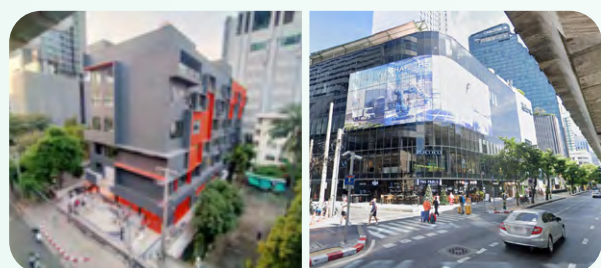
3.4.4 Project Design For Social Areas

WHA Group integrated social criteria into new construction and renovation projects by embedding them in the Due Diligence Checklist from the planning stage, guiding development processes, forming advisory committees with people with disabilities, and collaborating with disability associations. The Group also applied social criteria in designing industrial estates to create social spaces aligned with community and vulnerable groups' needs, integrating this approach into business reviews to promote sustainable development and genuine social participation, as follows:

Designing Offices, Commercial Buildings, and Industrial Estates Near Public Transportation

WHA Group strategically selects locations for office buildings, commercial buildings, factories, warehouses, and industrial estates to ensure easy

access to public transportation. Future expansions in the city center will continue prioritizing easy access via the BTS Skytrain to support convenient commuting via public mass transit for employees and tenants. Buildings designed to be near public transportation include an office building located less than 300 meters from Asoke BTS Station, a commercial project located next to Surasak BTS Station entrance, a commercial project located next to Saint Louis BTS entrance, and WHA's industrial estates in Vietnam located near bus stops.



Designing Health Park Areas for Community

WHA Group designed our industrial estates with non-commercial community spaces accessible to employees, workers in the area, nearby community members, and organizations such as schools and independent groups. The Group offer free exercise opportunities to support physical and mental well being of local residents. We have allocated 45 rai of WHA Industrial Estate Rayong to develop a free health park with exercise stations, a running track, shaded areas, restrooms, and parking. In addition, football fields are available at Eastern Seaboard Industrial Estate (Rayong), as well as pétanque courts and golf practice areas are available at WHA Rayong Industrial Land and WHA Saraburi Industrial Land.



4. Way Forward

WHA Group is strengthening our commitment to future community development by implementing comprehensive frameworks that include community impact assessments, quality of life development planning and continuous monitoring to ensure long term community resilience. Currently, we have achieved 99% community engagement score. In addition, WHA Group aims to maintain engagement in our CSR projects with 99% of community engagement score in 2026 and expand coverage to 100% by 2027.

Under our policy, WHA Group is committed to prioritizing all stakeholder groups through our 2026 action plan. We will implement key initiatives in education development, health and quality of life, environmental, career and community economic opportunity, alongside the preservation of cultural and religious traditions. These programs are projected to benefit 250,000 community members across 180 communities, bolstered by 165,000 employee volunteer hours. Through these efforts, we aim to foster economic growth, create employment and income opportunities, enable communities, and society.

03 Environment Dimension

WHA Group is committed to minimizing environmental impacts arising from our operations while supporting sustainable industrial development. The Group manages key environmental aspects through systematic policies, robust management systems, and responsible operational practices that prioritize resource efficiency, pollution prevention, and climate resilience. Environmental considerations are integrated into the planning, development and management of our businesses to ensure responsible use of energy, water, and materials, while reducing greenhouse gas emissions and other environmental impacts. Through these efforts, WHA Group strives to protect the environment, enhance long-term ecosystem resilience and support the transition toward a low-carbon and circular economy.

This Environmental Dimension's key areas including **Environmental Policy and Management System, Climate Strategy, Energy Management, Water Management, Waste Management, Air Emission Management, and Biodiversity and No Deforestation**. In 2025, Climate Strategy, Energy Management, Water Management, and Waste Management have been identified as high material topics, reflecting their critical role in improving resource efficiency, advancing circularity, reducing environmental impacts, and supporting the transition toward a low-carbon and sustainable business.



Wha Group's Environmental Management System (EMS)

Global business operations are increasingly shaped by accelerating climate change, resource constraints, geopolitical uncertainty, and tightening environmental regulations. Additionally, energy security challenges, supply chain disruptions, and exposure to extreme weather events have heightened the need for resilient operations across all aspects of business activities, alongside planning and efficient resource use. At the same time, growing attention from investors, customers, and regulators is focused on climate change and tightening environmental regulations responsible water and waste management, and the protection of natural ecosystems for credible environmental performance. Advances in digital technologies and artificial intelligence further enable more effective monitoring, analysis, and optimization of environmental performance across complex and interconnected operations.

Within this evolving context, WHA Group manages our environmental responsibilities through a structured

Environmental Management System certified under ISO 14001:2015 Environmental Management System and ISO 9001:2015 Quality Management System. These certifications reflect the Group's commitment to systematic environmental management and consistent operational quality. The Environmental Management System is regularly reviewed through internal and external audits to ensure ongoing alignment with international standards and emerging best practices. To support responsible operations across all business hubs, WHA Group has established corporate environmental requirements, policy and management plans applied throughout the full asset lifecycle, including project development, operations, maintenance, and continuous improvement processes.

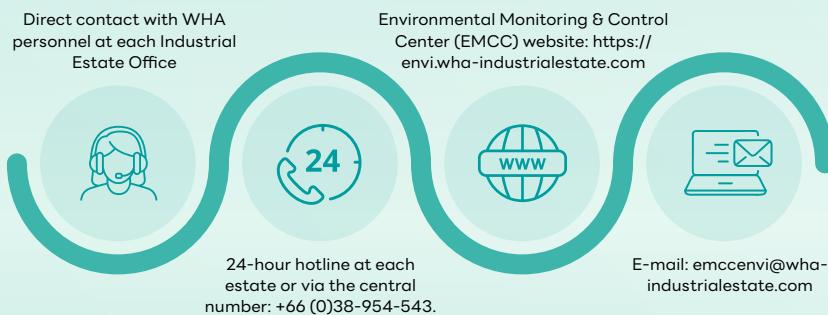


For more details, please refer to:

<https://www.wha-group.com/en/updates/environment/1727/integrated-environmental-management-system-ems>

WHA Group has also established accessible channels for stakeholders to submit environmental complaints or concerns, supporting transparency and responsiveness in environmental management. Complaint-handling procedures are aligned with ISO 14001 requirements and include root cause analysis as well as corrective and preventive actions to avoid recurrence. In 2025, the Group recorded no environmental complaints and incurred zero costs related to environmental fines or penalties, demonstrating effective implementation and compliance with applicable environmental laws and regulations.

The available complaint channels include



The following sections provide detailed disclosures on WHA Group's risks, opportunities, management approach, and performance across key environmental dimensions, including Climate Strategy, Energy Management, Water Management, Waste Management, Air Emissions, and Biodiversity Management.

Waste Management

1. Introduction

Globally, waste generation continues to increase, driven by population growth, urbanization, changing consumption patterns, and industrial and commercial activities, particularly from manufacturing, construction, and logistics operations. Improper waste management and reliance on landfilling can lead to environmental pollution, greenhouse gas emissions, and public health concerns. Consequently, organizations are expected to adopt waste prevention measures, embrace circular economy principles, and commit to zero-waste-to-landfill goals to minimize long-term environmental and socio-economic impacts.

WHA Group's approach to waste management is guided by our five-year sustainability strategy, which places environmental stewardship and green economic leadership at the core of our operations. We embed zero-waste design and low-carbon material selection in green construction, implement circular



economy practices across value chain including our waste from construction and operations as well as waste from suppliers and customers. In parallel, we explore new circular economy business models in collaboration with partners to support sustainable development in Thailand by addressing industrial waste issues arising from emerging waste (such as EV battery, solar panels, etc.), inadequate infrastructure and improper disposal method, aiming to improve resource efficiency and environmental outcomes.

2. Risk and Opportunity



Risk

Ineffective waste and materials management across WHA Group's operations and industrial estates could result in non-compliance with applicable laws and regulations, increased environmental pollution, higher waste management and remediation costs, and potential health and safety impacts on employees, contractors, customers and surrounding communities. Insufficient waste segregation, treatment, or improper landfill disposal not aligned with waste hierarchy principles may also lead to inefficient resource use, reputational risks, and reduced stakeholder confidence. These risks are further intensified in contexts where waste management infrastructure remains limited and where public expectations, as well as legal and regulatory requirements for responsible waste practices, continue to increase.







Opportunity

By expanding waste reduction, reuse, and recycling initiatives across operations and construction activities, WHA Group can advance circular economy practices that reduce landfill dependency, improve resource efficiency, and lower environmental impacts. Implementing zero-waste design approaches, low-carbon construction materials, and systematic waste segregation and treatment, along with collaboration with suppliers, supports progress toward the Group's zero-waste-to-landfill commitment. In parallel, WHA Group is exploring advanced waste management technology and developing new circular business models to address industrial waste management challenges, delivering shared economic, environmental, and social benefits while reinforcing our leadership in sustainable industrial development.

3. Management Approach

3.1 Governance Structure

Position	Responsibility
 <p>Board of Directors</p>	Sets policy and strategic direction and provides oversight for our waste management, including long-term strategy and targets approval, assessment of environmental and operational impacts, and guidance for continuous improvement in line with good governance and sustainable growth
 <p>Corporate Governance and Sustainable Development Committee</p>	Oversees the overall waste management framework, monitors progress toward the zero-waste-to-landfill commitment, and supervises the implementation of circular economy initiatives to ensure alignment with our sustainability goals, with progress reported to the Board of Directors
 <p>Chief Operating Officer (COO) of each BU</p>	Oversees waste management performance, sets and monitors KPIs, and ensures progress in implementing zero-waste design, green construction materials, and waste management approaches
 <p>Industrial Estate Operations Department (IEO), Environmental Team and Utilities Operation Department</p>	Collectively manages waste practices across our operations to ensure compliance with legal requirements, develops and implements efficient waste management and preventive measures in accordance with the Environmental Quality, Energy Conservation, and Biodiversity Policy and Sustainable Development Policy; each function collects and categorizes waste data from its operations and selects disposal methods in line with applicable laws; the Environmental Team consolidates waste data for EIA reporting; and joint committees inspect waste management practices at industrial plants within our industrial estates and waste treatment facilities for industrial waste; and the Safety Team collects waste transports manifest prior to exit from the industrial estate and records them in accordance of ISO requirements

3.2 Waste Management Commitment

WHA Group is committed to managing waste to minimize environmental impacts across our five business groups, in line with our Environmental Quality, Energy Conservation, and Biodiversity Policy and our Sustainable Development Policy. We promote the use of environmentally friendly, reusable and recyclable construction materials to reduce waste generation and further lower GHG emissions.

Under our 5-Year Sustainable Strategy, we commit to achieving zero waste to landfill and incineration without energy recovery by 2029, 50% green procurement by 2030, and 100% circularity by 2050. This target can be achieved by reducing waste from project development, construction, and operational processes, and by avoiding high-environmental-impact materials through the selection of low-carbon alternatives. We also promote efficient resource use across the value chain by applying Circular Economy principles and the 5Rs (Reduce, Reuse, Recycle, Renewable, and Reject) to improve sustainable waste management practices.

3.3 Metrics and Targets

Target	2025 Performances	2025 Target	Long-term Target
Low-Carbon Material Selection			
Percentage of low carbon/ green cement and steel procurement	99.5%	NA	≥70% by 2030
Construction Waste			
Percentage of construction projects apply recycling processes	100%	N/A	50% in 2026
Percentage of leftover concrete from construction projects recycled into paving blocks to reduce construction waste	100% (60.35 tons)	100%	100%
Operation Waste			
The proportion of waste disposal to landfill and incineration without energy recovery	0%	0%	Maintain 0% every year
The proportion of recycled waste of total number of generated operation waste	92.7%	91%	92% in 2026

In addition to quantitative performance metrics, WHA Group sets unquantified or qualitative targets below to guide the implementation of initiatives and practices that strengthen waste reduction, recycling, and responsible disposal. Together, these targets support continuous improvement in green construction and the integration of circular economy principles across our operations.

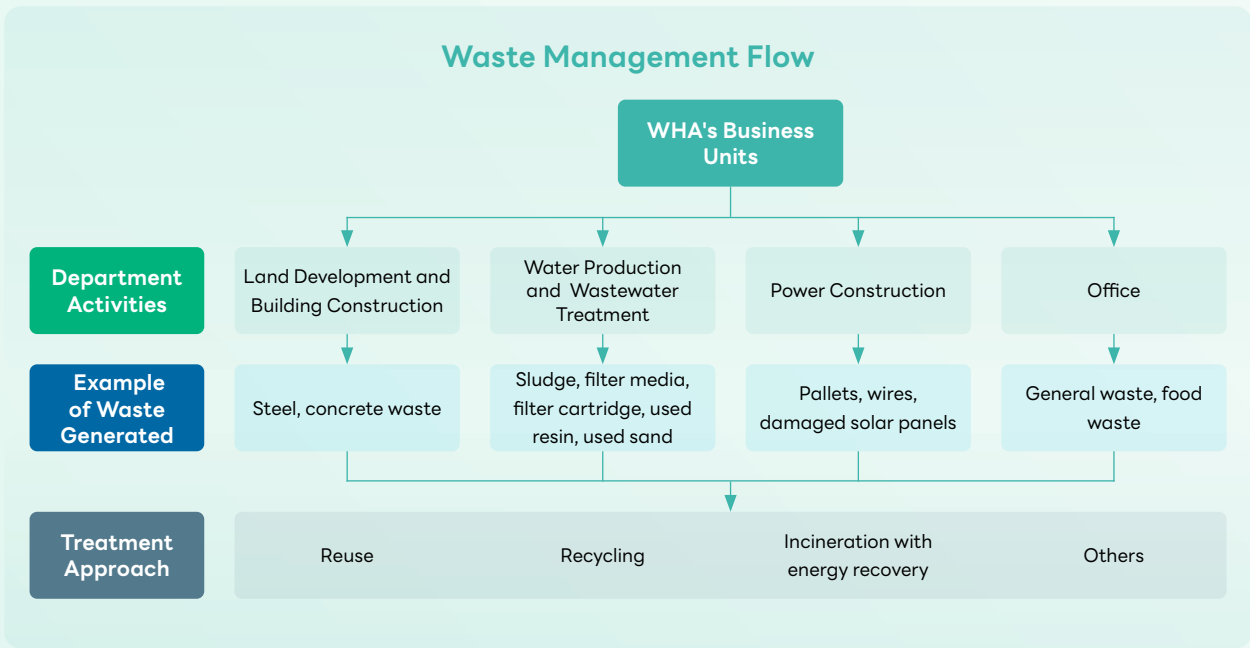
- Track the proportion of green procurement in new construction projects by 2026
- Achieve Green Building Certifications for new logistics project by 2026
- Have customers signed under the Green Lease Agreement in 2026
- Develop new alternative construction material from waste under circular innovation project together with research institute by 2026

3.4 Strategies and Management

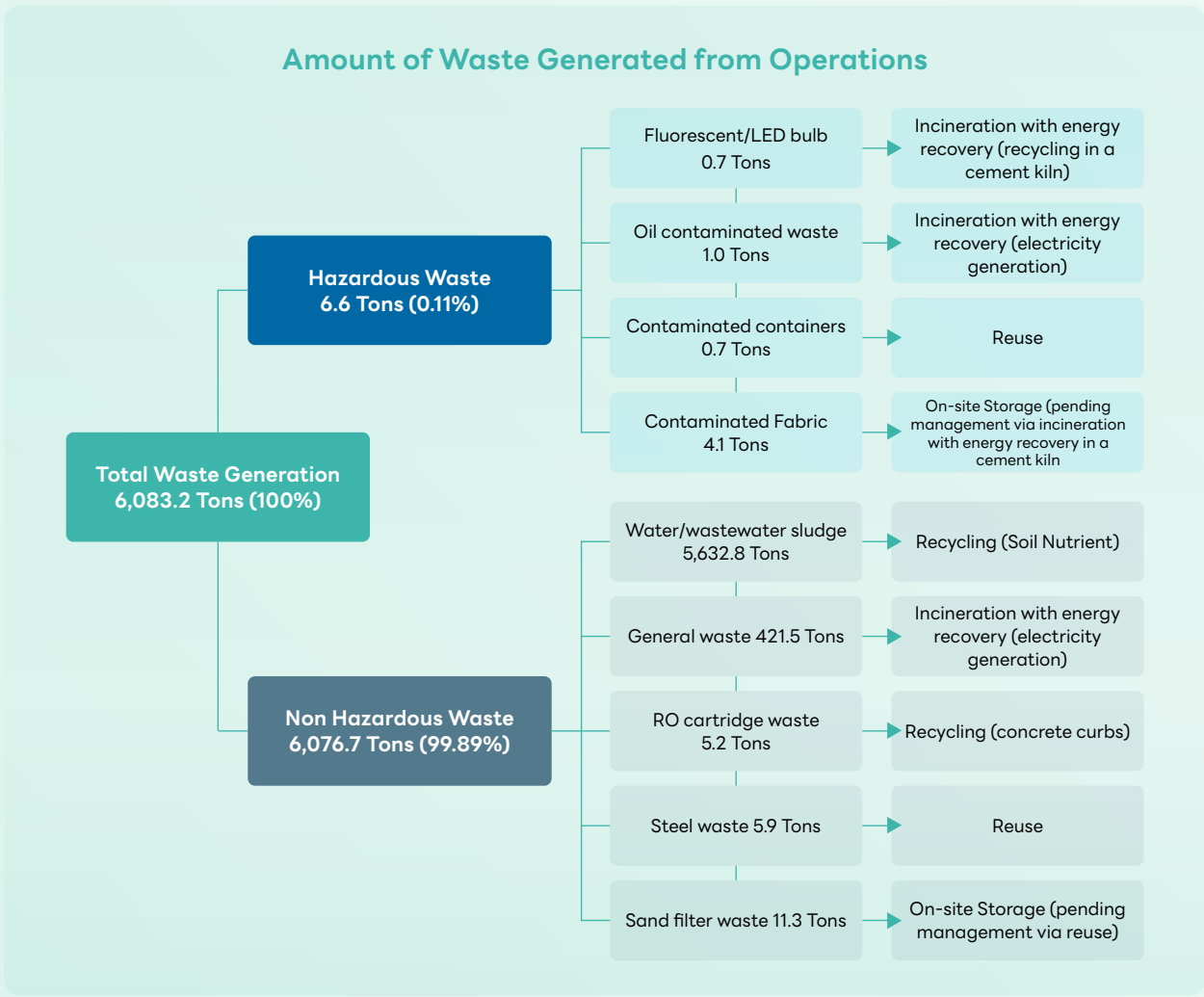
WHA Group manages diverse waste streams arising from our construction and operation activities, including general waste, sludge from water and wastewater treatment, hazardous waste from office, industrial estates operation, maintenance activities, waste from construction and infrastructure development. To mitigate environmental risks and support sustainable business growth, waste management planning is embedded in the Environmental Impact Assessment (EIA) process for all new projects ensuring systematic implementation across the entire project lifecycle. We further extend this approach by communicating

waste management requirements to customers within our industrial estates and monitoring performance through regular reporting, reinforcing responsible waste handling and alignment with the requirement of the Environmental Impact Assessment (EIA).

WHA Group's waste management flow illustrates how wastes generated from our core activities are managed through appropriate treatment processes, in alignment with our circular economy principles and environmental management approach.



To support effective waste-related risk management, WHA Group applies systematic waste data collection and monitoring across business activities and operation processes. Waste volumes and types are recorded and analyzed regularly to track trends, identify risks, and continuously improve waste reduction performance. This data-driven approach enables proactive planning, regulatory compliance, and alignment with circular economy targets.



WHA Group's supports customers and communities through knowledge sharing and awareness initiatives to embed sustainability into waste management practices. Total waste generated from operations is strictly segregated and managed by authorized service providers, including non-hazardous waste sent for incineration with energy recovery and water/wastewater sludge recycled for soil nutrient applications, with third-party disposal closely monitored through documentation and compliance checks to ensure alignment with legal requirements and our sustainable development principles.

3.4.1 Circular Economy

As part of our commitment to sustainable resource management and the transition toward a circular economy, WHA Group has defined a long-term waste management strategy focused on reducing waste, optimizing resource use, and minimizing environmental impacts across the value chain. WHA Group has set the goal to achieve 100% circularity by 2050 under three key principles: Design & Resource, Green Products, and Operation Excellence. To achieve this goal, WHA Group has established implementation approaches that cover the entire value chain.

3.4.1.1 Circular Economy Strategy

WHA Group's circular economy strategy focuses on preventing waste generation at the source while maximizing resource value throughout the entire life cycle. The approaches include

- Integrate circular economy principles into business processes, starting from product design and material selection to maximize resource value
- Promote the use of renewable energy and recycled materials in construction and production processes to reduce waste and residuals

- Extend product lifespan through reuse, repair, value enhancement, and product refurbishment to restore like-new condition
- Encourage product leasing programs as an alternative to outright purchase
- Initiate and transform business models towards Products as a Service (PaaS) and Sharing Platform concepts
- Deploy digital technologies to improve business process efficiency and Scale Up Circular Economy
- Research and develop innovations and new materials to extend the life of materials and products
- Preserve and regenerate nature to increase climate and environmental resilience
- Optimize operations and eliminate avoidable resources consumptions
- Collaborate with customers, partners, suppliers, and regulatory bodies throughout the product value chain to promote the circular economy
- Initiated 40 circular economy innovation projects focused on operational process improvement and new business development

3.4.1.2 Life Cycle Approach and Sustainable Materials

WHA Group applies life cycle-based approaches to reduce greenhouse gas (GHG) emissions and environmental impacts across our operations and project development. This includes the use of Life Cycle Assessment (LCA) in core utility processes and the integration of environmental and health criteria in building material selection. These approaches enable us to systematically evaluate environmental impacts across the value chain, support circular economy practices, and enhance resource efficiency and environmental performance over the full life cycle of our activities and assets.


We incorporate environmental criteria into building material selection by prioritizing materials with Carbon Footprint Product (CFP) Certificated from Thailand Greenhouse Gas Management Organization (Public Organization) or "TGO" and Environmental Product Declarations (EPD). The use of EPD-certified materials enables transparent disclosure and evaluation of environmental impacts, including carbon footprint, resource use, and other life cycle indicators, supporting informed decision-making and alignment with international standards. This approach enhances transparency on environmental and health attributes of materials and contributes to reducing life cycle impacts in construction and infrastructure development. In 2025, EPD-certified materials were applied in selected industrial estate at ESIE 5 for Hydraulic Cement.

We integrate sustainability considerations into material specifications with a strong focus on environmental and health attributes to minimize indoor air pollutants and occupant health and well-being. This includes the selection of low-emitting volatile organic compound (VOC) materials, such as precast, paints, coatings, adhesives, sealants, and flooring, in warehouses and office buildings. In addition, the Group promotes the use of materials and packaging that can be reused or easily recycled to improve resource efficiency and reduce environmental impacts. This includes UPVC roof gutters reduce construction and hazardous waste through their durable, paint-free, and recyclable properties, while also supporting rainwater harvesting for resource circularity and concrete materials that can be reformed into paving blocks for use in walkways, footpaths, and roadside applications, supporting circular material use across project developments. (For more details, see "Paving Blocks from Construction Waste Project")

3.4.2 Operational Waste Management

Operational Waste Management Projects

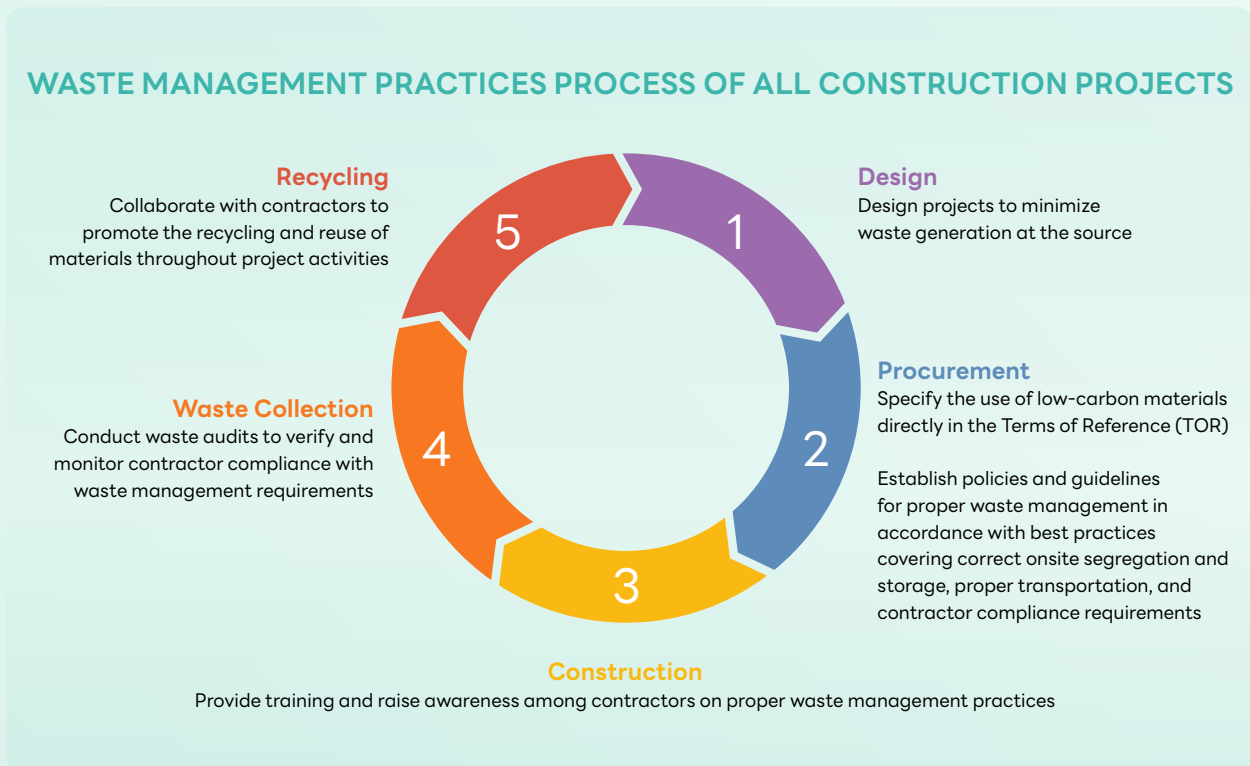
Project	Description	2025 Performance
Utilities and Power Waste Management		
Sludge to Soil Nutrient	WHA Group implements the sludge-to-soil nutrient project to convert sludge from water and wastewater treatment processes into soil nutrients, reducing waste sent to landfill or incineration. Soil quality is tested to ensure safety, including the absence of heavy metals, organic contaminants, and plant pathogens.	<ul style="list-style-type: none"> Recycle 100% of total sludge (5,632.8 tons) for nutrient-enriched soil production Achieve target of no sludge disposal to landfill
Hazardous Chemical Container	WHA Group reduced hazardous chemical packaging waste from utilities and power operations by converting to loading tankers for chemicals used in water treatment system. For chemicals still supplied in containers, such as Anti-scale, Biocide, SBS used in RO water production plants, WHA has chosen the certified waste processor who has a license and is able to reuse or recycle the hazardous containers. For certain chemical supplied in containers at some locations, suppliers are required to take responsibility for container reuse or proper disposal in accordance with environmental standards.	Reduce approximately 0.73 tons of hazardous chemical packaging waste, which can be reused or recycled by the waste processor certified by the Department of Industrial Works (DIW).

Project	Description	2025 Performance
<p>Cartridge filter to Concrete curbs</p>	<p>WHA Group applies circular economy principles by recycling the cartridge filter waste from reclamation water plants to construct concrete curbs for roadside curbs within WHA properties, reducing construction waste and lowering the need to purchase new materials.</p> 	<p>8,626 pieces reduction of cartridge 7,376 number of recycled road curbs which can reduce 20.85 tons for Concrete Reduction Reduce approximately 5.18 tons of cartridge filter waste by recycling them as part of road concrete curbs</p>
<p>Waste to Energy (Chonburi Clean Energy: CCE)</p>	<p>WHA Group promotes waste-to-energy as a circular economy solution by converting non-hazardous waste (general waste) into electricity, reducing reliance on landfilling and incineration without energy. The initiative supports Thailand's Alternative Energy Development Plan (AEDP) and addresses industrial waste challenges through energy recovery.</p>	<p>General waste of 422 Tons sent to Chonburi Clean Energy Power Plant for turning waste into electricity</p>
<p>Office Waste Management</p>		
<p>E-Paperless</p>	<p>WHA Group promotes a paperless work culture by leveraging digital technologies across all business units. This effort supports WHA's digital transformation and sustainability goals by focusing on reducing paper consumption through electronic documentation and cloud-based collaboration tools. By encouraging digital workflows which implementation of the 2 solutions such as ISO digitization and PV approval document viewer to digitize 2 high paper consumption processes completed by December 2025, cloud storage, and secure electronic record-keeping, WHA can minimize reliance on physical documents, streamline operations, and promote a more efficient, eco-friendly office environment.</p>	<p>Reduce 2% of paper compared to the previous year, achieving 2025 target at 2% paper consumption reduction</p>
<p>Construction Handover Management System (CHMS) Platform</p>	<p>WHA Group implemented CHMS platform to manage construction and building handover documentation. The platform replaces paper-based documents with digital records in our central system, improving document accuracy, accessibility, and workflow efficiency while reducing paper consumption during construction handover processes.</p>	<p>Reduce paper usage by 13,752 sheets (approximately 69 kg)</p>

Project	Description	2025 Performance
IT assets life extension and recycling	WHA Group implements IT assets life extension focusing on breaking the cycle of frequent hardware replacement by prioritizing the repair, refurbishment, and long-term maintenance of our existing computers and devices. By shifting our standard replacement cycle from 5 years to 7 years or more, we significantly slow down the generation of electronic waste and maximize the value of every piece of equipment we own through a “repair-first” mindset. Furthermore, once a device truly reaches the end of its extended functional life, this strategy ensures it is repurposed for simpler tasks or sent to specialized partners who provide certified, zero-cost recycling; this process guarantees that 100% of our old hardware is either reborn in a new role or responsibly broken down for parts, keeping our inventory completely free of obsolete “e-junk” while providing a clear report on our total carbon savings.	All end-of-cycle computers achieved a 100% landfill diversion rate to reduce e-waste and optimize resource utilization. They were managed using two distinct approaches: <ul style="list-style-type: none"> • 114 computers (5-year life-cycle) were reused: 65 units (57%) had their lifespans extended, while 49 units (43%) were reallocated to new employees for continued internal use • 76 computers (7-year life-cycle) were repurposed and recycled: Components such as RAM and hard drives from 66 units (87%) were repurposed for continued use, while the remaining hardware components were salvaged and processed through recycling.

3.4.3 Construction Waste Management

WHA Group applies structured waste management practices from construction projects or infrastructure developments across all projects to minimize waste generation, ensure legal compliance, and promote reuse and recycling throughout the construction lifecycle:




Construction Waste Management Approach

Approach	Description
Waste management strategy and planning	WHA Group has established strategies and plans to control and reduce the amount of waste generated, from project design through execution phase, covering 100% of our construction or demolition projects, in line with the Group's operational direction to eliminate waste at the source and improve resource efficiency. Project engineers and safety officers jointly develop waste management schemes aligned with construction plans, material quantities, timelines, site conditions, and legal requirements.
Contractor selection and material considerations	WHA Group carefully selects partners and contractors to ensure the use of construction materials that consider environmental and social impacts, supporting responsible sourcing and sustainable construction practices.
Waste management requirement	Waste management is a mandatory requirement in all construction contracts, ensuring contractors comply with the Group's waste management expectations throughout project implementation. The Group also requires 100% waste separation from construction activities across all industrial estates to enable effective reuse, recycling, and proper disposal. WHA informed the waste management practices to 155 contractors of both WHA Group and our customers in 2025.
Reuse, recycling, and recycled material utilization	Under our principle of separating waste from construction projects, most construction waste is reused, such as conversion into leveling materials, while other waste generated by contractors is transported and disposed of by our contractors in accordance with policies.
Contractor-led waste segregation and 3R practices	Contractors are required to manage construction waste and debris from all projects (100%). This includes providing closed containers, assigning responsible personnel, and systematically segregating waste to enable Reduce, Reuse, and Recycle (3R) practices, including orderly storage for reuse or sale. Since construction processes and waste management are the responsibility of all contractors,
On-site waste control and monitoring	During construction, project safety officers are designated to collect data of waste removal from project areas, inspect removed waste types, and monitor waste transportation out of site to ensure proper handling and compliance with approved procedures.
Training and awareness for all stakeholders	WHA Group requires 100% of employees, workers, contractors, and subcontractors to comply with waste management procedures and provides training before work commencement,



Construction Waste Management Projects

Project	Description	2025 Performance
Use of Precast	<p>WHA Group adopts precast methods in our construction processes by using prefabricated reinforced concrete elements produced off-site. This approach reduces on-site construction time and cost, improves construction quality, and minimizes waste generation, noise, dust, and traffic disruption during construction activities, supporting more environmentally responsible project development.</p>	<ul style="list-style-type: none"> Utilize precast elements in 67,579 sq.m. of construction projects Reduce 106 tons of construction waste (equivalent to 2% waste reduction compared with conventional construction methods)
Paving Blocks from Construction Waste	<p>WHA Group applies circular economy principles by setting a target for our construction and demolition projects to recycle 100% of leftover concrete waste into paving blocks. The recycled blocks are used for footpaths, walkways, and roadside curbs within WHA properties, reducing construction waste and lowering the need to purchase new materials.</p> 	<ul style="list-style-type: none"> 6 out of 9 construction projects (67%) have set specific targets to recycle 100% of their concrete waste into paving blocks. 6 projects (100% of those with project-specific targets) recycled 100% of their concrete waste into paving blocks, reducing residual concrete by 60.35 tons and producing 1,064 recycled paving blocks
The Dog Shelter Project Using Recycled Wooden Pallets from Solar Cell Packaging	<p>WHA Group utilizes recycled wooden pallets from solar panel packaging to construct 11 dog shelters, promoting efficient resource utilization in line with the 3Rs policy: Reduce, Reuse, and Recycle, and supporting environmental sustainability to the dog foundation. The project was implemented in Mae Nam Khu Subdistrict, Pluak Daeng District, Rayong Province.</p>	<p>1 ton of wooden pallets (40 pallets) was recycled to a dog shelter</p>
Supplier Waste Audit	<p>WHA Group implemented a supplier waste audit program as part of our comprehensive waste management policy, covering construction waste generated by suppliers and contractors. The program included audits of key suppliers and contractors to assess onsite waste management practices, including waste segregation, reuse and minimization initiatives, disposal methods, and the adequacy of supporting documentation.</p>	<p>3 Engineering, Procurement, and Construction (EPC) contractors was audited on their onsite waste management practices in 2025</p>

3.4.4 Customer Waste Management

Building on our circular economy principles and waste management practices within operations and construction, WHA Group is extending our waste management approach beyond our own activities to support effective waste management by customers within our industrial estates and facilities. We communicate our waste management requirements and plans to customers and oversee performance through reports received from them. Through governance systems, awareness training, and audits, the Group aims to promote responsible waste practices, enhance resource efficiency, and reduce environmental impacts across the broader value chain.

WeCYCLE Program

WHA Group launched the WeCYCLE program in 2022 as a collaborative circular economy initiative to promote systematic waste sorting, recycling, and

upcycling across operational areas of customers and partners. Through partnerships with IEAT and leading organizations such as PTT Global Chemical Public Company Limited (GC), SCG Packaging Public Company Limited (SCGP), and BSGF Company Limited. This initiative focuses on managing and adding value to waste materials such as plastic bottles, paper, and used cooking oil from employees, customers, contractors, communities, schools, and local authorities through recycling and upcycling processes to reduce environmental impact. These materials are reused as recycled products and alternative energy, helping reduce waste sent to landfills, lower GHG emissions, improve resource efficiency and enhance the quality of life for communities in WHA's industrial estates. In 2025, we reduced total waste 108 tons and GHG emissions by 146 tCO₂e across all projects and more than 269 companies joined in this project.

Project	Partners	Description	2025 Performance
Used Plastic Bottles	GC	Collects used plastic bottles, where they are recycled and upcycled into plastic fibers and woven together with water hyacinth fibers from our wastewater treatment system. This process is carried out by local community members from Ban Chak Mahat Community Enterprise Group to create reusable products such as school bags, sleeves, pillowcases, reducing waste landfill disposal and promoting resource efficiency and supporting local community livelihoods.	Divert 24 tons of plastic waste (equivalent to 3,391,751 used 600-ml. bottles) reducing GHG emissions by 25 tCO ₂ e
Used Paper	SCGP	Collects used paper and recycles it into educational products such as bookshelves for schools surrounding WHA industrial estates, promoting circular resource use and community learning support.	Recycle 83 tons of used paper, reducing GHG emissions by 243 tCO ₂ e
Used Cooking Oil	<ul style="list-style-type: none"> • IEAT • BSGF 	Collects used cooking oil from WeCYCLE members to recycle it into Sustainable Aviation Fuel (SAF), supporting clean energy production, circular economy, and GHG reduction.	Collect 1.48 tons of used cooking oil, reducing GHG emissions by 0.49 tCO ₂ e.



For more details, please refer to:
<https://www.wha-group.com/en/sustainability/wecycle/overview>

3.4.4.1 Customer Waste Management Project

Project	Description	2025 Performance
Governance of Industrial Waste Management	Although WHA Group does not have direct authority over waste management practices of factories within our industrial estates, we have established a dedicated working group to oversee compliance and promote responsible waste management. We also promote environmental management through initiatives such as the “Green Industry” and “White Flag Green Star” programs.	781 factories participated in these programs
Promoting Customer Awareness on Industrial Waste Management	WHA Group communicates waste management requirements and best practices to factories within our industrial estates through Safety Club meetings, aiming to raise awareness, strengthen cooperation, and ensure proper waste handling in line with legal and internal guidelines. The program covers waste reduction, reuse, transportation, legal documentation, and waste-to-energy initiatives.	41 Safety Club meetings organized across 11 industrial estates of WHA Group
Waste Audit	Waste management working group of WHA Group audited the waste segregation, storage and disposal of waste generators, which are factories in WHA industrial estates, and waste processors.	11 factories are audited in 2025

4. Way Forward

WHA Group will continue to strengthen our waste management framework by advancing circular economy practices across the entire value chain, from procurement and construction to operations and expanding to waste from suppliers and customers, in alignment with our long-term goal of achieving 100% circularity by 2050.

In 2026, we will maintain our commitment to zero waste disposal to landfill and incineration without energy recovery, by continuously recycling 100% of operation waste such as sludge, top soil, asphalt scrap to be recycled construction materials in collaboration

with partners. To further reduce waste generation at source, WHA Group plans to improve construction design, material efficiency, and on-site waste control.

Through the WeCYCLE program, we aim to: i) increase participation from customers, contractors, and surrounding communities by 10% compared to 2025, supported by enhanced awareness campaigns and improved collection and recycling systems; and ii) expand the initiatives to other waste streams such as food waste, electronic waste. Ultimately, these efforts aim to reduce CO₂ emissions from waste management activities in 2026 by more than 20% compared to 2025.



Air Emission Management

1. Introduction

Air emissions from industrial and transportation construction activities continue to affect environmental quality, public health, and the well-being of communities near operational sites. In response, organizations worldwide are adopting advanced emission control technologies, renewable energy, electric vehicles (EVs), and other low-emission practices to reduce air pollution. At the same time, and real-time monitoring systems are increasingly being implemented to detect and manage air pollution more effectively. Increased stakeholder participation, including employee and community engagement, has also become essential to achieving long-term air quality improvement and supporting global sustainability goals.



WHA Group recognizes that effective air emissions management is critical to sustainable development and is committed to minimizing environmental and health impacts from our operations. We apply international standards, deploy high-precision air



quality monitoring systems, expand the use of clean energy, and increase green spaces within and around our industrial areas. Through pollution control measures across all operational stages, compliance monitoring by environmental specialists, and collaboration with communities and public agencies, we aim to reduce air emissions responsibly and support the long-term coexistence of industrial development, communities, and the environment.

2. Risk and Opportunity

Effective air emissions management is a critical element of WHA Group’s environmental risk management and long-term sustainability strategy. Identifying and managing potential risks, while leveraging opportunities arising from proactive air quality management, enables the Group to safeguard stakeholders’ health, ensure regulatory compliance, and strengthen long-term business resilience.

 Risk	 Opportunity
<p>Inadequate control of air emissions from industrial activities or environmental incidents could worsen air quality, pose health risks to employees, tenants, and surrounding communities, and result in reputational damage for WHA Group. These impacts can extend to fundamental human rights issues, such as the right to health and a safe environment, particularly for vulnerable groups living close to industrial areas. Poor air pollution management may also expose the Group to legal penalties, fines, and higher compliance costs, as well as increased operational expenses associated with corrective measures and unplanned investments. Non-compliance with air emission laws and regulations may lead to operational disruptions, loss of customer and investor confidence, and weakened long-term competitiveness.</p>	<p>Effective air emissions management enables WHA Group to maintain high air quality within across our operations, protect public health, and strengthen trust with communities and regulators. Strong compliance with regulations and proactive pollution prevention support operational stability, reinforce our reputation as a responsible integrated solutions provider, and create opportunities to lead in environmental performance without generating complaints or negative impacts. Transparent monitoring, continuous improvement, and investment in emission reduction technologies also enhance stakeholder confidence, attract environmentally responsible customers and partners, and position WHA Group as a preferred partner while strengthening long-term competitive advantage.</p>

3. Management Approach

WHA Group adopts a structured and proactive management approach to air emissions to ensure effective control, regulatory compliance, and continuous improvement across our operations. Through technology adoption, rigorous monitoring, and collaboration with stakeholders, we aim to protect community health, support sustainable industrial development, and balance economic growth with environmental responsibility.

3.1 Governance Structure

WHA Group manages air emissions through a clear governance structure that provides strategic oversight and effective implementation. Roles and responsibilities are defined to ensure compliance with regulatory requirements, alignment with international standards, and continuous improvement in air quality management across our operations.

Roles	Responsibility
 <p>Board of Directors</p>	Provides overall oversight of air emissions management by supervising the Corporate Governance and Sustainable Development Committee and ensuring alignment with our strategic direction and sustainable development goals.
 <p>Corporate Governance and Sustainable Development Committee</p>	Sets strategies and management approaches for air emissions as part of the Group's Environmental Policy, monitors and evaluates performance against pollution reduction targets ensures implementation in line with international standards, and promotes the adoption of emission reduction technologies and proactive air quality improvement measures.
 <p>Air Emissions Management Working Team</p>	Develops and implements action plans aligned with our strategic goals, establishes air pollution control measures within production processes, applies advanced air quality monitoring technologies, assesses environmental impacts, proposes continuous improvement measures, and collaborates with external organizations and local communities to prevent and reduce air pollution.

3.2 Policy Commitment

WHA Group is committed to managing air emissions responsibly under our Sustainable Development Policy and our Environmental Quality, Energy Conservation, and Biodiversity Policy. We implement energy efficiency measures and promote the use of renewable energy to reduce our carbon footprint and air pollutants as part of our broader environmental management approach. We conduct our business in compliance with all applicable laws, regulations, and requirements related to air quality and environmental management, and apply systematic monitoring, prevention, and control measures across our operations. Through these integrated efforts, we aim to minimize impacts on the environment and public health, enhance resilience to climate change, and support sustainable industrial development alongside surrounding communities.



Link for Environmental Quality, Energy Conservation, and Biodiversity Policy:

<https://www.wha-group.com/storage/downloads/corporate-governance/corporate-policy/20230817-wha-environmental-management-policy-en.pdf>

3.3 Metrics and Targets

Due to the nature of operations across WHA Group’s five business hubs, the Group does not directly generate air emissions such as nitrogen oxides (NOx) or sulfur oxides (SOx) from our own activities. However, WHA Group monitors ambient air quality across our operation to assess potential impacts that may arise from activities of customers and other operations within the estates. Based on these monitoring results, we have established targets to support the reduction of air pollutant emissions and to maintain air quality within regulatory standards, as outlined below.

Target	2025 Performance	2025 Target	2030 Target (Long-term Target)
NOx and SOx emissions from WHA Group’s direct business operations	0 tons	0 tons	0 tons every year
Percentage of operational areas where air pollutants are in line with relevant government agencies’ laws and regulations. (<80% of allocated quota for air pollutants emission).	100%	100%	100%

Moreover, the Group has set unquantified targets to enhance processes or approaches to reducing air emissions, as follows:

Target	2025 Performance
Adapting technologies to reduce air emissions in 2025	<ul style="list-style-type: none"> • Use of an automatic vehicle management system (VMS) controlling the traffic light. • Use of drones to reduce air emissions
Utilizing clean energy to reduce air emissions in 2025	<ul style="list-style-type: none"> • Use of electric vehicles as company fleet • Use of solar-powered streetlights
Developing roads and infrastructure within industrial estates to reduce dust in 2025	<ul style="list-style-type: none"> • Road paving with materials that minimize dust dispersion • Planting trees, cover crops for preventing dust.

3.4 Strategies and Management

3.4.1 Air Pollution Assessment

WHA Group evaluates pollution prevention measures and ensure all operations meet legal air quality standards. The results show that air pollution indicators for each project remained at appropriate levels as specified in regulatory standards, with no instances of emissions exceeding legal limits. These results reflect the effectiveness of our preventive approach and the application of appropriate control technologies.

We invest in advanced technologies and research to reduce air emissions, particularly through energy efficiency improvements that lower fuel combustion, GHG emissions and associated pollutants such as SO₂ and NO₂, which contribute PM2.5, and other forms of air pollution. This includes

engaging energy consultants to assess and improve energy performance across key industrial estates, supporting effective environmental impact management, regulatory and operational risk reduction, and a balanced approach to sustainable growth and stakeholder responsibility.

In 2025, we spent 850,000 baht for hiring consultant to assess for energy use and suggest on using energy efficiently at four industrial estates: Eastern Seaboard Industrial Estate (Rayong) (ESIE), WHA Chonburi Industrial Estate 1 (WHA CIE 1), WHA Eastern Industrial Estate (Map Ta Phut) (WHA EIE), and WHA Eastern Seaboard Industrial Estate 4 (WHA ESIE 4). In 2025, WHA invested 8,638,121 Baht on the development of energy saving projects, resulting in energy saving at 352,332.49 kWh/ year.



3.4.1.1 Air Quality Monitoring Station (AQMS)

To strengthen our efforts to reduce health risk to tenants and communities and ensure regulatory compliance, WHA Group strictly monitors air pollutants by measuring Total Suspended Particulates (TSP), particulate matter not exceeding 10 micrometers in diameter (PM10), particulate matter not exceeding 2.5 micrometers in diameter (PM2.5), Nitrogen Dioxide (NO₂), and Sulfur Dioxide (SO₂) both within the industrial estate areas and within a 5-kilometer radius of the industrial estate community areas.

Using our automatic Air Quality Monitoring Stations (AQMS), we can continuously monitor air quality and meteorological data in our industrial estate areas. Real-time monitoring results are transmitted to the Environmental Monitoring and Control Center (EMCC) and WHA Tower via the Unified Operation Center (UOC), enabling timely oversight and response. The results are reported twice a year to relevant government agencies, including the Ministry of Natural Resources and Environment, the Industrial Estate Authority of Thailand (IEAT), Provincial Industry Office, and the Office of Natural Resources and Environmental Policy and Planning, as part of the Environmental Impact Assessment (EIA) Monitoring report. The results are also submitted to the CGSD to support internal governance oversight and performance monitoring. Employees, customers, tenants, and nearby communities can conveniently and effectively track air quality conditions via <https://air.wha-industrialestate.com/>. In 2025, all

monitored air quality indicators were within the specified standards under the Environmental Impact Assessment (EIA) requirements.

3.4.2 Air Emissions Management

WHA Group recognizes that effective air pollution management is critical to protecting community well-being and natural resources. We manage air emissions arising from our own operations, particularly from building operations, construction activities, company vehicles, and logistics-related activities under our direct control. Through compliance with legal and international standards and the adoption of environmentally friendly technologies, We aim to control and minimize emissions within applicable legal limits while supporting sustainable business growth.

3.4.2.1 Clean Technology to Reduce Air Emissions

WHA Group integrates clean technologies to reduce air emissions and support sustainable industrial development through the following measures, which collectively contribute to lower emissions, improved air quality, and our transition toward cleaner and more sustainable operations.

- Using electric vehicles (EVs) as company fleet to reduce fossil fuel consumption and
- Expanding WHA Mobility services to provide EV rental services and EV charging solutions, promoting clean energy use for logistics entrepreneurs
- Installing solar rooftop systems within our own facilities to reduce reliance on electricity generated from fossil fuels

- Installing solar-powered streetlights in industrial estates to reduce electricity use from fossil fuel-based sources
- Developing the Hydro Micro Turbine Generator (HydroXS) project to generate renewable hydropower
- Installing automated air circulation control sensors in office buildings

3.4.2.2 Environmentally Responsible Design and Construction Practices

WHA Group applies environmentally responsible design, construction, and operational practices across logistics facilities, industrial estate developments, and office buildings to manage air emissions, reduce dust impacts, and support healthy environments for tenants, employees, contractors, and surrounding communities. These measures are integrated throughout the project lifecycle, from design and construction to building operations.

During project development and construction, the Group implements air pollution and dust control measures, including minimizing exposed soil areas, regular water spraying at construction sites or more frequently when weather conditions require, washing truck tires before vehicles exit project areas, and maintaining good housekeeping practices. These measures help reduce dust dispersion, maintain surrounding air quality, and minimize potential impacts on nearby communities. In addition, WHA Group utilizes precast construction methods where appropriate to reduce on-site construction activities, waste generation, traffic movements, noise, and dust emissions.

For completed buildings and warehouses, WHA Group incorporates sustainable design features that support lower emissions and improved environmental performance. These include heat-resistant materials, low-emissivity glass,

enhanced roofing materials, natural lighting, LED lighting systems, low-emitting VOC materials, and solar-ready infrastructure. Resource efficiency is further supported through water-saving fixtures, energy monitoring systems, and renewable energy infrastructure, with 100% of the Group's warehouses designed to support renewable energy generation, particularly solar power systems.

Indoor air quality is also prioritized through efficient air circulation systems, fresh air ventilation systems, and high-efficiency air filtration aligned with recognized standards such as ASHRAE principles. HVAC systems are carefully managed to maintain thermal comfort while supporting efficient energy use.

At WHA Tower, the Group has implemented an indoor air ventilation enhancement project through a fresh air filling system controlled by CO₂ detectors. When indoor CO₂ levels exceed defined thresholds, the system automatically increases fresh air intake. Incoming air is filtered through high-efficiency MERV 14 filters, which can capture particles as small as 0.3 to 1.0 microns, including pollen, mold spores, pet fur and dander, and PM2.5. This supports cleaner and healthier indoor air, employee well-being, tenant comfort, and sustainable building management.

3.4.2.3 Air Emissions Management/reduction initiatives

To manage air emissions, WHA Group implements various initiatives to control and reduce emissions across both our own operations and the value chain. These initiatives focus on improving operational efficiency, adopting cleaner technologies, supporting sustainable transport solutions, and promoting responsible environmental practices among stakeholders.

Air Emissions Management Initiatives in Own Operations

Project	Description	2025 Performance
Adoption of Renewable Energy and Energy Efficiency Initiatives	Adoption of renewable energy and energy efficiency initiatives across our operations includes the use of solar power, installation of solar-powered streetlights, replacement of conventional lighting with LED systems, and upgrades to electrical equipment to better match actual operational needs, such as changing to four-way cassette air conditioners. We also apply systematic energy management practices in line with environmental standards and our Operational Excellence Policy to optimize energy use. These initiatives support our commitment to lower emissions and sustainable operations.	Reduced energy for approximately 2,640,045 kWh per year (equivalent to a reduction of about 1,320 tCO ₂ e).
Auto Run Fire Pump System	WHA Group implemented an auto run fire pump testing system at warehouse facilities to reduce fuel use and air emissions from weekly on-site inspections. The system enables online monitoring and testing from WHA Tower, eliminating the need for physical travel while maintaining compliance with safety requirements.	<ul style="list-style-type: none"> • Reduced diesel consumption by 898.56 liters per year and reduced CO₂ emissions by 2.46 tCO₂e per year. • 2 warehouses equipped with the auto run fire pump system

Air Emissions Management Initiatives in Value Chain

Project	Description	2025 Performance
Supervision and promotion of emission reduction from industrial factories	WHA Group oversees air emissions from industrial factories within our industrial estates to ensure compliance with standards set by the Ministry of Industry, the IEAT, and specified in each estate's EIA. If emissions exceed permitted limits, we require corrective actions and report the case to IEAT, with enforcement measures, including suspension of operations, applied where necessary. In addition, we apply stricter internal controls by maintaining pollutant levels below 20% of legal limits. Beyond regulatory oversight, we manage industrial estates under the eco-industrial estate approach, promoting efficient resource and energy use, environmentally friendly production processes, and greenhouse gas reduction. These measures support responsible operations by customers and contribute to long-term environmental sustainability across our industrial estates.	100% of factories within our industrial estates comply with the required standards.
Mobilix	WHA Group developed Mobilix, Thailand's first green logistics solution, to reduce air emissions for our customers from logistics industries and EV users. Mobilix provides a comprehensive electric vehicle (EV) ecosystem that supports low-emission transportation, lowers fuel-related air pollution, and reduces greenhouse gas emissions. By integrating sustainable transport solutions with energy-efficient infrastructure, we aim to minimize air emissions while supporting responsible and future-ready logistics services.	Leased electric vehicle (EV) 387 (equivalent to GHG reduction of about 3,080 tCO ₂ e)

Project	Description	2025 Performance
Tripartite Meetings on Air Quality Monitoring	WHA Group established Tripartite or EIA Committees comprising representatives from WHA Group, government agencies, and local community representatives to jointly monitor compliance with environmental measures under the EIA. The committees serve as a platform for information exchange, handling environmental complaints, and continuous monitoring of air quality within industrial estates to ensure compliance with standards and support ongoing improvements. Committee meeting outcomes were documented in EIA reports and submitted to relevant government agencies and local authorities.	<ul style="list-style-type: none"> • 14 Tripartite Committees were established across industrial estates • Meetings held twice a year with a total of 301 participants
PM 2.5 Monitoring Project for Communities	WHA Group implements PM2.5 monitoring in communities surrounding our industrial estates as an additional measure beyond EIA requirements. The project aims to track PM level trends, assess potential health and environmental impacts, and ensure transparency by sharing results with Tripartite Committees representing public and private sectors and local communities.	PM2.5 levels were monitored annually across all 11 WHA industrial estates.
White Flag–Green Star and Green Industry	WHA Group promotes and supports factories within our industrial estates to be certified by IEAT on “White Flag–Green Star”, which recognizes strong environmental governance, including air pollution and VOC control, as well as DIW Green Industry certification, which emphasizes environmental management and social responsibility in industrial operations.	31 Factories within WHA industrial estates received White Flag–Green Star awards and 750 factories are certified with Green Industry by DIW.
Vehicle Management System (VMS)	Vehicle Management System (VMS) reduces traffic congestion within industrial estates and significant air pollution from CO ₂ released from fuel combustion. The system uses license plate recognition, CCTV data, and Adaptive Traffic Control Signals (ATCs) to optimize traffic flow, shorten idling time at intersections, and reduce fuel combustion. By improving traffic efficiency, the system lowers greenhouse gas emissions from vehicles operating within and around industrial estates, ultimately reducing air emissions.	<ul style="list-style-type: none"> • Implemented VMS across all WHA industrial estates, meeting the target set for 2025 • Installed ATCs in 2 projects (WHA ESIE 4 and WHA Royong 36) • Reduced fuel consumption by 581,102 liters (equivalent to GHG reduction of about 1,592,220 tCO₂e)

4. Way Forward

To further solidify our commitment to comprehensive air emission management and fostering a clean, healthy environment for relevant stakeholders, WHA Group is strategically expanding its initiatives and integrating cutting-edge technologies across our industrial estates, warehouses, and factories. Aligned with these endeavors, we are scheduled to deploy an additional Air Quality Monitoring Station (AQMS) at IER in 2025 to continuously monitor direct local emissions. Concurrently, we are developing "EIA Data Collection" an advanced digital platform designed for real-time monitoring and active alerting. This comprehensive ecosystem empowers our industrial estate tenants to seamlessly submit their environmental data, facilitating automated aggregation, rigorous analysis, and holistic visualization of air quality metrics, with full-scale implementation targeted for 2026. Furthermore, to address indirect air emissions and lower our overall carbon footprint, we are actively reducing our reliance on fossil-fuel-based grid electricity. By installing solar streetlights across our facilities and applying Variable Speed Drives (VSD) to significantly reduce the energy consumption of our pumping systems, we are successfully mitigating the indirect air pollutants and greenhouse gases associated with power generation.

Climate Strategy

1. Introduction

Climate change is increasingly recognized as a critical global challenge, driving significant environmental, economic, and social impacts. The rising frequency and severity of extreme weather events are affecting economy, people's livelihoods, occupations, and various forms of production. These impacts intensify risks related to resource availability, public health, economic stability, and long-term development, underscoring the urgent need for coordinated climate action across governments, businesses, and society.



WHA Group recognizes its role in supporting global climate action and addressing climate-related risks

and opportunities. The Group aligns its operations with the Paris Agreement and its ambition to achieve Net Zero greenhouse gas emissions by 2050. Climate mitigation and resilience efforts focus on expanding renewable energy, enhancing smart energy management and storage solutions, developing EV Ecosystem, promoting EV internal fleet adoption, collaborating on low-carbon supply chains, and promoting climate awareness within organization. Through this integrated approach, WHA Group seeks to manage climate-related risks, reduce greenhouse gas emissions across its value chain, and contribute to the transition toward a low-carbon and sustainable future.

2. Risk and Opportunity

WHA Group recognizes that climate change presents both risks and opportunities that can affect operational efficiency, asset performance, stakeholder confidence, and long-term business resilience. Climate-related impacts may arise from the Group's own operations as well as from its upstream and downstream value chain.

The Company assesses climate-related risks and opportunities across short, medium, and long-term time horizons, considering their potential financial and operational impacts. Scenario analysis has been conducted using climate scenarios aligned with internationally recognized pathways (e.g., 1.5°C and 2°C scenarios) to assess the resilience of the Company's strategy, including potential impacts on revenue, costs, asset valuation, and capital expenditure. These assessments are integrated into the enterprise risk management (ERM) framework, ensuring alignment with the Company's risk appetite and strategic objectives.

 Risk	 Opportunity
<p>Inadequate management of climate-related risks may result in negative impacts on WHA Group's operations and assets. Physical risks, including acute events such as extreme weather events and flooding, as well as chronic changes such as heat stress and resource scarcity, could disrupt both the Company's operations and customers assets, damage infrastructure, reduce service reliability, and increase operating and maintenance costs. Transition risks, including changes in climate-related regulations, carbon pricing mechanisms, technological developments and stakeholder expectations, may increase compliance costs and create the risk of stranded assets, particularly if the Group and its business partners are unable to adapt in a timely manner. These risks may impact occupancy rates, customer demand, revenue stability, and long-term financial performance, as well as the Group's reputation.</p>	<p>Climate change also creates opportunities for WHA Group to strengthen resilience and enhance long-term value creation. By investing in climate-resilient infrastructure, energy-efficient technologies, renewable energy, low-carbon utilities, and sustainable industrial estate design, the Group can reduce exposure to physical and transition risks, optimize operational cost while supporting customers in their decarbonization efforts. Furthermore, the Company is actively exploring new businesses related to low carbon activities such as Mobilix EV Ecosystem and renewable energy solutions, including Renewable Energy Certificate (REC). These initiatives can contribute to new revenue streams, cost optimization, and enhanced asset utilization.</p> <p>Proactive climate action across the Group's operations and value chain can improve operational efficiency, attract sustainability-focused investors and tenants, support compliance with evolving regulations, and position WHA Group as a partner of choice in the transition to a low-carbon economy, reinforcing competitiveness and long-term business resilience.</p>

3. Management Approach

WHA Group manages climate-related risks and opportunities through an integrated approach that aligns governance, strategy, risk management, and performance monitoring to support long-term business resilience and sustainable growth. In 2025, the Group aligned its environmental disclosures with the Task Force on Climate-related Financial Disclosures (TCFD) framework by enhancing the sustainability report to reflect TCFD recommendations, strengthen transparency, and clearly present climate-related risks, opportunities, and management strategies. The Group also continues to enhance environmental data management, governance, and climate risk management processes in line with the TCFD framework to support sustainable business operations and meet international stakeholder expectations.

3.1 Governance Structure

WHA Group has established a clear climate governance structure that defines roles and responsibilities at Board, executive, and operational levels to ensure effective oversight and accountability for climate and energy-related matters.

Position	Responsibility
 <p>Board of Directors</p>	Approves climate-related policies, commitments, targets as well as strategies to manage climate change issues.
 <p>Corporate Governance and Sustainable Development Committee</p>	Reviews and endorses climate-related policies, commitments, targets and progress, and ensures that policy implementation aligns with the defined plans. These efforts are part of the Group's overall sustainable development strategy. The Committee holds meetings to follow up on climate-related issues at least once a year. In 2025, the Committee held a meeting on 6 November 2025 to review targets and strategies and establish appropriate practices.
 <p>Risk Management and Information Security Committee</p>	Oversees enterprise risk management particularly climate-related risks, and monitor the performance of the Risk Management Working Group to evaluate the effectiveness of risk management process. Reviews risk assessments, key risk indicators, and mitigation measures, and ensures that all risks are managed in alignment with the Group's risk appetite and its approved policies and frameworks. The outcomes are subsequently reported to the Board of Directors (BOD) at least four times per year. Significant risks and emerging issues are escalated to the BOD, as appropriate, to support informed decision-making and the achievement of WHA Group's strategic objectives.
 <p>Chief Sustainability Officer</p>	Drives the implementation of climate strategy according to policies, commitments, targets, strategies, and budgets approved by the Board of Directors. The CEO also oversees the development and execution of strategies to manage climate-related risks and opportunities and ensures that adequate resources are allocated to mitigate climate-related impacts.
 <p>Sustainability Officer</p>	Formulates climate strategy that can manage climate-related risk and opportunities and ensures those strategies and targets are reflected in related policies and KPI of all involved departments. Oversee[TS1.1] the implementation of climate actions to ensure appropriate measures in line with the business are taken place to tackle climate change.

Position	Responsibility
 <p>Risk Management Working Group</p>	<p>Implements risk management processes on a day-to-day basis, Encompasses risk identification, assessment, monitoring, and reporting. Analyses and evaluates risks across the Group's operations and value chain, taking consideration both external and internal factors. These include strategic, operational, financial, compliance, and emerging risks including climate-related risks, both physical (such as floods) and transition risks (such as climate policy changes).</p> <p>The team maintains the corporate risk register, develops mitigation plans, monitors risk indicators, and supports remediation actions. Key risks and incidents are reported and escalated to the Risk Management and Information Security Committee on a regular basis. (For more details, see the Risk and Crisis Management section)</p>

3.1.1 Climate-Related Management Incentives

In addition to economic performance, WHA Group has set climate change issues as a Key Performance Indicator (KPI) for executives and employees involved in related operations which are overseen by Group of CEO and Vice Chairman of Board of Directors. The KPIs vary for each position and role as follows:

POSITION	CLIMATE-RELATED MANAGEMENT INCENTIVES
Group Chief Executive Officer (Group CEO)	The Group has established Key Performance Indicators (KPIs) directly linked to the remuneration of the Chief Executive Officer (CEO), in relation to climate related metrics and targets (Climate-related management incentives). This forms a key part of guiding the organization's climate and sustainability direction, both at strategic and operational levels. Emphasis is placed on driving sustainable business or climate initiatives throughout all business processes, thereby motivating the CEO to lead the organization toward its sustainability goals and create positive environmental and social impacts.
Executives Level	<p>The Group has established Key Performance Indicators (KPIs), directly linked to senior executive remuneration, on climate related targets and initiatives (Climate related management incentives), to drive accountability and embed climate performance into executive decision-making. Achievement against these KPIs directly affects bonus payouts. Key examples of these include:</p> <ul style="list-style-type: none"> • Installation and signing of cumulative power purchase agreements for renewable energy (equity-based) totaling 1,200 MW by 2029, which is expected to reduce greenhouse gas emissions (Scope 2) by over 683,000 tCO₂e per year. • Expansion of the WHA Mobility electric vehicle fleet to 10,000 units by 2030, which is expected to help reduce greenhouse gas emissions in stakeholders' supply chains by approximately 280,000 tCO₂e per year. • Reducing natural water extraction by approximately 25,000,000 cubic meters per year by 2029 from recycling water for sales and reuse water for landscaping (reclamation), equivalent to the household water consumption of more than 685,000 people.
Managers	<p>The Group has established Key Performance Indicators (KPIs) for managers involved in climate related targets and initiatives (Climate-related management incentives) assigning them responsibility for proposing innovations and practices that mitigate environmental impacts and promote sustainability across all operational stages. Individuals responsible for each target will be accountable for driving monitoring and ensuring that implementation is carried out in accordance with the established objectives. Key examples of these KPI include:</p> <ul style="list-style-type: none"> • Installation and signing of cumulative power purchase agreements for renewable energy (equity-based) totaling 1,200 MW by 2029, which is expected to reduce greenhouse gas emissions (Scope 2) by over 683,000 tCO₂e per year. • Expansion of the WHA Mobility electric vehicle fleet to 10,000 units by 2030, which will help reduce greenhouse gas emissions in stakeholders' supply chains by approximately 280,000 tCO₂e per year. • Reducing natural water extraction by approximately 25,000,000 cubic meters per year by 2029 from recycling water (reclamation), equivalent to the household water consumption of more than 685,000 people. • Renewable energy installation at water plants (% of the water plants' MW capacity requirement) 100% in 2029.

3.2 Climate Policy And Commitment To Long-Term Carbon Emissions Reduction

WHA Group commits to long-term greenhouse gas emissions reduction by aligning its policies, investments, and operational decisions with international climate goals, including the Paris Agreement and pathways consistent with a 1.5°C scenario. The Group commits to being actively involved in addressing greenhouse gas emissions and tackling the challenges of climate change. Our focus extends beyond merely reducing negative impacts; the Group also strive to promote positive environmental outcomes. This involves developing infrastructure, promoting renewable energy utilization, and leveraging existing technologies while exploring innovative solutions to achieve sustainable solutions in our business operations. Throughout our value chain, WHA Group sets targets to reduce greenhouse gas emissions and study innovations and technologies to effectively address emissions, aiming to achieve Net

Zero Greenhouse Gas Emissions by 2050 in line with the Science Based Targets Initiative (SBTi) guidelines. The Group also has set the target to reduce direct GHG emission and indirect GHG emission (Scope 1 and 2) by 42% by 2030 and by 90% by 2050 from the base year 2021. The Group is progressively phasing out investments in high-carbon assets that are not aligned with sustainable development pathways and has set investment targets to reduce Scope 3 greenhouse gas emissions, which targeting to reduce Indirect (Scope 3) GHG emission from investment by 74% within 2030 and by 90% within 2050 supporting Net Zero Greenhouse Gas Emissions by 2050.



For more details, please refer to: <https://www.wha-up.com/storage/downloads/corporate-governance/corporate-policies/20241018-whaup-cg-environmental-management-policy-en.pdf>

3.3 Metrics And Targets

WHA Group uses defined metrics and time-bound targets to measure, manage, and track progress on climate-related risks and opportunities, supporting transparent performance monitoring and informed decision-making towards goal of achieving net zero emissions target by 2050.

Emission Performance and Targets

Emission Performance	Unit	2025	2025 Targets	2030 Targets
Emission Reduction Targets				
Direct (Scope 1) GHG Emissions	tCO ₂ e	1,776	1,057	713 in 2030
Indirect (Scope 2) GHG Emissions	tCO ₂ e	19,329	19,500	10,500 in 2030
Renewable Energy Targets				
Proportion of renewable energy consumption per total energy consumption in the operation of WHAID, WHAUP	%	5.60%	NA	15% by 2030
Capacity of Renewable Power Purchasing Agreement (PPA)	MW	498	657	1,222 in 2030

Remark: 1) The climate-related target applies to entire entity in Thailand.

2) The climate-related target covers the seven Greenhouse gases under Kyoto protocol (CO₂, CH₄, N₂O, HFCs, PFCs, SF₆, NF₃), as defined under the Thai Greenhouse Gas organization (TGO), Carbon Footprint of organization (CFO) standard.

The Group monitors the effectiveness of its climate metrics and targets through systematic data collection, regular progress reporting, and ongoing strategy reviews to ensure continued alignment with changing circumstances. Direct (Scope 1) greenhouse gas emissions increased during the year due to business expansion and external factors, the Group conducted root cause analyses and revised emission reduction plans to improve efficiency and maintain long-term alignment with international standards. Indirect (Scope 2) greenhouse gas emissions slightly decreased compared to 2024, driven by initiatives to reduce reliance on conventional fuel consumption and other supporting initiatives, as outlined at Climate Strategy and Transition Pathway toward Net Zero Section.

3.4 Strategies And Management

WHA Group translates its climate commitments and risk assessments into actionable strategies and management practices designed to mitigate risks, capture opportunities, and enable an orderly transition toward a low-carbon future.

These strategies are integrated into the Group's strategic planning, investment decision-making, and capital allocation processes to ensure alignment with long-term business objectives and climate goals.

3.4.1 Climate-Related Scenario Analysis

To understand potential future impacts under different climate pathways, WHA Group conducts climate-related scenario analysis that assesses both physical and transition risks and opportunities across short, medium, and long-term horizons. The scenario analysis is designed to evaluate the resilience of the Group's strategy under different climate conditions, including potential impacts on revenue, operating costs, asset valuation, and capital expenditure. Climate change presents operational risks arising from resource uncertainty and extreme weather events, as well as transition risks associated with regulatory change, carbon pricing, technological developments and evolving market dynamics. At the same time, climate change presents opportunities for innovation, efficiency improvement, and the development of low-carbon solutions.

WHA Group integrates climate scenario analysis into its enterprise risk management (ERM) framework and strategic planning processes to proactively identify, assess, and manage climate-related risks and opportunities across its operations and value chain.

The Group is working toward the ultimate goal of net zero emission by 2050, following the Science Based Targets Initiative (SBTi) guidelines. Additionally, WHA Group considers several key assumptions in developing climate-related transition plan, including the projected share of renewable energy generation and grid capacity under Thailand's Power Development Plan (PDP), the availability of advanced technologies and the rollout of electric vehicle (EV) infrastructure, and continued access to green financing instruments.

WHA Group has conducted climate-related scenario analysis on an ongoing basis since 2022. The analysis provides a comprehensive assessment of potential financial and operational impacts arising from both physical risks, including acute and chronic climate events, and transition risks related to policy, technology, market, and reputational changes, as well as opportunities associated with the transition to a low-carbon economy. Aligned with the Task Force on Climate-related Financial Disclosures (TCFD) recommendations, the analysis covers multiple climate scenarios (e.g., 1.5°C, 2°C, and higher temperature scenarios) and evaluates impacts across defined short-term (1–3 years), medium-term (3–10 years), and long-term (more than 10 years) time horizons. Physical risk scenarios are based on the Intergovernmental Panel on Climate Change (IPCC) Representative Concentration Pathways (RCP), while transition risk scenarios refer the International Energy Agency (IEA) pathways, and the assessment also incorporates relevant Thai regulatory developments, including national targets for net zero greenhouse gas emissions by 2050. The results of the scenario analysis are used to inform risk mitigation strategies, business planning, and capital allocation decisions, thereby supporting long-term business resilience and sustainable value creation.

Climate-related Scenario Analysis

Physical Risk		Transition Risk	
Scenario 1 RCP 8.5 Business as Usual	Scenario 2 RCP 2.6 Low Future Carbon	Scenario 1 IEA STEPS	Scenario 2 IEA NZE 2050
<p>Limited climate policy action results in continued high greenhouse gas emissions and a projected global temperature increase of approximately 3–4°C above pre-industrial levels. This scenario leads to more frequent and severe extreme weather events, including flooding, heat stress, and water scarcity.</p> <p>Potential impacts on WHA Group include increased operating and maintenance costs, infrastructure damage, supply chain disruption, and reduced asset reliability, which may affect revenue stability and business continuity.</p>	<p>Strong climate policies and technological advancements drive a transition toward a low-carbon economy, limiting global temperature rise to well below 2°C above pre-industrial levels.</p> <p>Under this scenario, physical risks are relatively lower compared to a high-emission scenario; however, residual risks remain, particularly from chronic climate changes. At the same time, WHA Group may benefit from improved long-term asset resilience and reduced exposure to severe climate impacts, positioning the Group to capture emerging opportunities in the low-carbon transition.</p>	<p>Current policies and commitments result in a gradual transition, with moderate regulatory pressure and carbon pricing mechanisms.</p> <p>Potential impacts on WHA Group include increasing compliance costs, moderate shifts in customer demand, and the need for incremental investment in low-carbon technologies and solutions.</p>	<p>A rapid and ambitious transition aligned with achieving net zero emissions by 2050, supported by stringent climate policies, high carbon prices, and accelerated technological transformation.</p> <p>Potential impacts on WHA Group include significant changes in energy costs, the risk of stranded assets, and higher capital expenditure requirements, alongside opportunities for new revenue streams from low-carbon solutions and renewable energy expansion.</p>

Summary of Climate-Related Risks and Opportunities

Category	Type	Summary
Climate-Related Risks	Physical Risks	<p>Physical risks may impact WHA Group’s operations across project development, construction, and asset management, potentially resulting in asset damage and increased operating, maintenance, insurance, and adaptation costs. These risks may also affect customers’ operations within industrial estates, including water availability, supply chain continuity, project delivery timelines, and revenue stability.</p> <p>Under higher greenhouse gas emission scenarios, physical risks are expected to intensify, leading to greater asset damage, higher operating costs, and more significant long-term financial impacts on the Group. In contrast, lower-emission scenarios are expected to reduce the severity and frequency of such impacts, thereby enhancing the Group’s long-term operational resilience and financial stability.</p>
	Transition Risks	<p>Transition risks arise from changes in climate-related laws and regulations, including carbon pricing mechanisms, greenhouse gas reduction policies, and evolving market expectations, which may increase operating and compliance costs. The transition to a low-carbon economy may require significant capital investment in new technologies and infrastructure, potentially impacting capital expenditure (CAPEX), asset valuation, and return on investment. Additionally, rapid policy and market shifts may increase the risk of stranded assets and changes in customer demand, particularly for carbon-intensive activities. These risks are assessed under different climate scenarios to support strategic planning and investment decision-making.</p>

Category	Type	Summary
Climate-Related Opportunities	Low-Carbon Transition	<p>The transition to a low-carbon economy presents significant opportunities driven by growing market demand for renewable energy, energy-efficient buildings, green mobility low-carbon industrial estates, and sustainable utilities. WHA Group is well-positioned to enhance its market opportunities through the adoption of sustainable built environment standards, circular economy practices, and the provision of renewable energy services, including solar power solutions, and green logistics solutions to support customers' decarbonization efforts.</p> <p>These initiatives enable the Group to develop and scale low-carbon solutions, contributing to new revenue streams, cost optimization, and enhanced asset utilization. Under more ambitious transition scenarios, these opportunities are expected to increase in scale and value over the long term, supporting revenue growth, improved return on investment, and long-term business resilience, while further strengthening the Group's strategic positioning in the transition to a low-carbon economy.</p>

3.4.2 Climate Strategy And Transition Pathway Toward Net Zero

Building on its climate risk and scenario analysis, WHA Group has defined a comprehensive climate strategy and transition pathway to achieve Net Zero greenhouse gas emissions by 2050, focusing on mitigating and adaptation to climate and creating long-term value for society and stakeholders through an integrated approach across five pillars.



WHA Group has translated its climate strategy into specific action plans across short, medium, and long-term timeframes. These action plans define key operational strategies to systematically reduce greenhouse gas emissions, enhance climate resilience, and support the achievement of Net Zero greenhouse gas emissions by 2050, in alignment with the Group's overall climate strategy.

Climate Strategy	Key Action Plans	Scope of GHG Emissions Reduced	Metric & Target	2025 Progress
1st Pillar: Green Mobility Offer built-to-suit green mobility ecosystems to accelerate the sustainable transition of Thailand's logistics sector	Expansion of electric vehicles (EVs) Business through leasing and handover to logistics operators, supported by enabling infrastructure including EV charging stations and the MOBILIX platform for route optimization, fleet management, and e-roaming	Scope 3	Targeting 10,000 EVs by 2030, resulting in approximately 140,000 tCO ₂ e reduction Targeting 66 EV charging stations by 2026 Targeting 10,000 EVs registered on Mobilix application in 2030	387 EVs operating, equivalent to 3,080 tonCO ₂ e reduction 5 locations installed, equivalent to 5.5 MWh capacity 194 EVs registered on Mobilix application
2nd Pillar: Decarbonization Solutions : Focus on improving operational efficiency, expanding renewable energy through solar installations, deploying smart energy management technologies supported by technology transformation and employee engagement to achieve its Net Zero target	Expand solar energy through rooftop, floating, and farm installations to increase renewable capacity	Scope 2	Targeting 657 MW PPAs in 2025, resulting in 160,000 tCO ₂ e reduction Targeting 1,222 MW by 2030, resulting in approximately 803,000 tCO ₂ e offset	498 MW, resulting in 72,956 tCO ₂ e reduction
	Implement energy management solutions such as solar/smart LED lighting, and AI-driven optimization	Scope 2	Targeting reduced electricity consumption across operations	WHALG : Smart Solar LED Lighting replacement at Existing Facilities <ul style="list-style-type: none"> • Installation of 258 Bulbs WHAID: Solar LED Street lighting at industrial estates <u>New Industrial Estates</u> <ul style="list-style-type: none"> • Installation of 300 Bulbs in New IEs <u>Existing Industrial Estates</u> <ul style="list-style-type: none"> • Installation of 821 Bulbs in Existing IEs
	Deploy electric vehicles in replacement of ICE for our own internal fleet to reduce fuel consumption and emissions	Scope 1	Targeting 29% EV adoption in internal fleet by 2025	<ul style="list-style-type: none"> • 29% EV adoption for internal fleet equivalent to approximately 61 tCO₂e reduction

Climate Strategy	Key Action Plans	Scope of GHG Emissions Reduced	Metric & Target	2025 Progress
	Enhance green areas through restoration and regeneration to support biodiversity conservation and carbon sequestration.	Scope 3	Enhancing green areas in 3 industrial estates.	<ul style="list-style-type: none"> 64.29 rai (ESIE2 60 rai, ESIE3 4.29 rai) and at RY36 as well
	Deploy CO ₂ ZERO platform for real-time carbon monitoring, enabling stakeholders to track carbon baselines and identify emission reduction opportunities.	Scope 1,2,3	Targeting completion of platform development by 2025	<ul style="list-style-type: none"> Completed platform development for both internal use and for customers
3rd Green Construction : Implement its green construction approach to minimize embodied and operational carbon throughout the entire building process, from design and material selection to construction.	Use low-carbon materials such as hydraulic cement and GFRP to replace traditional steel and cement	Scope 3	Targeting adopted low-carbon materials as the standard specification such as hydraulic cement and GFRP for all newly developed industrial estate and logistics properties projects.	<ul style="list-style-type: none"> Used 35,000 tons approximately of hydraulic cement, resulting in 531 tCO₂e reduction. Used 80 tons approximately of GFRP, resulting in 140 tCO₂e reduction
	Apply precast construction to reduce waste and shorten construction time	Scope 3	Targeting adopted precast elements in its construction processes as the standard specification for all newly developed logistics warehouse projects.	<ul style="list-style-type: none"> Used precast for an area of logistics properties 67,579 sq.m. reducing waste by 106 tons, equivalent to a 2% reduction compared to conventional construction methods, resulting in 930 tCO₂e reduction
4th Pillar: Water Conservation : Focus on sustainable water management practices, particularly water reclamation, aiming to reduce reliance on natural water resources	Implement sustainable water reclamation strategy using circular economy principles	Scope 3	Targeting the volume of water reclamation for sale million m ³ in 2025	<ul style="list-style-type: none"> 8.8 million m³
	Reuse treated wastewater for cleaning and landscaping	Scope 3	Targeting 489,240 m ³ in 2030	<ul style="list-style-type: none"> 464,847 m³

Climate Strategy	Key Action Plans	Scope of GHG Emissions Reduced	Metric & Target	2025 Progress
5th Pillar: Waste Management : Adopt a comprehensive waste management approach based on circular economy principles to minimize environmental impact across operations and construction. The strategy focuses on reducing, reusing, and recycling waste streams, including operational waste, construction waste, and customer waste.	Reduce operational waste by minimizing plastic, paper, sludge, and office waste prioritizing reuse, recycling and incineration with energy as processing approach	Scope 3	Targeting zero operational waste to landfill and eliminating incineration without energy recovery by 2029	<ul style="list-style-type: none"> • 100% of total general waste (422 tons) was incinerated with energy recovery. • Utilize 100% of total sludge (5,633 tons) for nutrient-enriched-soil production
	Reuse and recycle operational waste and construction waste such as sludge concrete and cartridges filters into soil nutrients, paving blocks, and road curbs	Scope 3	100% of concrete waste from logistics properties projects was recycled into paving blocks.	<ul style="list-style-type: none"> • Total construction waste of 309 tons was reused and recycled by converting concrete waste into paving blocks, recycling filter cartridges into road curbs, and reducing waste through precast construction, resulting in a reduction of 930 tCO₂e
	Promote customer waste recycling through WeCYCLE program for plastic bottles, paper, and cooking oil	Scope 3	In 2025, Increase carbon emission saving from WeCYCLE program by 20% from Year 2024.	<ul style="list-style-type: none"> • 262 tonsof customer waste recycled in 2025, resulting in 594 tCO₂e reduction

3.4.2.1 Financial planning

WHA Group has implemented a comprehensive financial planning approach to address climate-related risks and opportunities while supporting the implementation of its climate initiatives. A key component of this approach is capital expenditure (CAPEX), which focuses on investments in sustainable business and innovation, with a total allocation of 35,000 million baht under the 5-year plan (2025–2030) to expand renewable energy installation, reclamation water volume and Mobilix business. As part of these efforts, the Group has initiated several projects, including the installation of solar rooftop systems at water treatment facilities and across industrial estates, waste management and other initiatives, contributing to long-term cost savings and clean energy adoption.

In addition, wastewater treatment plants have been enhanced through the installation of reclamation systems to reduce natural water extraction and increase water recycling. The Group has also expanded its Mobilix built-to-suit ecosystem to support low-carbon transportation solutions. Financial strategies are continuously reviewed and adjusted to reflect changing conditions, with a strong focus on risk mitigation, sustainable growth opportunities, and long-term value creation, ensuring alignment between financial planning and climate-related initiatives.

WHA Group is committed to managing climate-related risks and opportunities to generate positive environmental and social impacts while minimizing potential negative impacts arising from its operations. The Group prioritizes the development and enhancement of initiatives that address social implications of our transition pathway and create long-term value.

3.4.2.2 Positive Impact on Society and Stakeholders

WHA Group places strong emphasis on stakeholder engagement, including communities, employees, customers, and suppliers, by incorporating feedback into the development of energy and environmental projects that address stakeholder needs. These initiatives help reduce costs, improve efficiency, and minimize negative impacts. The Group also promotes sustainability awareness among employees and encourages community participation to build long-term trust and confidence. Example of our transition pathway project such as recycling wastewater to be reclamation water which targets to volume to 25 million m³, resulting in the reduction of natural water extraction, reduction of competition for water use with the agricultural sector and local communities, while lowering government expenditure on water management investments, equivalent to household water consumption of more than 685,000 people.

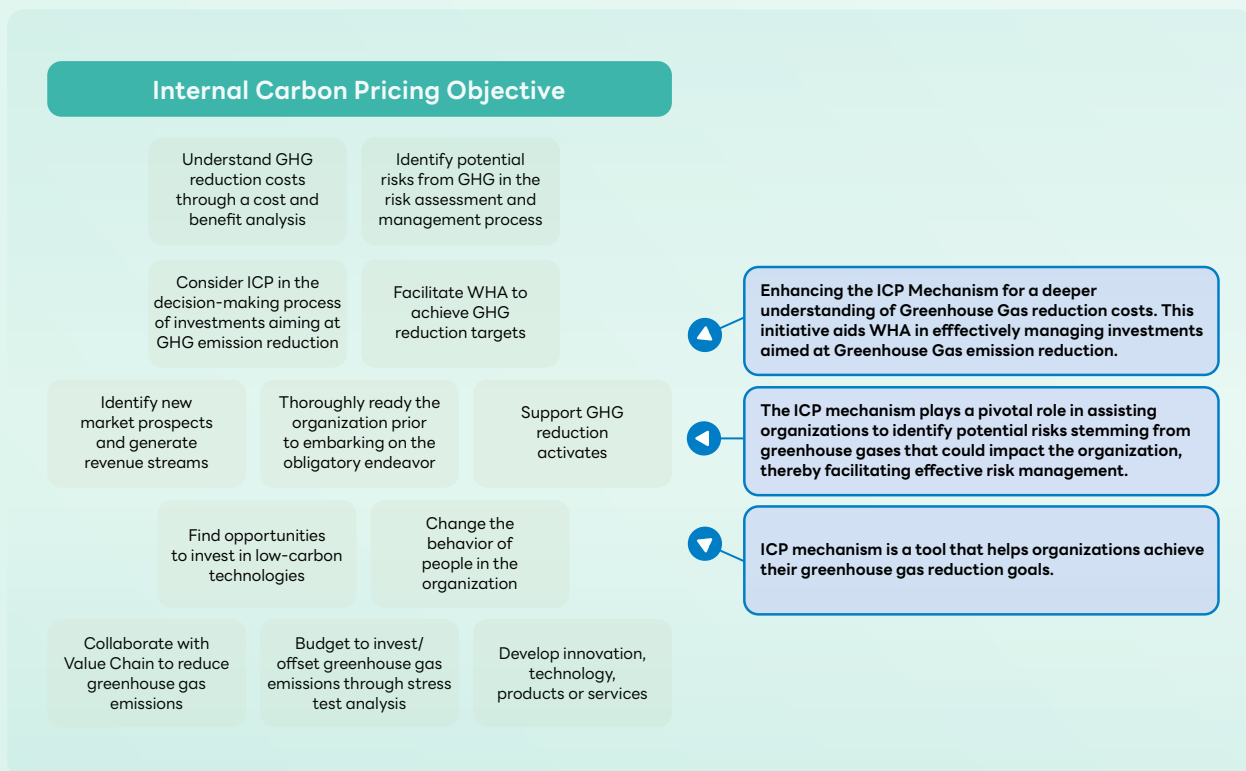
For customers, the Group has implemented policies to enhance business flexibility and reduce climate-related risks, thereby safeguarding operations and business continuity. Investors and suppliers are assured of the Group's commitment to social and

environmental responsibility. In addition, the Group manages climate-related risks such as drought, flooding, and climate uncertainty through regular risk assessments and forward-looking planning to protect customer interests and mitigate potential impacts across the value chain.

3.4.2.3 Internal Carbon Pricing

To support the execution of its climate strategy and Net Zero transition pathway, WHA Group has implemented an Internal Carbon Pricing (ICP) mechanism to inform investment decisions, budget planning, and low-carbon initiatives. The ICP enables the Group to identify climate-related risks, guide investment decisions toward low-carbon technologies, and support the development of innovations, products, and services aligned with future demands.

Furthermore, the ICP mechanism encourages behavioral change among internal personnel while facilitating budget planning to reduce or offset organizational GHG emissions. This initiative enhances the Group's understanding of GHG reduction costs and strengthens the effectiveness of risk management, ultimately leading to the ability to achieve long-term GHG reduction targets.



The Group established an Internal Carbon Price (ICP) in the form of a Shadow Price, implemented at a company-wide level. This ICP is flexible and can be adjusted to suit local contexts. The price has been set at 40 baht per metric ton of carbon dioxide equivalent (tCO₂e), applicable to greenhouse gas emissions scope 1, scope 2, and scope 3. This serves as a crucial standard for the Group’s environmental management, planning, and decision-making processes for all businesses.

3.4.2.4 Green Building

WHA Group designs environmentally friendly warehouses using precast construction to reduce waste, noise, dust, and traffic impacts. Buildings follow LEED standards and incorporate resource-efficient features such as water-saving fixtures, solar energy systems, and electricity monitoring for optimized energy use. All warehouses are designed to support solar power generation. Currently, green buildings make up 8% of WHA Group’s portfolio.

LEED Gold – WHA Mega Logistics Center

WHA Mega Logistics Center Theparak KM 21 (27,212 sqm) is LEED Gold certified and features a 0.28 MW solar rooftop system. It uses energy-efficient technologies including high-performance HVAC, LED lighting, and advanced building automation, reducing energy consumption and costs while supporting sustainability.

3.4.3 Climate Risk And Opportunity Management Process

WHA Group applies a structured and systematic process to identify, assess, prioritize, and manage climate-related risks and opportunities across its operations and value chain. Climate change not only increases operational risks through uncertainties in resources, raw materials, and regulations, but also presents opportunities for businesses to develop innovations and adaptive strategies that effectively address the sustainability demands of customers, investors, and communities. Accordingly, the Group prioritizes climate risk management by integrating these considerations into the organization’s enterprise risk management system to proactively respond to potential scenarios and mitigate impacts across the value chain.

Climate-related risks and opportunities are prioritized using a consistent set of assessment criteria applied across the organization to support decision-making and resource allocation. This process includes identifying risks and opportunities, assessing their materiality, evaluating potential financial impacts, and identifying appropriate response options.

The Group adopts a comprehensive approach to managing climate-related risks, beginning with the identification and assessment of key risks based on severity, likelihood, and relevance to business operations to understand potential long-term impacts. This includes evaluating how climate change may affect production, supply chain continuity, and customer confidence. WHA Group applies a defined and structured process to identify, assess, and prioritize climate-related risks and opportunities, using both qualitative and quantitative criteria, including impact severity and likelihood thresholds, which are systematically applied through a risk matrix to support consistent prioritization and decision-making

The Group uses both qualitative and quantitative criteria and a risk matrix to ensure consistent prioritization (see Risk and Crisis Management Chapter for our risk management process details). The Group regularly reviews the effectiveness of mitigation measures and develops forward-looking strategies and prevention plans at both project and organizational levels to enhance preparedness for emerging risks and support long-term business sustainability.



WHA GROUP'S CLIMATE-RELATED RISK AND OPPORTUNITY MANAGEMENT PROCESS

Risk Identification	Risk Assessment	Risk Response and Mitigation Measures	Risk Reporting, Monitoring, and Communication
<ul style="list-style-type: none"> Identification of internal and external climate-related risks and associated business impacts through Climate-Related Scenario Analysis. 	<ul style="list-style-type: none"> Assessment of climate-related risk levels using standardized criteria to evaluate potential impacts. Prioritization of climate-related risks at the organizational level and determination of risk appetite in alignment with business strategy and objectives. 	<ul style="list-style-type: none"> Establish risk management measures and processes to address climate-related risks and opportunities across the organization, covering short-, medium-, and long-term horizons, to prevent or reduce potential impacts on the Group and relevant stakeholders to acceptable levels. Define remediation measures for affected parties and assets to restore conditions to pre-impact states and support effective and sustainable recovery. 	<ul style="list-style-type: none"> Communicate climate-related risks and management progress to executives and employees to strengthen risk management culture, with quarterly reporting to the Risk Management Committee (RMC). Enhance internal communication channels to ensure timely disclosure of climate-related risk information across relevant departments.

3.4.4 Climate Value Chain Engagement And Ecosystem Collaboration

WHA Group engages stakeholders across its value chain to manage climate-related impacts and opportunities while creating shared environmental, social, and economic value.

3.4.4.1 Environmental Oversight of Customers and Tenants

WHA Group is committed to managing its real estate portfolio sustainably by encouraging customers and tenants to adopt environmentally responsible practices. The Group provides solar rooftop installation services for buildings and warehouses and offers power purchase agreements (PPAs) at rates lower than conventional grid electricity to promote the adoption of solar energy as an alternative power source. Through close collaboration with tenants, these initiatives help reduce environmental impacts and support long-term sustainable development.

- Resource Efficiency Management:** Implementing water- and energy-efficient technologies across office buildings and warehouses, such as LED lighting and other efficiency-enhancing systems. The Group also promotes and offers innovative energy and green logistics solutions to customers, including solar energy systems and the Mobilix ecosystem, to support improved energy performance and reduced reliance on fossil fuels.

- Promotion of the Circular Economy:** Promoting via WeCYCLE program, waste separation, recycling, reduced landfill disposal, and the use of reusable materials to minimize environmental impacts from tenants' operations.
- Consultation and Training Activities:** Organizing training sessions and seminars and providing advisory support such as CO₂Zero training workshop/seminar to enhance tenants' knowledge on Scope 1-3 emission, carbon accounting and implementation of environmentally friendly practices aligned with sustainable development goals.

3.4.4.2 Contributions to Trade Associations and Other Non-Trade Organizations

WHA Group demonstrates its commitment to mitigating climate change through active engagement with business associations and responsible participation in public policy dialogue. In alignment with the Paris Agreement and the Group's Net Zero Emissions by 2050 target, WHA Group collaborates with trade associations that support climate action and the transition to a low-carbon economy, contributing expertise in areas such as industrial decarbonization, renewable energy, and carbon capture technologies. While the Group does not engage in lobbying activities, it supports forward-looking climate-related policies through transparent and structured engagement, guided by a robust governance framework to ensure alignment with its sustainability strategy and climate

objectives. In addition, WHA Group collaborates with external organizations, academic institutions, and industry partners to accelerate climate solutions and support systemic greenhouse gas emissions reduction. Beyond climate initiatives, WHA Group also supports the development of a broader sustainability ecosystem through its participation in the United Nations Global Compact (UNGC), aligning with its Ten Principles and contributing to climate actions and the Sustainable Development Goals (SDGs). The Group actively engages in UNGC activities, including signing commitments and participating in working groups, demonstrating its role in promoting responsible business practices and collective climate action across Thailand’s private sector.



For more details, please refer to:
<https://www.wha-group.com/en/sustainability/our-campaigns/governance-economic/1403/contribution-to-external-associations>

3.4.4.3 Peer-to-Peer Energy Trading System and Environmental Attribute Certificates (EACs) trading

WHA Group has developed a Peer-to-Peer (P2P) Energy Trading System to enable the exchange of solar energy within its industrial estates, supporting carbon dioxide emission reduction, lower operating costs, and long-term sustainable value creation. The system operates through two platforms: Energy Trading and Environmental Attribute Certificates (EACs) Trading.

For peer-to-peer energy trading, partnering with PTT Public Company Limited and Certis Company Limited to facilitate transaction in ERC Sandbox projects between 4 prosumers and about 30 consumers, with total trading capacity of 2 MW each project, promoting the use of solar power and efficient energy management.

Regarding Environmental Attribute Certificates (EACs) trading, the project has registered Renewable Energy Certificates (REC) with the Electricity Generating Authority of Thailand (EGAT) and carbon credit (T-VER) with the Thailand Greenhouse Gas Management Organization (TGO). In 2025, more than 110,000 Renewable Energy Certificates (REC) and 65,660 Carbon credit can be registered to support buyers in achieving Net Zero targets.

Both platforms provide transparent and reliable services, including clean energy trading, particularly carbon credit and REC management, including credit matching, transferring and exchanging, certificate registration, double-counting verification, and certification issuance. Through this integrated system, the P2P Energy Trading project promotes renewable and clean energy adoption across the industrial ecosystem, reduce trading cost and thus advances value chain’s Net Zero goals.

4. Way Forward

WHA Group will continue to strengthen the integration of climate-related risks and opportunities into strategy, enterprise risk management, and capital allocation to support long-term business resilience and sustain value creation.

The Group will accelerate the implementation of key climate initiatives, including renewable energy expansion, energy efficiency improvement, low-carbon solutions, green construction and climate-resilient infrastructure development, to drive emissions reduction and enhance operational resilience across its operations and value chain. In parallel, the Group will further develop and implement its climate transition plan, aligned with its Net Zero target by 2050, including clear decarbonization pathways, interim targets, and defined investment priorities.

To enhance transparency and accountability, the Group is preparing for aligning its climate related disclosure with the International Financial Reporting Standards (IFRS) Sustainability Disclosure Standards, particularly IFRS S2 on climate-related disclosures, to provide decision-useful information that meets the evolving expectations of investors and stakeholders.

The Group will continue to strengthen its climate scenario analysis, data management capability, and internal expertise to support robust risk assessment, performance tracking, and informed strategic and investment decision-making. Progress will be regularly monitored, reviewed, and disclosed, with outcomes systematically integrated into strategic planning and capital allocation processes to ensure continued alignment with evolving regulations, technological developments, and market expectations.

Energy Management

1. Introduction

Effective energy management is becoming increasingly critical as global energy trends point to rapidly rising electricity demand, driven by hotter climates and the expansion of energy-intensive industries such as data centers and AI. At the same time, industries are under growing pressure to adopt green energy and accelerate decarbonization efforts to reduce reliance on fossil fuels. This transition is being enabled by the declining costs of green technologies, particularly solar PV and battery energy storage systems (BESS), which are making renewable energy more accessible and economically viable. As a result, organizations are prioritizing energy efficiency, renewable integration, and process optimization to meet sustainability goals while ensuring long-term resilience and competitiveness.

WHA Group positions energy management as a strategic priority for sustainable growth. The Group is actively enhancing energy efficiency, expanding



the use of renewable energy such as solar, and investing in energy-saving technologies across its operations. Through measurable targets and continuous improvement, WHA Group is working to lower energy consumption and greenhouse gas emissions, strengthen operational resilience, and create long-term value for customers, investors, and communities.

2. Risk and Opportunity



Risk

Insufficient energy management practices may increase WHA Group's exposure to higher operating costs, energy price volatility, and reduced reliability of assets and services, particularly as energy demand is rapidly growing following the expansion of industries (e.g. data centers) and physical climate impacts intensify. Continued reliance on conventional energy sources may elevate regulatory and compliance pressures and constrain the ability of the Group to respond to increasing electricity and energy demand from customers, especially renewable energy demand. Collectively, these factors could affect the attractiveness and competitiveness of industrial estates and utilities services, with potential implications for occupancy, demand, and long-term financial performance.






Opportunity

Strong energy management practices create opportunities to improve efficiency, enhance resilience, and support the transition to a low-carbon economy. By improving energy efficiency, expanding renewable energy and energy storage solutions, and applying smart energy management technologies, WHA Group can reduce costs, generate lower emissions, and strengthen asset performance. Energy-related solutions also enable the Group to expand new business opportunities, support customers' decarbonization efforts, respond to evolving regulatory and market expectations, and enhance the competitiveness of its industrial estates, contributing to long-term value creation.

3. Management Approach

3.1 Governance Structure

Position	Responsibility
 <p>Board of Directors</p>	Determines Energy Conservation Policy, oversees the Group's operations to prevent negative environmental impacts and ensure compliance with applicable laws, regulations, and WHA Group's policies, so that the Group could achieve commitments and goals.
 <p>Chief Operating Officer</p>	Oversees energy management, infrastructure, and technology integration across the Group. Responsible for planning and implementing operational strategies, deploying digital and technological solutions to enhance efficiency and resource optimization.
 <p>Energy Management Working Group</p>	Implements energy management in alignment with the energy conservation policy and the energy management methods, coordinate with relevant agencies to ensure cooperation in implementing the energy conservation policy and energy management methods, including organizing training or activities to raise awareness among personnel, monitor and supervise the energy use of the Office of the Prime Minister to comply with the energy conservation policy and energy management methods, report the results of the implementation of the energy conservation policy and energy management methods.

3.2 Policy Commitment

WHA Group is well aware that business operations unavoidably involve energy production and consumption, which directly impact climate change. Therefore, the Group is committed to conducting business with quality and global standards, alongside environmental conservation efforts through energy conservation activities. To this end, WHA Group has established an Environmental Quality, Energy Conservation and Biodiversity Policy approved by Board Of Director. In addition, each industrial estate has established Energy Conservation Policy approved by management, assigning an Energy Management Working Group to develop plans and guidelines for environmental operations. This includes setting targets for environmental and energy conservation operations, as well as implementing activities and projects to demonstrate the necessity of energy conservation projects within the Group.

As “The Ultimate Solution for Sustainable Growth,” WHA Group supports customers in reducing their carbon footprint through energy solutions such as solar power installation to reduce reliance on the electricity grid and LED lighting upgrades, with residual emissions subsequently offset through the purchase and sale of Renewable Energy Certificates (RECs) from WHAUP.

The Group aims to expand renewable energy generation capacity to achieve 1,222 MW by 2030, reducing greenhouse gas emissions by up to 803,000 tCO₂e per year.

Moreover, the Group plans to install renewable energy in operation to meet 100% of the electricity capacity requirements (MW) of water plants in 2029, supporting production efficiency, reducing fossil fuel dependence, and aligning growth with long-term climate and environmental objectives.



For more details, please refer to:
<https://www.wha-group.com/Uploads/elFinder/pdf/cg/20230817-wha-environmental-management-policy-en.pdf>

3.3 Metrics And Targets

Indicator	2025 Performances	2025 Targets	Long-term
Energy Consumption from Renewable Energy (Own Operations)			
Renewable energy installation at water plants (% of the water plants' MW capacity requirement)	40%	N/A	100% by 2029
Proportion of renewable energy consumption per total energy consumption	(5.60%)	N/A	15% by 2030
Renewable Energy Services to Industrial Customer			
Capacity of Renewable Power Purchasing Agreement (PPAs) at Year-End (MW) ¹	498	657	1,222

Remark:

¹ Included MW under both operation and development stage

3.4 Strategies And Management

WHA Group implements its energy and climate strategy across both its own operations and its customer and value chain ecosystem. Within its own operations, the Group focuses on deploying renewable energy solutions such as rooftop solar and implementing energy efficiency measures, including LED lighting and other energy-saving technologies. In parallel, WHA Group collaborates with customers and partners to accelerate the energy transition through the expansion of solar and BESS solutions, adoption of advanced technologies such as solar monitoring and control systems, renewable energy offset mechanisms (e.g., RECs), and exploration of innovative approaches including peer-to-peer energy trading and emerging climate technologies such as hydrogen to support long-term decarbonization.



3.4.1 Energy Control Within WHA Group

WHA Group focuses on improving energy efficiency and expanding the use of renewable energy across its own operations aiming to increase renewable energy consumption to be 15% of total electricity consumption in 2030 and the installation of renewable energy to supply 100% of the electricity capacity requirements (MW) of water plants in 2029. Therefore, energy efficiency and renewable energy considerations are embedded into investment decisions and daily operations including portfolio energy performance management as well as project development both new construction and renovation projects. All energy-related initiatives within the Group's own operations help reduce reliance on grid electricity, strengthen long-term energy resilience and lead to a transition toward a low-carbon business model.



Energy Efficiency and Process Optimisation Projects

Initiative	BU	Description	2025 Impact / Benefits
Solar LED Lighting Replacement at Existing Facilities	WHAID	<p>WHAID : Solar LED Street lighting in new IE</p> 	<ul style="list-style-type: none"> • 300 Bulbs
LED Lighting Replacement at Existing Facilities	WHALG, WHAID	<p>WHAID : Solar LED Lighting installation in existing Industrial Estates</p>	<ul style="list-style-type: none"> • 258 Bulbs • 821 Bulbs
Solar Installation for own Use	WHAID, WHAUP	<p>WHA Group develops on-site renewable energy generation within its own operations to partially replace grid electricity, enhance energy resilience, and reduce greenhouse gas emissions. These initiatives include</p> <p>WHAID : Solar on office, car park, telecom</p>  <p>WHAUP : Solar rooftop on water treatment plant, wastewater treatment plant, solar floating.</p> 	<p>WHAID :</p> <ul style="list-style-type: none"> • 0.81 MW • Energy produced by renewable source: ~730,236 kWh/year <p>WHAUP :</p> <ul style="list-style-type: none"> • 2.9 MW • Energy produced by renewable source: ~1,909,809. kWh/year

Initiative	BU	Description	2025 Impact / Benefits
High-efficiency systems in water production plants	WHAUP	Upgrade of wastewater pumping systems through replacement of inefficient pumps and installation of Variable Speed Drives (VSDs) on high-pressure pump motors in RO systems. These upgrades optimize pump speed based on process demand, improving treatment efficiency and reducing energy consumption.	Energy saved: ~166,418 kWh/year GHG reduced: ~15,286 tCO ₂ e/year
WHA Tower - Smart building design and office energy conservation initiatives	WHA Group	<p>The initiatives focus on enhancement of energy efficiency in air-conditioning systems through the optimization of energy use in cooling towers and air replenishment operations, improving overall system performance and reducing energy consumption within the organization (e.g. lighting scheduling and motion sensor installation) to enable automated and demand-based energy use, and installation of an inverter for the 1st floor fountain pump to improve energy efficiency.</p>  	Energy saved: ~196,414 kWh/year GHG reduced: ~98,011 tC ₂ e/year
EV Adoption for Own Use	WHAID, WHAUP	Adoption of green mobility and technology by transitioning the internal fleet (WHAID + WHAUP) from ICE to EV car.	<ul style="list-style-type: none"> • WHAID : 23 cars • WHAUP : 19 cars

Initiative	BU	Description	2025 Impact / Benefits
Energy Audit	WHAID	<p>To ensure energy efficiency in operations, WHA Group conducted an energy audit in 2025 at Eastern Seaboard Industrial Estate (Rayong), WHA Eastern Industrial Estate (Map Ta Phut), WHA Chonburi Industrial Estate 1, and WHA Water Co., Ltd., with the assessment carried out by EQS Consultant. This energy audit aimed to assess the potential for energy conservation and identify opportunities for improving energy performance at various levels.</p> <ul style="list-style-type: none"> • Organization Level: Service Utilization and Output, Electrical Energy System, Fuel Consumption for Power Generation, Energy Usage Proportion by System • Service Level: Specific energy usage of usable space. • Product Level: Water Supply Production, Wastewater Treatment, RO Water Production, DI Water Production • Machinery/Equipment Level: Energy Efficiency of Lighting Systems, Energy Efficiency of Air Conditioning Systems, Energy Efficiency of Water Pumping Systems, Energy Efficiency of Wastewater Treatment System 	<ul style="list-style-type: none"> • 4 sites received energy audit in 2025
Solar panels combined with a Battery Energy Storage System (BESS)	WHAUP	<p>WHAUP has implemented a pilot project installing rooftop solar panels integrated with a Battery Energy Storage System (BESS) at a water treatment plant within the Eastern Seaboard Industrial Estate (Rayong) (ESIE). This initiative enhances on-site energy management and operational efficiency by enabling more flexible and optimized use of electricity, while reducing reliance on the more carbon-intensive main power grid.</p>	<p>Energy produced by renewable source: 4,500 MWh per year GHG reduced: 2,130 tCO₂e/year</p>
Energy Conservation Awareness	WHAID, WHAUP	<p>WHA Group recognizes the importance of effective and sustainable energy management, understanding that the foundation of our success is every individual within the organization. As a result, in 2025, Building Awareness of Energy Conservation and Cost-Effective Energy Usage Techniques is conducted by EQS consultant for operational staff to enhance skills in energy management. The course outlines such as energy trend, energy conservation technique etc.</p> 	<ul style="list-style-type: none"> • 80 Employees received energy conservation awareness training

3.4.2 Energy Saving Promotion And Renewable Energy Solutions Provision Among Stakeholders

Although WHA Group does not have direct operational control over energy consumption by customers operating within industrial estates and warehouses, the Group plays an important enabling role in supporting customers' transition toward energy efficiency and clean energy. Through the provision of renewable energy solutions, enabling infrastructure, and technology support. To enhance the performance, reliability, and scalability of customer renewable energy projects, WHA Group also provides enabling technologies that support efficient clean energy management and long-term system optimization.

These initiatives contribute to greenhouse gas emissions reduction while supporting long-term sustainable value creation for customers and surrounding communities.

Initiative	BU	Description	2025 Impact / Benefits
Solar Rooftop Business	WHAUP	<p>The Company provides comprehensive rooftop solar power generation services, enabling customers to reduce energy costs and gain easier access to clean energy without concerns regarding upfront investment or maintenance expenses. This approach supports other businesses in adopting renewable energy and reducing dependence on fossil fuels.</p> 	<ul style="list-style-type: none"> Accumulated PPA 498 MW as of 31 Dec 25
Solar Anomaly Detection system	WHAUP	<p>Development and deployment of a digital solar energy performance management platform that enables real-time and remote monitoring of solar power generation. The system applies advanced data analytics and artificial intelligence, including AI Anomaly Detection System and energy output forecasting, to identify abnormal performance patterns at an early stage, support preventive maintenance, reduce downtime, and improve the reliability, efficiency, and long-term performance of customer solar energy installations.</p> 	<p>Solar Anomaly</p> <ul style="list-style-type: none"> Improved Plant Availability: 99% Reduced Maintenance Cost: 5% <p>Solar Forecasting</p> <ul style="list-style-type: none"> Reduced Downtime: Less than 48 hours per year Increase Revenue: More than 3-5% (by scheduling panel cleaning on low-power-generation days)
Smart LED Warehouse	WHALG	<p>Replacement of the LED lighting to SMART LED lighting for energy saving.</p> 	<ul style="list-style-type: none"> LED replacement: 255 LEDs Energy saving: 177,724 kWh

Initiative	BU	Description	2025 Impact / Benefits
Energy Savings in Construction Site	WHALG	Installation of solar power for construction sites' office and using EV cars at construction site.	<ul style="list-style-type: none"> Energy saving: 16,135 kWh
Auto Grease @ Motor	WHALG	Install an automatic grease system for motors to improve lubrication efficiency, reduce friction losses, enhance equipment reliability, and achieve measurable energy savings for Chiller No. 1 and No. 2.	<ul style="list-style-type: none"> Energy saving: 85,175 kWh
Smart Metering Technology and Online Monitoring Platform	WHAUP	Implement Smart metering technology to enhance water consumption monitoring across our industrial estates. Analog meters have been replaced with digital display systems for 50 customers, and Pressure Transmitters monitor pressure levels for industrial operators.	<ul style="list-style-type: none"> Reduces approximately 138,000 m³ water loss Save up to 4 million Baht/year Save up to 0.4 million Baht/year from operator's workload reduction
EV Ecosystem	WHA Mobility	The Group supports the use of clean energy in transportation by promoting electric vehicles (EVs) and developing infrastructure such as EV charging stations within industrial estates and office buildings to reduce fossil fuel consumption for customers.	<ul style="list-style-type: none"> Secured 387 Vehicles of EV in 2025 Enables approximately 2,800 tCO₂e/year in greenhouse gas emissions reduction Install 30 EV chargers with an accumulated max capacity power over 5.5 MWh



4. Way Forward

WHA Group will continue to integrate energy management into corporate strategy, enterprise risk management, and capital allocation to enhance operational efficiency and long-term resilience. For our own operating, WHA Group will accelerate energy efficiency initiatives implementation and expand renewable energy applications such as solar LED, solar rooftop installations on other remaining facilities to increase renewable energy consumption proportion according to the commitment. For customers, WHA plans to launch new energy saving solutions such as chiller motor high efficiency by upgrading the compressor motor to reduce energy consumption for cold storage warehouses and support progress toward the Group's long-term emissions reduction and Net Zero objectives by 2050.

Biodiversity and No Deforestation

1. Introduction



Biodiversity is increasingly integrated into global business strategies as organizations recognize the close link between healthy ecosystems and long-term business sustainability. Companies are adopting nature-positive approaches such as ecosystem restoration, deforestation prevention, and sustainable resource use, while strengthening biodiversity-related risk management and disclosures in line with international frameworks, including the Taskforce on Nature-related Financial Disclosures (TNFD).



WHA Group integrates biodiversity and no-deforestation considerations into our corporate strategy, governance structures, and project development processes across all business lines. The Group applies risk assessments, mitigation hierarchy principles, and biodiversity action planning to manage impacts from

land use, construction, utilities, power, logistics, and related activities. Through clear policies, targets, and oversight mechanisms, we aim to protect nature and ecosystem services, comply with evolving regulations, and strengthen long-term business resilience while creating shared value for stakeholders.





2. Risk and Opportunity

 Risk	 Opportunity
<p>Biodiversity-related risks arise from the Group's dependence on and impacts on natural ecosystems throughout the value chain, including construction activities, water extraction, transportation, and industrial estates operations. Degradation of soil, water resources, habitats, or ecosystems may negatively affect surrounding communities and natural environments, while also creating financial risks through supply chain disruption, reduced operational efficiency, higher mitigation and compliance costs, and increased exposure to regulatory and reputational risks as global trends on nature and biodiversity continue to rise.</p>	<p>Effective biodiversity and no-deforestation management presents opportunities to enhance long-term business resilience and stakeholder trust, positioning the estate as an attractive option for customers and international investors who value strong environmental stewardship. By prioritizing biodiversity conservation, ecosystem restoration, and responsible resource use, the Group can reduce ESG-related risks, strengthen our reputation, and improve acceptance among communities, customers, regulators, and investors. These actions support sustainable operations, enable nature-based solutions within industrial developments, and contribute to positive environmental outcomes while reinforcing long-term value creation and corporate credibility.</p>

3. Management Approach

WHA Group recognizes that biodiversity loss and deforestation pose material environmental, social, and financial risks to long-term business sustainability. Progress, key risks, and management actions related to biodiversity and deforestation are regularly reported to, and overseen by, the Corporate Governance and Sustainable Development Committee (CGSD), ensuring appropriate governance, transparency, and alignment with the Group’s sustainability strategy.

3.1 Governance Structure

Position	Responsibility
 <p>Board of Directors</p>	<p>Defines WHA Group’s biodiversity and no deforestation policies and commitments to No Net Loss, Net Positive Impact, and No Gross Deforestation, and ensures alignment with WHA Group’s strategy, sustainability objectives, and regulatory requirements.</p>
 <p>Corporate Governance and Sustainable Development Committee</p>	<p>Defines biodiversity-related strategies and operational guidelines; oversees prevention, mitigation, and restoration of biodiversity impacts; promotes ecosystem balance; monitor performance against targets and supports the adoption of technologies and innovations that minimize biodiversity impacts.</p>
 <p>Sustainability Office</p>	<p>Develops and implements the Biodiversity Action Plan; plans and coordinates with external parties on conservation and ecological restoration activities; ensures that biodiversity baselines, nature-related dependencies and impacts are appropriately assessed and measured, including methodologies to support No Net Loss; regularly reports progress and outcomes to the CGSD Committee for continuous improvement in line with national and international regulations.</p>
 <p>Industrial Estate Operations Department (IEO)</p>	<p>Monitors operations to ensure compliance with Environmental Impact Assessment (EIA) requirements; conducts regular inspections and control measures; and reports on compliance performance.</p>



3.2 Biodiversity and No Gross Deforestation Commitment

WHA Group's approach to biodiversity and no-deforestation is guided by our Environmental Quality, Energy Conservation, and Biodiversity Policy, extended to tier-1 suppliers, contractors, and business partners to ensure alignment across the value chain. This policy sets out the Group's commitment to achieving No Net Loss (NNL) of biodiversity values Across Our Operations and Value Chain by 2030, No Gross Deforestation by 2030 and Net Positive Impact (NPI) by 2050.



- **Net Positive Impact: by 2050**
- **No Gross Deforestation: by 2030**
- **No Net Loss of biodiversity (within a manageable scope) : by 2030**

WHA Group is committed to minimizing biodiversity impacts by carefully selecting project sites and applying appropriate design and construction measures. The Group has a policy to avoid operating in World Heritage Sites designated by UNESCO and protected areas classified under IUCN. If operations are in proximity to these conservation areas, mitigation measures will be implemented to prevent negative impacts. The Group will take necessary actions to restore or replant trees to compensate forest loss resulting from current or future business operations. Additional control, restoration, and compensation measures are applied to address other environmental impacts. These requirements extend to tier-1 suppliers, contractors, and business partners, with investigations and engagement undertaken where non-compliance is identified to strengthen awareness and implementation of biodiversity and forest conservation practices across the value chain. The Group is advancing toward our commitment

of ending all deforestation (no gross deforestation) through our own operations, tier-1 suppliers, and partners by 2030 as specified in No Deforestation Policy. The Group aimed at delivering a Net Positive Impact (NPI) on biodiversity by 2050, in alignment with the Kunming-Montreal Global Biodiversity Framework (GBF). To strengthen our approach, we are advancing our biodiversity assessment in line with international frameworks, including the Taskforce on Nature-related Financial Disclosures (TNFD).



Link for Environmental Quality, Energy Conservation, and Biodiversity Policy:
<https://www.wha-group.com/storage/downloads/corporate-governance/corporate-policy/20230817-wha-environmental-management-policy-en.pdf>

3.3 Metrics And Targets

WHA has undertaken Environmental Impact Assessments (EIA) for all Industrial Estate developments, achieving full compliance with applicable legal and regulatory requirements. WHA Logistics facilities are exempted from EIA obligations due to their comparatively lower environmental impact. Nonetheless, WHA has conducted biodiversity impact assessments for sites covering all regions and landscapes where such evaluations are deemed relevant and applicable.

Biodiversity Exposure and Assessment	2025 Number of Industrial Estate Sites	2025 Area (Hectares)
Total number of sites and total area used for operational activities	16	8,528
Total number of sites and total area for operational activities that have conducted biodiversity impact assessments in past 5 years	16	8,528
Total number of sites and total area of sites assessed in past 5 years are in close proximity to critical biodiversity	2	1,141
Total number of sites, in close proximity to critical biodiversity, that have biodiversity management plan	2	1,141

Note:

The reporting scope covers all industrial estates across Thailand and in Vietnam. All sites have conducted biodiversity impact assessments in accordance with Environmental Impact Assessment (EIA) requirements prior to site construction. The scope excludes logistics sites, as their environmental impacts are minimal and environmental impact assessments are therefore not required during site development.

3.4 Strategies And Management

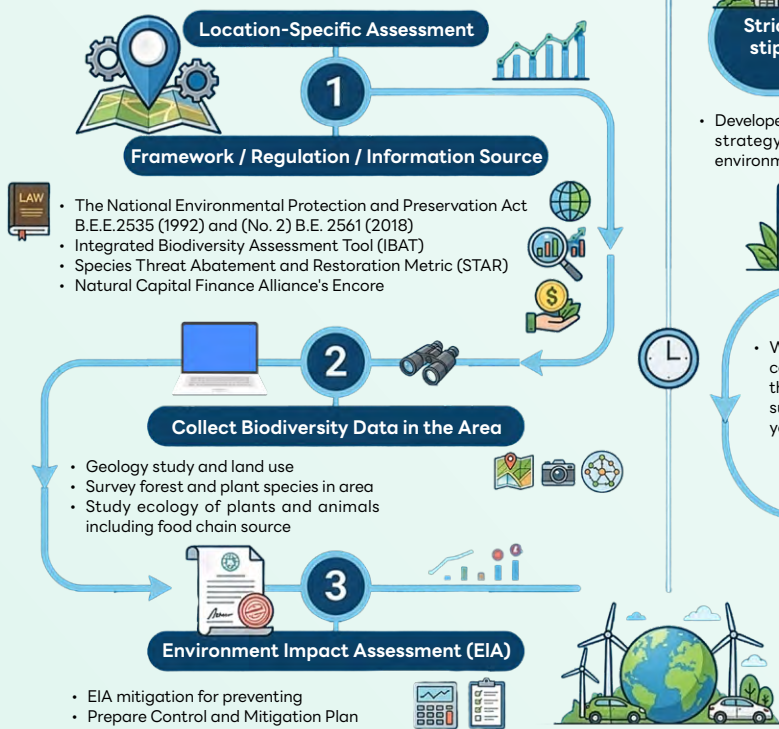
3.4.1 Biodiversity Management

3.4.1.1 Biodiversity Management Strategy

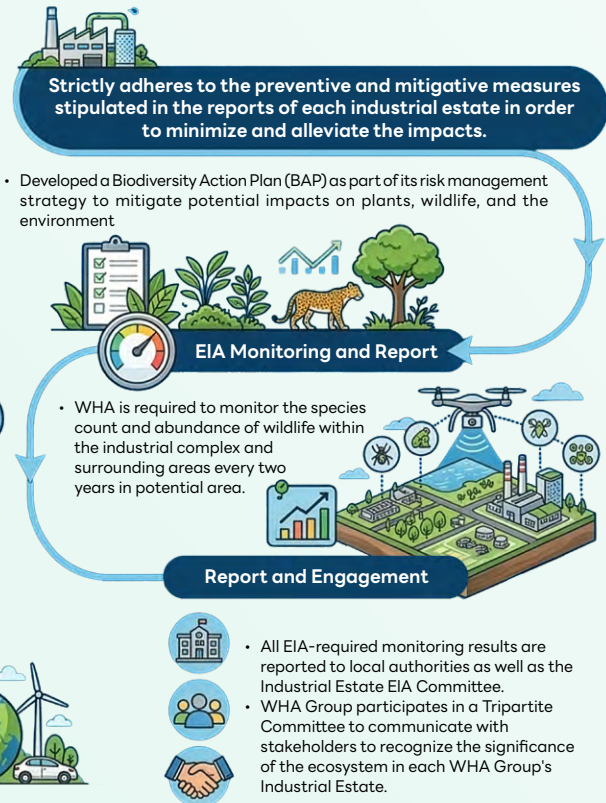
As a part of our current operations, we strictly adhere to legal requirements and regulations specified in Environmental Impact Assessment (EIA) reports. To ensure fully compliance, we have implemented the “Biodiversity Assessment and Monitoring System”, which is divided into two main stages as follows:

Pre-Project Development and Construction Phase	Project Operation Phase
WHA Group conducts location-specific biodiversity assessments in accordance with the National Environmental Protection and Preservation Act B.E. 2535 and its amendments in B.E. 2561, as well as other biodiversity tools and frameworks like the Integrated Biodiversity Assessment Tool (IBAT) and the Species Threat Abatement and Restoration Metric (STAR). Biodiversity data in the area is collected through geological and land-use studies, surveys of plant species and forests, as well as ecological studies of plants and animals, including food sources in the food chain. It is used to support EIA report and the development of mitigation and prevention plans.	WHA Group follows mitigation and prevention measures outlined in EIA reports for each industrial estate and implements a Biodiversity Action Plan (BAP) to manage potential impacts on plants, wildlife, and surrounding ecosystems. Biodiversity monitoring and reporting is conducted biennially, such as checking the number and diversity of species in the industrial area and surrounding zones. The results are reported to local authorities and the industrial estate EIA committee. The Group also engages through tripartite committees to communicate with stakeholders and raise awareness of ecosystem conservation within our industrial estates.

Pre-Project Development and Construction Process



Project Operation Phase



WHA has progressed our biodiversity management by participating in pilot initiatives and applying biodiversity considerations more systematically across relevant operations. Biodiversity risks and impacts are assessed early in project planning, and operational units follow structured processes aligned with ISO 14001 and national guidelines. For projects requiring Environmental Impact Assessments (EIA), site-specific mitigation, monitoring, and operational controls are implemented in accordance with approved EIA requirements. Through these mechanisms, biodiversity considerations are integrated into applicable industrial estate projects and operations, particularly within Thailand.

WHA Group engages external agencies to conduct biodiversity assessments as part of the EIA approval process prior to site construction. Subsequently, biodiversity monitoring measures are implemented in accordance with the specific environmental components and site activities. Surveys of terrestrial biodiversity, including flora and fauna, are conducted every two years, while monitoring aquatic biological resources at wastewater discharge points is carried out on a semi-annual basis to cover dry and rainy seasons.

3.4.1.2 Biodiversity Impact and Risk Assessment

WHA adopted the Taskforce on Nature related Financial Disclosures (TNFD) recommendations to strengthen our understanding of nature related impacts, dependencies, risks and opportunities that may affect our operations and long term resilience. Using the TNFD LEAP approach (Locate, Evaluate, Assess, Prepare), WHA conducted a nature impact assessment across all locations which are majorly representatives all business which potentially has exposure on biodiversity screening biodiversity sensitivity, evaluating key impacts and dependencies, and assessing physical, transition, and reputational risks.

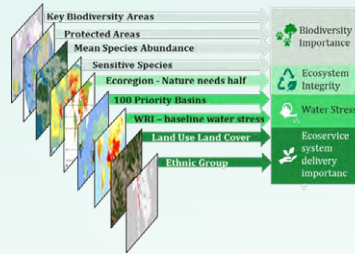
The Locate phase identified 2 high, 4 medium, and 4 low biodiversity sensitivity sites. The Evaluate phase assessed impacts such as land and water use, GHG emissions, wastewater, and soil disturbance, along with dependencies like rainfall regulation, flood mitigation, and water availability using the ENCORE Tool. The Assess stage used WWF's Biodiversity Risk Filter to identify risks including extreme heat, wildfire, water availability, pollution, soil conditions, and community or media scrutiny. This structured LEAP assessment builds on existing EIA and ISO 14001 processes and provides a robust foundation for integrating nature considerations into WHA's operations and preparing for future TNFD aligned disclosures.



Locate

Biodiversity Sensitivity

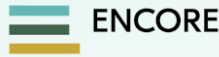
- Sites screened using TNFD-recommended indicators
- Results: 2 High, 4 Medium, and 4 Low sensitivity



Evaluate

Impacts & Dependencies

- **Impacts:** land/water use, GHG emissions, wastewater, soil disturbance
- **Dependencies:** rainfall regulation, flood mitigation, water availability



Assess

Nature related Risks

- **Physical Risks:** extreme heat, wildfire, water availability, pollution, soil conditions
- **Reputational Risks:** media or community scrutiny



3.4.1.3 Water Quality Assessment

WHA Group conducts water quality assessments prior to the commencement of operations and continues to monitor at least once a month in accordance with EIA requirements. This ensures that wastewater discharged from our industrial estates does not adversely affect the environment or aquatic biodiversity. Water quality monitoring includes assessments of aquatic ecosystems to confirm that fish populations and species diversity remain stable compared to baseline conditions prior to industrial estate development.

The Group enhances aquatic ecosystems through additional measures to help maintain ecological balance. In line with regulatory requirements, treated wastewater across eight industrial estates is required to maintain dissolved oxygen (DO) levels above 4 mg/L under Environmental Impact Assessment (EIA) requirements. The estates include WHA ESIE1, WHA ESIE2, WHA ESIE3, WHA ESIE4, WHA CIE2, WHA R36, WHA IER and WHA ESIE3.1. To achieve this, cascade aeration systems have been installed in selected

estates to improve wastewater quality prior to discharge, supporting aquatic ecosystems and public water bodies. This includes WHA ESIE1, WHA ESIE2, WHA ESIE3, WHA ESIE4, WHA CIE2, WHA R36, WHA IER and WHA ESIE3.1.

3.4.1.4 Biodiversity Action Plan (BAP)

WHA Group has established a Biodiversity Action Plan (BAP) as our key risk management plan to prevent and mitigate impacts on flora, fauna, and the physical environment across all areas of major revenue generating operations. The BAP is aligned with the Group's sustainable development guidelines and considers environmental factors at every stage of operation. BAP incorporates conservation, restoration, ecological monitoring, and community participation measures to achieve sustainable long-term outcomes. The plan implements all our operational areas, including industrial estates, logistics parks, infrastructure development projects, and related activities to minimize environmental impacts while enhancing ecosystem value within operational areas.

Biodiversity Action Plan (BAP)

- Assessing and managing biodiversity through the enforcement of the Group's Environmental Quality, Energy Conservation, and Biodiversity Policy
- Conducting a biodiversity risk assessment in our own operations to ensure that areas with biodiversity risks are strictly controlled and managed
- Operating business with the highest responsibility in the Group's operational areas and addressing biodiversity sensitivities
- Identifying actions to avoid and mitigate negative impacts on biodiversity.
- Applying the Mitigation Hierarchy framework (avoid, reduce, regenerate, restore, transform), starting with avoiding and reducing severe impacts by improving the operations while regenerating and restoring the affected ecosystems as well as addressing the nature loss
- Encouraging community and key stakeholder engagement to improve the efficiency of biodiversity management, emphasizing participation and consultation in related operations
- Collaborating with external partners and biodiversity experts to conserve, restore, and evaluate biodiversity to find the biodiversity management approach to achieve business commitment to no net loss of biodiversity values.

3.4.1.5 Mitigation Hierarchy to Reducing Biodiversity Impacts

To manage biodiversity-related risks and impacts, WHA Group applies the Mitigation Hierarchy throughout project planning and operational decision-making to minimize adverse impacts, support biodiversity conservation, and achieve commitments of No Net Loss of biodiversity and No Gross Deforestation. We have implemented five key measures as follows:

Type	Strategy / Measures
<p>Avoid</p>	<p>To prevent environmental damage, the Group prioritizes avoiding activities that may adversely impact nature. Key avoidance strategies include:</p> <ul style="list-style-type: none"> • Commitment to avoid business operations in areas of high biodiversity importance. • Implementing group-wide policies on environmental quality, energy conservation, and biodiversity to manage all types of waste effectively and prevent impacts on ecosystems. • Undergoing biodiversity risk assessment and Environmental Impact Assessment (EIA) to define potential risks and determine mitigation prior to construction or operations. • Prohibiting operations in Key Biodiversity Areas (KBA), Protected Areas (PA), UNESCO World Heritage sites or protected areas under IUCN Category IV.
<p>Reduce</p>	<p>The Group is committed to reducing reliance on natural resources through strategies such as improving production processes, designing new products, enhancing product stewardship, developing business models, and engaging suppliers. Key reduction actions include:</p> <ul style="list-style-type: none"> • Constructing green buildings by selecting environmentally friendly materials and avoiding materials that emit volatile organic compounds (VOCs) and asbestos. • Initiating the WeCYCLE project to reduce waste and emissions by recycling PET bottles, paper, and oil into reusable products. • Strengthening cooperation with suppliers to raise awareness about natural resource dependence, helping to reduce environmental and biodiversity impacts across the value chain. • Implementing technology in operations such as “smart” warehouse inspections using drones and “smart meters” to digitally monitor water and electricity use, reducing emissions from transport activities.
<p>Restore</p>	<p>The Group collaborates continuously with government agencies, private sector, and local communities to restore degraded ecosystems within and surrounding our industrial estates. In 2025, WHA planted 2,848 trees together with local communities. Restoration efforts focus on recovering ecosystem integrity, biodiversity, and ecological functions toward their original or near-original conditions prior to disturbance. Key restoration actions include:</p> <ul style="list-style-type: none"> • Forest restoration projects in green areas around the Group’s industrial estates to enhance green space and ecosystem integrity. • Installation of cascades to increase and control dissolved oxygen levels in treated wastewater prior to discharge, contributing to the improvement of aquatic ecosystem function and supporting conditions suitable for aquatic life in receiving water bodies

Type	Strategy / Measures
<p>Regenerate</p>	<p>WHA Group focuses on the sustainable and holistic revitalization of existing properties or areas, prioritizing environmental, social, and economic factors. This process includes designing, constructing, and managing assets and communities in a manner that restores natural systems, improves social well-being, and promotes economic prosperity. The Group commits to long-term regenerating and enhancing biodiversity and ecosystems into the planning and development of new industrial estates, with a focus on enhancing green and landscaped areas to support resilient and prosperous environments. Key projects include:</p> <ul style="list-style-type: none"> • Forest conservation projects, planting species such as Resin tree (Yang Na), Mammea siamensis (Sarapee), Cha-Om, and Saeng Sanab to reduce biodiversity loss in operational areas. • ESIE2 Forestation Project (located near Khao Kheow–Khao Chomphu Wildlife Sanctuary), implementing agroforestry-based planting of native forest and economic tree species within operational industrial estate areas to enhance biodiversity, quality of green area, and improve wildlife habitats. • ESIE3 Soil Regenerative Agriculture Project, applying regenerative agriculture and soil improvement practices to enhance soil quality, increase ecosystem productivity, and expand green areas within operational sites. The project includes planting improved teak (“Super Teak”) to assess economic viability and survival rate in Eastern region to support future scaling across industrial estates. • RY36 Soil Regenerative Agriculture Project, developing Green Buffer Zone through the enrichment planting of native species improvement of soil structure, and conservation of existing native trees • “WHA Clean Water for Planet” supports Regenerate by applying nature-based wastewater treatment and circular water reuse to enhance ecosystem functions, restore water quality, and strengthen long-term ecological and community resilience beyond baseline conditions.
<p>Transform</p>	<p>The Group addresses transformative action by changing operating practices and enabling new business models that drive systemic shifts in markets, infrastructure, and sectoral capabilities, addressing the underlying drivers of nature and climate loss.</p> <ul style="list-style-type: none"> • Renewable energy system transformation: Collaborating with supply chains and sectors to promote solar power generation to reduce greenhouse gas emissions, such as partnering with the Electricity Generating Authority of Thailand (EGAT) on peer-to-peer energy trading systems and working with PTT Public Company Limited and Certis Company Limited on solar energy trading platforms. • Sector-wide decarbonization capability building: Partnering with leading educational institutions, private companies, and government agencies to establish the Thailand CCUS Consortium, strengthening national competitiveness and deployment of CCUS technologies for hard-to-abate sectors. • Transition to clean mobility: Establishing WHA Mobility as an EV ecosystem and business platform to drive the transition of Thailand’s logistics sector toward green logistics, beyond internal fleet electrification. • Policy-aligned national transition support: Supporting government-led climate and nature transition goals, including carbon neutrality and net-zero greenhouse gas emissions, through the provision and deployment of environmental management technologies. • Transforming water source: Developing water reclamation systems to reduce dependence on natural water sources and maximize reuse of wastewater.



3.4.2 No Deforestation Management

3.4.2.1 No deforestation Management Strategy


To manage and mitigate risks and impacts in line with our commitment to end all deforestation (no gross deforestation), WHA Group has established a monitoring and compliance process to ensure effective implementation and adherence to relevant forestry regulations and mandatory standards. These measures are specified within the Environmental Impact Assessment (EIA) process, which is conducted every six months.





Forestation and No Deforestation Strategy

- WHA industrial estates are enhancing biodiversity through the restoration of native species. In 2025, ESIE 2 as an Other Effective Conservation Measure (OECM).
- Prioritize legally compliant and sustainable sourcing of land and raw materials, while applying deforestation-free and biodiversity-responsible requirements across the Group, tier-1 suppliers/ contractors and business partners.

3.4.2.2 Forest Conservation & Green Area Enhancement

WHA Group implements continuous forestation projects in collaboration with surrounding stakeholders, government agencies, and local organizations to expand green areas within and around our industrial estates. Aiming to conserve natural resources, protect biodiversity, and enhance ecosystem resilience, these initiatives focus on tree planting, habitat restoration, and ecological enhancement alongside industrial development, while creating shared environmental benefits for surrounding communities and stakeholders. As a result of these initiatives, WHA Group achieved a total green area of 11.18% across 15 industrial estates in Thailand in 2025, equivalent to 5,577.74 rai out of a total estate area of 49,875.89 rai. The green area is routinely monitored and maintained to ensure healthy biodiversity conditions.

Project	Description	Participant	2025 Performance
<p>Let's Zero Together</p>  	<p>Joint tree planting and maintenance initiative in collaboration with government agency and communities to enhance green spaces and biodiversity.</p>	<ul style="list-style-type: none"> • WHAID • Industrial Estate Authority of Thailand (IEAT) • Community around the industrial estates (SAO Bowin, SAO Mae Nam Khoo, SAO Phanat Nikhom) 	<ul style="list-style-type: none"> • The number of 15,000 trees were planted in WHA ESIE 2 near the Khao Khiao–Khao Chomphu Wildlife Sanctuary. • In 2025, the total of 2,848 trees were planted with local government and communities.
<p>Forest and Water Conservation Projects</p>	<p>Environmental conservation activities in collaboration with government agencies to protect forest resources and water ecosystems.</p>	<ul style="list-style-type: none"> • WHA • Industrial Estate Authority of Thailand (IEAT) • Office of Natural Resources and Environment, Rayong Province • Local authorities 	<p>In 2025, three activities were conducted with local stakeholders to enhance collaboration on conservation:</p> <ul style="list-style-type: none"> • Revive and Restore Life to Rayong's Water. • Aquatic animal conservation project at Nong Pla Lai reservoir with SAO Pluak Dang. • Beach conservation with Ban Chang subdistrict municipality

Project	Description	Participant	2025 Performance
<p>Industrial Estate Tree Planting</p>	<p>Tree planting initiatives within industrial estates to increase green areas, enhance carbon dioxide absorption rates, and promote biodiversity through native and fruit-bearing “nurse trees”, and evergreen trees.</p> 	<ul style="list-style-type: none"> WHA Group 	<ul style="list-style-type: none"> In 2025, the number of 41,579 trees were planted in green areas of 7 WHA industrial estates. The accumulative number of 261,000 trees have been planted in green area, total 5,235.74 rais of 14 industrial estates.
<p>Forest Restoration and Green Area Development in WHA Industrial Estates</p>	<p>ESIE 2: Forestation Project Agroforestry-based planting of native and economic tree species to enhance quality of green space and enhance biodiversity and wildlife habitats with the biodiversity baseline assessment conducted to establish reference data for monitoring changes and supporting long-term biodiversity management planning.</p>  <p>ESIE 3: Soil Regenerative Agriculture Regenerative agriculture initiative to restore soil health and enhance green areas, including pilot planting of improved teak (“Super Teak”) to enhance biodiversity.</p>  <p>WHA RY36: Soil Regenerative Agriculture Development of a green buffer zone through enrichment, soil improvement, and conservation of existing native trees to strengthen ecosystem resilience.</p> 	<ul style="list-style-type: none"> Mae Fah Luang Foundation WHAID 	<ul style="list-style-type: none"> Number of trees planted: 15,800 trees planted in green areas within ESIE 2 and ESIE 3 using the planting pattern advised by Mae Fah Luang. Area of regenerative agriculture: 108 rai of green areas across ESIE 2, ESIE 3 and WHA Rayong 36 industrial estates have been developed to support biodiversity regeneration and increase carbon absorption capacity.

3.4.3 Engagement With External Stakeholders to Promote Biodiversity Conservation Actions

WHA Group goes beyond managing biodiversity impacts within our own operations by actively engaging external stakeholders to raise awareness of biodiversity conservation and environmental management. Through ongoing dialogue, feedback mechanisms, and collaboration, these engagements help address concerns, strengthen environmental practices, and extend positive biodiversity outcomes to surrounding communities.

Project	Description	2025 Performance
Tripartite Committee Meetings for Environmental and Biodiversity Management	Biannual meetings established under the EIA framework and appointed by the IEAT, bringing together WHA Group, government agencies, local communities, and civil society within a 5-km radius of industrial estates to promote environmental management, biodiversity conservation, and community well-being. They serve as a platform for reporting mitigation measures, discussing biodiversity issues, and gathering stakeholder feedback to improve policies and practices. Meeting outcomes are documented in EIA submissions to the Office of Natural Resources and Environmental Policy and Planning.	<ul style="list-style-type: none"> • 13 WHA industrial estates set up 14 tripartite committees consisting of 301 local community representatives with the target of conducting at least 2 meetings a year. • In 2025, 4 meetings were conducted at ESIE 2, CIE 2, ESIE 4, and R36 to emphasize the industrial estate's commitment to complying with EIA measures, focusing on impact prevention and the promotion of biodiversity. <ul style="list-style-type: none"> - Meeting 1: 19 September 2025 at WHA ESIE 2 - Meeting 2: 15 October 2025 at WHA CIE2 - Meeting 3: 24 September 2025 at WHAESIE4 - Meeting 4: 30 September 2025 at WHA R36.

4. Way Forward

WHA Group will continue to strengthen biodiversity and no-deforestation management across our operations and value chain by further integrating nature-related considerations into planning, development, and operations. The Group will expand the scope of biodiversity assessments to cover operating areas with potential nature and biodiversity-related risks. This is while advancing reforestation and ecological restoration initiatives within and around industrial estates, especially for the sites located in close proximity to critical biodiversity areas. The focus is on restoring native species to enhance biodiversity and ensure minimum impact to the environment. WHA Group plans to implement biodiversity offset planning for new developments to strengthen

data management, monitoring, and stakeholder engagement to support transparent, data-driven decision-making. These efforts contribute to the Group's long-term nature and climate commitments, reinforcing a clear pathway toward achieving No Net Loss by 2030 and a Net Positive Impact on biodiversity by 2050. By integrating biodiversity offset planning, robust data governance, and proactive stakeholder engagement into development decision-making, WHA Group aims to mitigate residual environmental impacts while enhancing ecosystem resilience over time. This approach is aligned with the Group's broader decarbonization strategy and our ambition to achieve net-zero greenhouse gas emissions by 2050, reflecting an integrated view of biodiversity, climate, and sustainable growth.

Water Management

1. Introduction

Water is increasingly recognized as a critical global issue, driven by climate change, population growth, urbanization, and rising industrial demand, which are intensifying water scarcity and water stress in many regions. Industrial estates are particularly exposed to this impact due to the intensive use of water in production and operational activities. As a result, this may affect the nearby communities, the agricultural sector and households, as water is a shared resource. At the same time, the best global practices are shifting toward reusing stewardship programs such as recycling and reusing wastewater, advanced treatment technologies, and digital monitoring, controlling, and forecasting to improve water-use efficiency, reduce freshwater withdrawal, and minimize environmental impacts.

As the leader in fully integrated logistics and industrial facilities with 5 core business units, WHA Group relies on natural water sources to support our business operations and recognizes that water withdrawal and wastewater

discharge may affect local water availability and quality, particularly in areas with concentrated industrial demand. In response, the Group adopts a proactive and integrated water conservation strategy across the full value chain, from upstream water sourcing and supply chain engagement to downstream water management like water production and distribution, wastewater treatment, recycling, and end of life management. Through secure water resource planning, reduced reliance on natural water extraction, investments in advanced wastewater treatment and water reclamation, application of digital and AI-driven monitoring system, and continuous efficiency improvements, the Group actively manages water-related risks within our operations and across upstream and downstream activities. These initiatives are guided by clear targets to increase recirculated water use, enhance supplier and community engagement, and minimize impacts on ecosystems and communities, thereby strengthening resilient and sustainable water management aligned with global sustainability trends.

2. Risk and Opportunity

Given the concentration of industrial activities and shared infrastructure within industrial estates, WHA Group continuously monitors and analyzes water-related risks and opportunities to understand how water availability, quality, and management practices may affect our operations across our value chain from water resources and upstream to downstream, tenants' operations, surrounding communities, and long-term business resilience. The analysis results support the investment decision as well as resource allocation.



Risk

Water plays a critical role in supporting business operations. Increasing water stress driven by climate change, prolonged droughts, and growing industrial demand may result in water shortages, supply instability, and rising operational costs for businesses and affecting availability of water for surrounding communities. Concentrated water withdrawal from businesses can intensify pressure on local water sources, while insufficient wastewater treatment or accidental discharge could lead to environmental degradation, regulatory penalties, and reputational risks. These risks may also affect business continuity for operations.

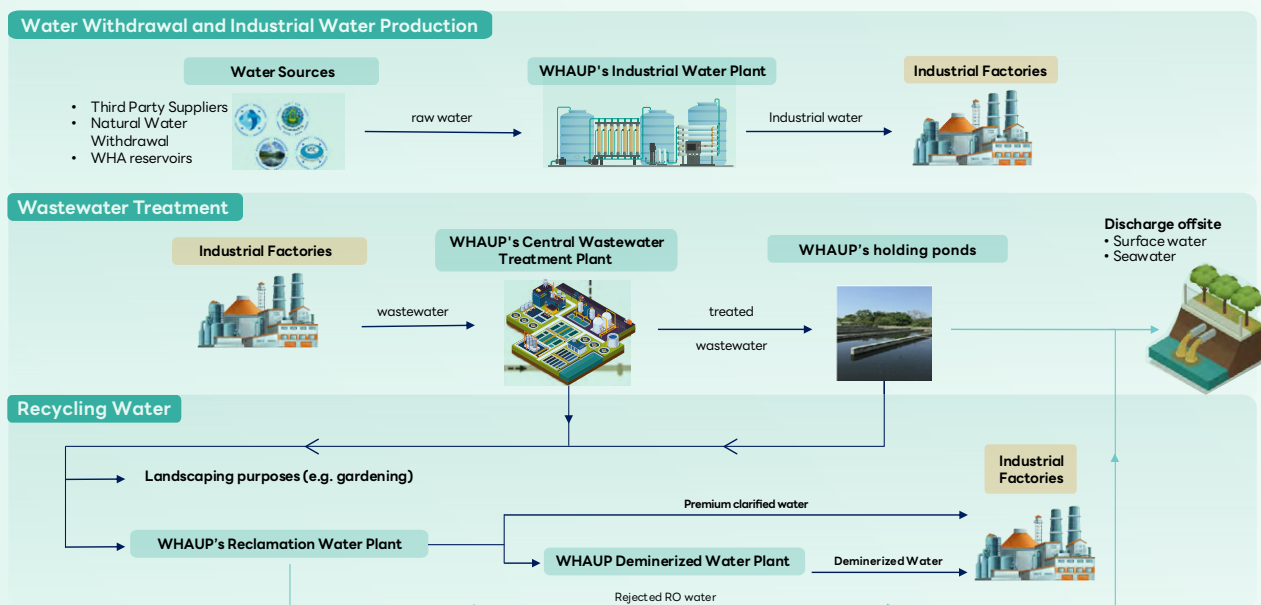


Opportunity

Implementing integrated and centralized water management solutions creates opportunities to enhance resource efficiency, strengthen operational resilience, and support long-term business growth. Diversifying water sources through reservoirs and advanced treatment infrastructure improves water security and supply reliability, which is increasingly critical for water-intensive industries. Expanding water reclamation and reuse systems enables treated wastewater to be reintroduced into industrial processes, reducing dependence on freshwater resources while creating opportunities for revenue generation through value-added water services. In parallel, robust water management capabilities and digital monitoring/controlling/forecasting systems enhance the attractiveness of WHA Group as the leading company focuses on water stewardship and high-water-demand sectors such as data centers, advanced manufacturing, utilities, and emerging digital businesses, supporting tenant acquisition, long-term occupancy, and sustainable economic returns alongside environmental benefits.

3. Management Approach

WHA Group implements a responsible and efficient water management approach designed to meet industrial demand, support sustainable use in surrounding areas, and ensure fair and equitable allocation among all stakeholders. The management approach follows Water Conservation principles, part of Company’s Sustainability Strategy Particularly Environmental Stewardship strategic direction.



3.1 Governance Structure

Water management at WHA Group is governed through a structured framework that ensures clear accountability, strategic oversight, and effective operational execution. The Board of Directors provides policy direction, while executive management and relevant departments are responsible for implementation, compliance, and continuous improvement across all operations.

Position	Responsibility
 Board of Directors	Determines Policy, oversees the Group’s operations to prevent negative environmental impacts and ensures compliance with applicable laws, regulations, and WHA Group’s policies, so that the Group could achieve the commitments and goals.
 Chief Operating Officer of WHAUP	Oversees water management, infrastructure, and technology integration across the Group. Responsible for planning and implementing operational strategies, deploying digital and technological solutions to enhance efficiency and resource optimization, and supporting innovation in water-related products and services to strengthen competitiveness.
 Business Continuity Plan (BCP) Working Group	Oversees water management implementation in the event of water risk arises (e.g. drought). Responsibilities include reviewing operational plans, monitoring water quality and supply reliability, and ensuring business continuity and minimizing operational disruptions caused by limited water availability. Chief Operating Officer is reviewed and approved of the BCP plan.
 Utility Team (Utilities Business Development Department and Utilities Operation Department)	<p>Utilities Business Development Department: Plans and develops strategies for water-related businesses and services. This includes water sourcing and alternative water resource development, capacity planning, project development, customer solutions, and the integration of new technologies and innovations in line with business growth and sustainability objectives.</p> <p>Utilities Operation Department: Manages day-to-day water operations under the COO’s supervision. Responsibilities include operating water production and treatment systems, monitoring operational performance, implementing water management plans, meeting service and quality standards, and achieving water-related targets in compliance with regulations and Group policies.</p>

3.2 Policy and Commitment

WHA Group has established an Environmental Quality, Energy Conservation, and Biodiversity Policy, endorsed by the board of director. This policy provides strategic direction for environmental stewardship and supports the integration of sustainability considerations into operational planning, resource management, and continuous improvement across the organization.

Building on this direction, WHA Group is committed to responsible water management. The Group actively addresses water-use reduction by implementing measures to improve efficiency across our operations, including optimizing industrial water production processes, enhancing operational controls, and reducing overall consumption through continuous

improvement initiatives. In addition, the Group’s water utility business places strong emphasis on minimizing leakage and improving distribution efficiency through strengthened pipeline monitoring, infrastructure upgrades, and the adoption of technologies to detect and reduce water loss. Where technically and operationally feasible, WHA Group also promotes the use of recycled water, supporting reduced reliance on natural water sources and more efficient use of available water resources.



See WHA Clean Water for Planet:
<https://www.wha-up.com/en/sustainability/wha-clean-water-for-planet>

3.3 Metrics and Targets,

	2025 Performances	2025 Targets	Long-term Targets
Volume of Water Reclamation for sale (million m ³)	8.8	8.0	24.25 by 2030
Reduction in Natural Water Source Extraction* (million m ³)	9.5	10.0	25.0 by 2030
Recirculated Water (% of total wastewater)	43%	45%	70% by 2030
Renewable energy installation at water plants (% of the water plants' MW capacity requirement)	40%	N/A	100% by 2029

*Reduction in Natural Water Source Extraction derives from total treated wastewater for producing demineralized water and premium clarified water as well as for general purposes e.g. landscaping purpose etc. This approach can reduce the reliance on natural water consumption.



Water-related targets and performance are established and managed through WHA Group’s integrated water management planning process, which considers historical performance trends, projected industrial demand, regulatory requirements, and local water stress conditions across operating areas. Long-term targets, including expanded water reclamation capacity and increased reuse volumes, aiming to reduce reliance on natural water extraction are aligned with national objectives and sustainability priorities for water-stressed regions. Performance is monitored through defined indicators and regular operational reviews, with ongoing planning and adjustments undertaken to support continuous progress and responsible water stewardship.

3.4 Strategies And Management

3.4.1 Sustainable Water Withdrawal And Water Supply

Water resources managed by WHA Group are sourced through a combination of procurement from multiple water suppliers and investment in on-site water storage. These resources support the Group’s own operational activities, while also enabling the provision of reliable industrial water services to customers

through WHAUP. Moreover, WHAUP plays a pivotal role in supporting industrial growth, which requires water for industrial activities, by securing, producing and treating industrial water. WHAUP balances industrial water demand with responsible water stewardship in the areas where it operates.

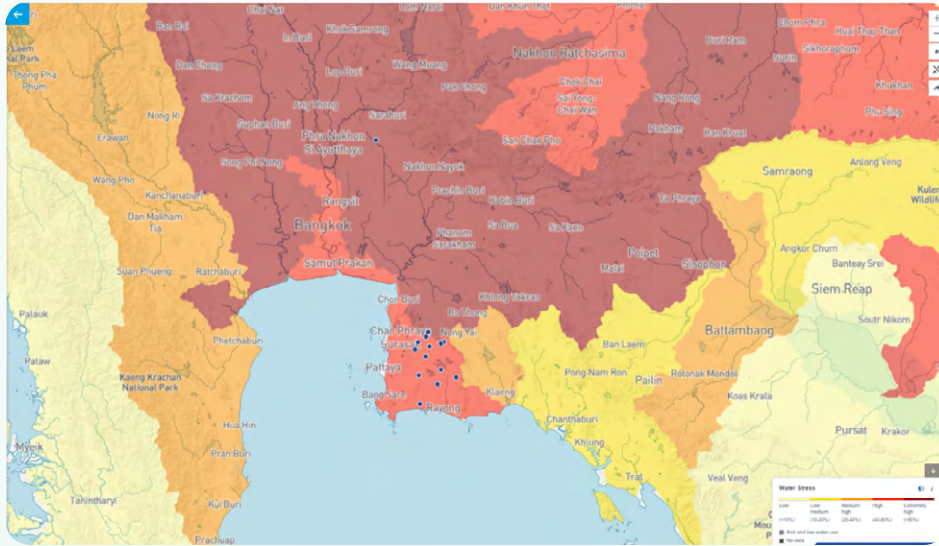
To further reduce reliance on natural freshwater sources, particularly in water-stressed areas, WHA Group applies water reclamation as a key part of our water withdrawal management approach. Treated wastewater is recycled for industrial purposes to support water security and reduce pressure on local resources.

3.4.1.1 Operation in water-stressed Areas

WHA Group operates industrial estates predominantly located in water-stressed areas and therefore prioritizes water security as a key aspect of operational continuity. To understand baseline of water stress exposure, the Group applies the Aqueduct Water Risk Atlas to assess water stress levels at each industrial estate location. Based on the 2025 Aqueduct analysis, WHA Group’s 15 industrial estates in Thailand are classified as follows:

Type	Number of industrial estates in Thailand	% of industrial estate in water stressed location
Extreme High-Water Stress	2	13%
High Water Stress	13	87%
No Water Stress	0	0%
Total	15	100%

WHA conducts water stress analysis to cover new industrial estates which are WHA Eastern Seaboard Industrial Estate 2.1 (ESIE 2.1) and WHA Eastern Seaboard Industrial Estate 5 (ESIE 5). The analysis results indicate that the two new sites are located in areas experiencing extremely high and high levels of water stress, respectively.



Water-Stressed Areas Using Aqueduct Water Risk Atlas

To manage potential water scarcity risks identified through this analysis, WHA Group has established measures to ensure water availability during droughts and climate-related disruptions, including:

- **Business Continuity Plan (BCP):** A BCP covering industrial estate operations, with specific measures to manage water availability and maintain continuity during droughts, prolonged dry periods, or extreme climate events. The plan is conducted on yearly basis and contents consist of roles and responsibility, response procedure etc. Meteorological data from the Thai Meteorological Department is used to monitor rainfall patterns, drought risks, and climate trend to support early warning and operational planning.
- **Stakeholder Engagement related to water issue:** Based on the water stress analysis, most of WHA's operational sites are located in areas experiencing high to extremely high-water stress. Consequently, integrated water resource planning and management are essential and should be addressed through close collaboration among government authorities, industrial operators, and local communities to ensure long-term water security and sustainable operations. The Group regularly engages with stakeholders at the water-stressed sites through meetings, community feedback mechanisms, water conservation projects, and joint resource management initiatives. Moreover, Representative of WHAUP have been joining Eastern River Basin Initiatives. Its mandate is to formulate policies, plans, and oversight mechanisms for integrated water resources

management in the Eastern Region of Thailand, which includes the Eastern Economic Corridor (EEC). These engagements support balanced water use, help minimize potential conflicts over shared water resources, and foster long-term cooperation with surrounding communities. Key areas for improvement include the need for early engagement with local communities and relevant authorities, transparent communication on water demand, water supply capacity and conservation measures, and coordinated planning among multiple water users.

3.4.1.2 Water Reservoirs Supply and Consumption

To strengthen water security and reduce dependence on external water sources, WHA Group procures water from multiple suppliers and invests in on-site water storage. These systems are designed to harvest and store rainwater runoff for use during dry periods, helping reduce water withdrawal from natural water bodies while enhancing resilience to climate variability and potential water scarcity within WHAID and WHAUP, supporting industrial operations, contributing to improved operational efficiency and cost optimization.



Eastern Seaboard Industrial Estate (Rayong) Water Reservoir

3.4.2 Responsible Water Production And Consumption

WHA Group promotes efficient water uses across our own operations and in water production of WHAUP. This is achieved through improving water-use efficiency, alongside encouraging responsible water management by industrial tenants through technology, awareness, and collaboration. Together, these approaches support resource efficiency, operational performance, and long-term water sustainability. WHAUP implements targeted projects and process improvements to enhance water-use efficiency across operations under the Group’s direct control. These initiatives focus on improving operational processes and applying appropriate technologies for water production and distribution process to reduce water loss in system. These actions aim to maximize productivity per unit of raw water while reducing reliance on freshwater resources.

Apart from WHAUP’s role as utilities provider, WHA Group also consumes water. The Group implements water conservation initiatives within office buildings and industrial estate areas under our direct management and control. These initiatives focus on promoting efficient water use e.g. water saving sanitary fixtures, reusing treated wastewater for landscaping purpose and raising awareness among employees.

In addition, the Group collaborates with external partners to improve regional water efficiency. This includes participation in local and global water stewardship initiatives such as Water Users Organization (WUO). These partnership-driven efforts help mitigate cumulative water stress, reduce overall consumption, and strengthen shared resource security.

3.4.3 Wastewater Treatment Before Discharge

WHA Group, via WHAUP, manages wastewater from industrial factories and industrial estate operations using activated sludge wastewater treatment systems to ensure environmental protection, regulatory compliance, and community safety. All wastewater is treated in accordance with applicable national regulations and internally applied water quality standards and guidelines developed based on Environmental Impact Assessment (EIA) requirements prior to discharge.

The treatment processes are combined with water quality online monitoring system to ensure that treated effluent consistently meets regulatory standards. Discharge points

are located outside densely populated areas to minimize potential impacts on surrounding communities. The Group also provides wastewater treatment services to other industrial estates and external clients, applying treatment systems designed to higher Organic Loading Rates (OLR) and enhance overall treatment efficiency.

3.4.4 Water Recycling For Sustainability Future

Recognizing that water is a critical input for our operations and a shared resource among all stakeholders, WHA Group is committed to efficient water management based on the 3R principles (Reduce, Reuse, Recycle). The Group also applies circular economy concepts to reduce dependence on surface water by reclaiming treated wastewater and converting it into demineralized water and premium clarified water for sale to industrial customers. This approach enhances the value of treated wastewater, reduces withdrawals from natural water sources, water-use efficiency, lowers operational costs, increases resource circularity, and strengthens long-term water security for industrial customers and supports sustainable development, particularly within industrial areas. Additionally, treated wastewater is reused for cleaning and landscaping activities within the industrial estate.

The Group invests in advanced water reclamation systems to maximize the reuse of treated wastewater. These systems produce high-purity demineralized water and premium clarified water (using advanced membrane technologies) for industries such as power generation, petrochemicals, and electronics sectors.



Water Recycling Concept in WHAEIE

The Group invests in advanced water reclamation systems to maximize the reuse of treated wastewater. These systems produce high-purity demineralized water and premium clarified water (using advanced membrane technologies) for industries such as power generation, petrochemicals, and electronics sectors.

WHA Water Reclamation Projects

Currently, water reclamation initiatives are currently being implemented at four pilot industrial estates, as follows:

Location	Investment/Ownership Type	Water Product	Client Industry	Production Capacity
WHA Eastern Industrial Estate (Map Ta Phut) (WHA EIE) 	WHAUP-owned facility	Demineralized and Premium Clarified Water	Power and Petrochemical	25,000 m ³ /day
Eastern Seaboard Industrial Estate [Rayong] – ESIE 	WHAUP-owned facility	Premium Clarified Water	Power	5,200 m ³ /day
WHA Eastern Seaboard Industrial Estate 1 – WHA ESIE 1 	WHAUP-owned facility	Premium Clarified Water	Power	3,800m ³ /day
Asia Industrial Estate 	Joint venture with Asia Industrial Estate	Demineralized Water	Chemical	1,320 m ³ /day * (based on 60% equity holding in JV)
Total				35,320 m ³ /day

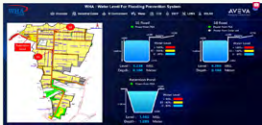

*Note: Effective production capacity realized at 60% of WHAUP’s equity holding in JV. with Asia Industrial Estate.

To ensure effectiveness and continuous improvement, WHA Group monitors key performance indicators, including daily reclaimed water production capacity, annual reductions in freshwater withdrawal, and the proportion of total water demand met by reclaimed water. Performance is reviewed annually to identify opportunities for further optimization, such as improving RO efficiency, expanding membrane capacity, and applying data analytics to forecast reclaimed water demand and support sustainable industrial growth. Feedbacks from industrial customers regarding the quality, reliability, and consistency of reclaimed water result in continuous improvements to Reverse Osmosis (RO) system efficiency, membrane capacity, and water quality monitoring.

3.4.5 Smart Operations And Maintenance

The Group initiates water efficiency enhancement projects to improve water-use efficiency within WHA Group's estates and wastewater treatment before discharge. These technologies support timely intervention, data-driven decision-making, and more efficient consumption patterns for both WHA Group and our customers.

Technology	Description	2025 Impact	
		Qualitative Impact	Quantitative Impact
<p>Smart Metering Technology and Online Monitoring Platform</p> 	<p>WHAUP has implemented Smart Metering technology to enhance water consumption monitoring across our industrial estates. Analog meters have been replaced with digital display systems for 50 customers, and Pressure Transmitters monitor pressure levels for industrial operators. Data is recorded digitally and transmitted to WHA Tower. This system also simplifies the billing process by eliminating manual data collection at customer locations. All new customers establishing factories in the industrial estate are required to install smart meters.</p> <p>Since 2024, the Group launched the Online Monitoring platform for customers within WHA's industrial estates. This platform enables customers to efficiently access water usage data, allowing hourly access for customers to track usage patterns, identify leaks, and quickly resolve irregularities, and improving water management oversight.</p>	<ul style="list-style-type: none"> • Real-time monitoring of water usage • Early leak detection • Streamlines billing and data management • Provides customers with hourly water usage data • Supports sustainable water management • Reduces manual data collection and management 	<ul style="list-style-type: none"> • Reduces approximately 138,000 m³ water loss • Saves up to 4 million Baht/year • Saves up to 0.4 million Baht/year from operator's workload reduction
<p>Hydraulic model and for leakage management</p> 	<p>WHAUP has implemented EPANET software to develop a hydraulic model for leakage monitoring and identification of water loss area.</p>	<ul style="list-style-type: none"> • Enhance water loss identification and support leakage monitoring through hydraulic model by analyzing flow and volume across water distribution systems. This model supports leakage monitoring, and data-driven system improvements 	<ul style="list-style-type: none"> • Reduces > 27,500 m³ water loss • Saves up to 1 million Baht/year

Technology	Description	2025 Impact	
		Qualitative Impact	Quantitative Impact
SCADA Technology 	<p>WHAUP implemented SCADA technology across all wastewater treatment plants, enabling 24/7 real-time monitoring through the centralized Unified Operation Center (UOC) at WHA Tower. The system enhances early detection of operational issues, reduces equipment failure risks, and improves operational efficiency. In 2025, SCADA implementation reduced on-site staffing. The Group is also preparing to integrate AI-enabled predictive maintenance to further optimize plant performance.</p>	<ul style="list-style-type: none"> Prevents unexpected plant shutdown event Maintained all wastewater quality parameters within regulatory limits prior to discharge by early detection of operation issues Cost saving from reduced on-site operational staffing 	<ul style="list-style-type: none"> 100% compliance with applicable environmental regulations and EIA requirements for wastewater discharge Cost savings of approximately THB 960,000 per year (from reduced on-site staffing).
RO Performance Forecasting Technology 	<p>To enhance the efficiency and reliability of water reclamation systems, WHA Group applies digital and predictive technologies, including AI-enabled RO Performance Forecasting with real-time monitoring. These technologies optimize system performance, support proactive maintenance, and increase treated wastewater reuse, thereby reducing freshwater dependence while ensuring consistent industrial-grade water quality. Predictive insights also improve operational efficiency, minimize unplanned downtime, and strengthen water security and resilience across WHA Group's industrial estates.</p>	<ul style="list-style-type: none"> Optimized system performance (chemical use and extended membrane lifespan) and support proactive maintenance, resulting in increased recirculated water, thereby reducing freshwater dependence, minimize unplanned downtime and ensure consistent industrial-grade water quality 	<ul style="list-style-type: none"> 26% reduction in chemical costs 17% extension of membrane lifespan and saving membrane replacement cost

4. Way Forward

Looking ahead, WHA Group will continue to develop and implement new initiatives that leverage technology and innovation to enhance water management performance. These efforts focus on improving operational efficiency, strengthening water-use effectiveness, and delivering positive environmental outcomes that support sustainable growth and long-term resource resilience. Key initiatives include feasibility studies for water reclamation expansion, focusing on advanced treatment technologies and system optimization. EPANET model is expanded to implement at WHA Eastern Industrial Estate (EIE), WHA Chonburi Industrial Estate 1 (CIE 1) and WHA Saraburi Industrial Land (SIL) estates to reduce non-revenue water loss. WHAUP also focuses on using clean and renewable energy to reduce dependence on grid electricity by implementing the hydro micro turbine generator (HydroXS) project with a production capacity of 112 KW. The system utilizes excess pressure from raw water pipelines to generate electricity through a micro turbine generator. These initiatives contribute to reducing energy consumption while promoting efficient and sustainable energy use in the long term. In addition, The Group promotes end-of-life management through the recycling of cartridges, repurposing of RO membranes, reuse of sand media from water production systems, and ongoing studies to utilize sludge in sustainable construction materials.

GRI Content Index

GRI Standard	Disclosure	Location		Omission		
		Location (Chapter)	Page/ Note	Requirement(s) Omitted	Reason	Explanation
General Disclosure						
GRI 2: General Disclosure 2021	2-1 Organizational details	- SR (About This Report) - SR (Getting to Know WHA Group)	13 28-33			
	2-2 Entities included in the organization's sustainability reporting	- SR (About This Report) - SR (Getting to Know WHA Group)	13 30-33			
	2-3 Reporting period, frequency and contact point	- SR (About This Report)	13			
	2-4 Restatements of information	(No restatements in 2025)	-			
	2-5 External assurance	- SR (External Assurance)	266-267			
	2-6 Activities, value chain and other business relationships	- SR (Getting to Know WHA Group)	30-33, 35-36			
	2-7 Employees	- Performance Data 2025	-			
	2-8 Workers who are not employees	- Performance Data 2025	-			
	2-9 Governance structure and composition	- SR (Getting to Know WHA Group) - SR (Corporate Governance and Ethics)	34 57-58			
	2-10 Nomination and selection of the highest governance body	- SR (Corporate Governance and Ethics)	58			
	2-11 Chair of the highest governance body	- SR (Corporate Governance and Ethics)	58			
	2-12 Role of the highest governance body in overseeing the management of impacts	- SR (Corporate Governance and Ethics)	57-58			
	2-13 Delegation of responsibility for managing impacts	- SR (Corporate Governance and Ethics)	57-58			
	2-14 Role of the highest governance body in sustainability reporting	- SR (Sustainability Materiality Topics)	42-43			
	2-15 Conflicts of interest	- SR (Corporate Governance and Ethics)	57-58			
	2-16 Communication of critical concerns	- SR (Corporate Governance and Ethics)	63-64			
	2-17 Collective knowledge of the highest governance body	- SR (Corporate Governance and Ethics)	59			
	2-18 Evaluation of the performance of the highest governance body	- SR (Corporate Governance and Ethics)	59			
	2-19 Remuneration policies	- SR (Corporate Governance and Ethics) - Remuneration Policy for Directors and Top Executives	59-61 -	a.) i, ii, iii, v	Confidentiality Constraint	Remuneration Policy is confidential constraint information for WHA Group
	2-20 Process to determine remuneration	- SR (Corporate Governance and Ethics)	60-61			

GRI Standard	Disclosure	Location		Omission		
		Location (Chapter)	Page/ Note	Requirement(s) Omitted	Reason	Explanation
	2-21 Annual total compensation ratio	-	-	a.) b.) c.)	Confidentiality Constraint	Annual total compensation ratio is confidential information for WHA Group
	2-22 Statement on sustainable development strategy	- SR (Chairman of the Executive Committee and Group CEO Message) - SR (Sustainability at WHA Group)	5-7 37-40			
	2-23 Policy commitments	- SR (Corporate Governance and Ethics) - WHA Code of Conduct and Practices	59-61 -			
	2-24 Embedding policy commitments	- SR (Corporate Governance and Ethics) - WHA Code of Conduct and Practices	59-61 -			
	2-25 Processes to remediate negative impacts	- SR (Corporate Governance and Ethics)	63-64			
	2-26 Mechanisms for seeking advice and raising concerns	- SR (Corporate Governance and Ethics)	63-64			
	2-27 Compliance with laws and regulations	- Performance Data 2025	-			
	2-28 Membership associations	- SR (Awards and Memberships)	12			
	2-29 Approach to stakeholder engagement	- SR (Stakeholder Engagement)	48-54			
	2-30 Collective bargaining agreements	- SR (Human Rights) - Performance Data 2025	153 -			
GRI 3: Material Topics 2021	3-1 Process to determine material topics	- SR (Sustainability Materiality Topics) - SR (Stakeholder Engagement)	42-44 49			
	3-2 List of material topics	- SR (Sustainability Material Topics)	44-47			
Corporate Governance & Ethics						
GRI 3: Material Topics 2021	3-3 Management of material topics	- SR (Corporate Governance & Ethics)	56-65			
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	- SR (Corporate Governance & Ethics)	62			
	205-2 Communication and training about anti-corruption policies and procedures	- SR (Corporate Governance & Ethics) - Performance Data 2025	60 -			
	205-3 Confirmed incidents of corruption and actions taken	- Performance Data 2025	-			
GRI 206: Anti-competitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	- Performance Data 2025	-			
Human Capital Management						
GRI 3: Material Topics 2021	3-3 Management of material topics	- SR (Human Resources Management)	128-143			
GRI 401: Employment 2016	401-1 New employee and hires and employee turnover	- SR (Human Resources Management) - Performance Data 2025	136-137 -			
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	- SR (Human Resources Management)	133-135			
	401-3 Parental leave	- Performance Data 2025	-			
GRI 404: Training and Education	404-1 Average hours of training per years per employee	- Performance Data 2025	-			

GRI Standard	Disclosure	Location		Omission		
		Location (Chapter)	Page/ Note	Requirement(s) Omitted	Reason	Explanation
	404-2 Programs for upgrading employees skill and transition assistance programs	- SR (Human Resources Management)	138-142			
	404-3 Percentage of employees receiving regular performance and career development reviews	- SR (Human Resources Management) - Performance Data 2025	143			
GRI 405: Diversity and Equal Opportunity	405-1 Diversity of governance bodies and employees	- Performance Data 2025	-			
	405-2 Ratio of basic salary and remuneration of woman to men	- Performance Data 2025	-			
GRI 406: Non-discrimination	406-1 Incidents of discrimination and corrective actions taken	- Performance Data 2025	-			
GRI 407: Freedom of Association and Collective Bargaining	407-1 Operations and suppliers in which the rights to freedom of association and collective bargaining may be at risk	- SR (Human Rights)	153			
Community Development and Stakeholder Engagement						
GRI 3: Material Topics 2021	3-3 Management of material topics	- SR (Community Development and Stakeholder Engagement)	171-196			
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	- SR (Community Development and Stakeholder Engagement)	173			
	413-2 Operations with significant actual and potential negative impacts on local communities	- SR (Getting to Know WHA Group) - SR (Sustainability Material Topics) - SR (Stakeholder Engagement)	28-29 45-47 53			
Waste Management						
GRI 3: Material Topics 2021	3-3 Management of material topics	- SR (Waste Management)	199-210			
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	- SR (Waste Management)	199, 201-202			
	306-2 Management of significant waste-related impacts	- SR (Waste Management)	202-208			
	306-3 Waste generated	- Performance Data 2025	-			
	306-4 Waste diverted from disposal	- Performance Data 2025	-			
	306-5 Waste directed to disposal	- Performance Data 2025	-			
Climate Strategy						
GRI 3: Material Topics 2021	3-3 Management of material topics	- SR (Climate Strategy)	218-231			
GRI 201: Economic Performance	201-2 Financial implications and other risks and opportunities due to climate change	- SR (Climate Strategy) - SR (Climate Change Scenario Analysis) - Climate Scenario Analysis Report	223-224 264-265 -			
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	- Performance Data 2025	-			
	305-2 Energy indirect (Scope 2) GHG emissions	- Performance Data 2025	-			
	305-3 Other indirect (Scope 3) GHG emissions	- Performance Data 2025	-			

GRI Standard	Disclosure	Location		Omission		
		Location (Chapter)	Page/ Note	Requirement(s) Omitted	Reason	Explanation
	305-4 GHG emissions intensity	- Performance Data 2025	-			
	305-5 Reduction of GHG emissions	- Performance Data 2025	-			
	305-6 Emissions of ozone-depleting substances (ODS)	- Performance Data 2025	-			
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	- Performance Data 2025	-			
Energy Management						
GRI 3: Material Topics 2021	3-3 Management of material topics	- SR (Energy Management)	232-239			
GRI 302: Energy 2016	302-1 Energy consumption within the organization	- Performance Data 2025	-			
	302-2 Energy consumption outside of the organization	- Performance Data 2025	-			
	302-3 Energy Intensity	- Performance Data 2025	-			
	302-4 Reduction of energy consumption	- SR (Energy Management)	234-239			
	302-5 Reductions in energy requirements of products and services	- SR (Energy Management)	236			
Water Management						
GRI 3: Material Topics 2021	3-3 Management of material topics	- SR (Water Management)	251-259			
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	- SR (Water Management)	254-257			
	303-2 Management of water discharge-related impacts	- SR (Water Management)	252, 256			
	303-3 Water withdrawal	- Performance Data 2025	-			
	303-4 Water discharge	- Performance Data 2025	-			
	303-5 Water consumption	- Performance Data 2025	-			

Climate Change Scenario Analysis

		Scenario 1														
		4C Scenario														
		BAU														
		Near-Term (2030)						Mid-Term (2040)						Long-Term		
Type	Specific Risk	WHALG	MOBILITY	WHADG	WHAID (Inc.VN)	WHAUP (Utilities)	WHAUP (Power)	WHALG	MOBILITY	WHADG	WHAID (Inc.VN)	WHAUP (Utilities)	WHAUP (Power)	WHALG	MOBILITY	WHADG
PHYSICAL RISKS																
Acute	Flooding	Medium	Medium	Medium	Medium	Medium	N/A	Medium	Medium	Medium	Medium	Medium	Medium	Medium	Medium	Medium
	Drought	N/A	N/A	N/A	Medium	Medium	N/A	N/A	N/A	N/A	Medium	Medium	N/A	N/A	N/A	N/A
	Storm and lighting	Medium	Medium	Medium	Medium	Medium	High	Medium	Medium	Medium	Medium	Medium	High	Medium	Medium	Medium
Chronic	Increase mean temperature	Medium	Medium	Medium	Medium	Medium	High	Medium	Medium	Medium	Medium	Medium	High	Medium	Medium	Medium
TRANSITION RISKS																
Policy and Legal		Low	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low
Technology - New improvements or innovations		Low	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low
Market - shift in supply and demand		Low	Low	Low	Low	N/A	N/A	Low	Low	Low	Low	N/A	N/A	Low	Low	Low
Reputation - Change in customer and community perception		Low	Low	Low	Low	N/A	N/A	Low	Low	Low	Low	N/A	N/A	Low	Low	Low
OPPORTUNITIES																
Market - shift in supply and demand		Low	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low
Resource Efficiency & Energy Source		Low	Low	Low	Low	N/A	N/A	Low	Low	Low	Low	N/A	N/A	Low	Low	Low
Technology - New improvements or innovations		N/A	N/A	N/A	N/A	Low	Low	N/A	N/A	N/A	N/A	Low	Low	N/A	N/A	N/A

■ Low
 ■ Medium
 ■ High
 ■ Very high
 ■ N/A



LRQA Independent Assurance Statement

Relating to WHA Corporation Public Company Limited's GHG assertion for the calendar year 2025 (1st January 2025 – 31st December 2025)

This Assurance Statement has been prepared for WHA Corporation Public Company Limited in accordance with our contract but is intended for the readers of this Report.

Terms of engagement

LRQA (Thailand) Limited was commissioned by WHA Corporation Public Company Limited (WHA) to provide independent assurance on its GHG assertion 2025 against the AccountAbility's AA1000AS v3, where the scope was a Type 2 engagement, and the assurance criteria below. A moderate level of assurance and materiality of the professional judgment of the verifier has been used for assuring the report.

Our assurance engagement covered WHA's financial control in Thailand only and specifically the following requirements:

- Evaluating the reliability of data and information for only the selected environmental indicators listed below:
 - GRI 305-1: Direct GHG emissions (scope 1)^{1,2}
 - GRI 305-2: Energy indirect GHG emissions (scope 2)

Our assurance engagement excluded the data and information of WHA's financial control and activities outside Thailand, as well as suppliers, contractors and any third parties mentioned in the report.

LRQA's responsibility is only to WHA. LRQA disclaims any liability or responsibility to others as explained in the end footnote. WHA's responsibility is for collecting, aggregating, analysing, and presenting all the data and information within the report and for maintaining effective internal controls over the systems from which the report is derived. Ultimately, the report has been approved by and remains the responsibility of WHA.

LRQA's Opinion

Based on LRQA's approach nothing has come to our attention that would cause us to believe that WHA has not, in all material respects:

- Met the requirements above.
- Disclosed reliable performance data and information for the selected indicators as no errors or omissions were detected.

The opinion expressed is formed on the basis of a moderate level of assurance and at the materiality of the professional judgement of the verifier.

Note: *The extent of evidence-gathering for a moderate level of assurance engagement is less than for a high level of assurance engagement. Moderate assurance engagements focus on aggregated data rather than physically checking source data at sites. Consequently, the level of assurance obtained in a moderate assurance engagement is substantially lower than the assurance that would have been obtained had a high assurance engagement been performed.*

LRQA's approach

LRQA's assurance engagements are carried out in accordance with our verification procedure. The following tasks though were undertaken as part of the evidence gathering process for this assurance engagement:

- Auditing WHA's data management systems to confirm that there were no significant errors, omissions or mis-statements in the report. We did this by reviewing the effectiveness of data handling procedures, instructions and systems, including those for internal verification. We also spoke with those key people responsible for compiling the data and drafting the report.
- Sampling of evidence during remote verification from facilities level, only the selected indicators to confirm its reliability.

Observations

Further observations and findings, made during the assurance engagement, are:

- Reliability: Data management systems are properly defined for the selected environmental indicators. However, There should be a method for verifying internal information to enhance the credibility of data sources within each business unit.

¹ <https://www.globalreporting.org>

² GHG quantification is subject to inherent uncertainty.



LRQA's standards, competence and independence

LRQA ensures the selection of appropriately qualified individuals based on their qualifications, training and experience. The outcome of all verification and certification assessments is then internally reviewed by senior management to ensure that the approach applied is rigorous and transparent.

This verification is the only works undertaken by LRQA for WHA Corporation Public Company Limited, WHA Industrial Development Public Company Limited and WHA Utilities and Power Public Company Limited and as such does not compromise our independence or impartiality.

Dated: 11 March 2026

Handwritten signature of Phornsuang Markmanee in black ink.

Phornsuang Markmanee
LRQA Group Limited Lead Verifiers

Handwritten signature of Opart Charuratana in black ink.

Opart Charuratana

On behalf of LRQA (Thailand) Limited.
No. 252/123, Muang Thai - Phatra Complex Tower B,
26th Floor, Unit252/123 (C), Ratchadaphisek Road,
Huaykwang Sub-district, Huaykwang District, Bangkok, 10310
LRQA Group Limited reference: BGK00001282

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FEEDBACK FORM : 2025 SUSTAINABILITY REPORT

READER PROFILE GENDER

- Female
 Male
 Not Specified

AGE

- Below 25 years old
 25 – 40
 41 - 60
 More Than 60

RELATIONSHIP WITH WHA GROUP (PLEASE SELECT 1 ANSWER)

- Shareholder/Investor
 Customer
 Employee
 Supplier
 Creditor
 Government / Regulator
 Community
 Business partner

WHY DO YOU PREFER READING THIS SUSTIANABILITY REPORT?

- For support investment decision
 For understanding more about WHA's business
 Research and educational purposes
 Other (Please specify)

YOUR SATISFACTION WITH THE PRESENTATION FORMAT OF "2025 SUSTAINABLE REPORT"

- | | | | |
|--------------------------------------|-------------------------------|---------------------------------|---------------------------------------|
| Content easy to understand | <input type="checkbox"/> High | <input type="checkbox"/> Medium | <input type="checkbox"/> Dissatisfied |
| Content cover your interested topics | <input type="checkbox"/> High | <input type="checkbox"/> Medium | <input type="checkbox"/> Dissatisfied |
| Information Accuracy | <input type="checkbox"/> High | <input type="checkbox"/> Medium | <input type="checkbox"/> Dissatisfied |
| Design of this report | <input type="checkbox"/> High | <input type="checkbox"/> Medium | <input type="checkbox"/> Dissatisfied |
| Readability | <input type="checkbox"/> High | <input type="checkbox"/> Medium | <input type="checkbox"/> Dissatisfied |
| Overall satisfaction with the Report | <input type="checkbox"/> High | <input type="checkbox"/> Medium | <input type="checkbox"/> Dissatisfied |

AFTER READING THIS ANNUAL REPORT, ARE YOU CONFIDENT THAT WHA POTENTIALLY ACHIEVES THE SUSTAINABLE GROWTH?

- Yes, because
 No, because
 No idea, because

IN YOUR OPINION, PLEASE IDENTIFY THE SUSTAINABILITY TOPICS YOU CONSIDER CRITICAL FOR WHA GROUP'S GROWTH.

- Governance and Economic (Please specify)
 Environment (Please specify)
 Society (Please specify)

SUGGESTIONS

PLEASE SPECIFY OTHER SUGGESTIONS FOR DEVELOPMENT AND IMPROVEMENT OF SUSTAINABILITY REPORT FOR THE FOLLOWING YEAR

Thank you for your information and valuable opinion which advantages us for improvement of next issue of the report.

Questionnaire can be sent by postal mail or email to:
 Sustainability Office : WHA CORPORATION PUBLIC COMPANY LIMITED
 77 WHA TOWER, 23rd – 25th Floor, Moo 13, Debaratna Road (Bangna-Trad) KM.7, Bang Kaeo, Bang Phli, Samutprakarn 10540 Thailand
 E-mail : Sustianabilty@wha-group.com



WHA CORPORATION PUBLIC COMPANY LIMITED

777 WHA TOWER, 23rd-25th Floor,
Moo 13, Debaratna Road (Bangna-Trad) KM.7,
Bang Kaeo, Bang Phli, Samutprakarn 10540 Thailand
Telephone : (66) 02-719-9555
Fax : (66) 02-719-9546
[HTTPS://WWW.WHA-GROUP.COM/](https://www.wha-group.com/)