



BLC
Bangkok Lab & Cosmetic

Trusted Solutions For
Lifelong Well-Being

SUSTAINABILITY REPORT 2025



บริษัท บางทอกแล็บ แอนด์ คอสเมติก จำกัด (มหาชน)
Bangkok Lab and Cosmetic Public Company Limited

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Message from the Chief Executive Officer

In the past year, the pharmaceutical and healthcare industry has faced challenges from economic and technological changes, as well as increasing stakeholder expectations. Bangkok Lab and Cosmetic Public Company Limited (BLC) recognizes that sustainable growth cannot be measured solely by financial results, but must be coupled with social responsibility, environmental stewardship, and sound business practices. **In terms of economic performance and corporate governance**, the Group operates with a vision to be a leading organization in the development and production of high-quality health products that meet standards and create lasting value for society. It prioritizes innovation, quality control throughout all production processes, and the enhancement of economic performance and corporate governance to ensure transparency, accountability, and adherence to international principles. **With regard to environmental sustainability**, the Group is committed to efficient resource management and reducing the environmental impact of its operations, emphasizing appropriate energy use, waste management, and the promotion of long-term environmentally friendly business practices. **From a social perspective**, the Group recognizes its employees as its core asset, fostering a safe, fair, and inclusive work environment that provides continuous development opportunities. This commitment extends to caring for stakeholders across the value chain, including active participation in appropriate social and community development initiatives.

This Sustainability Report reflects the Group's commitment to integrating environmental, social, economic, and corporate governance (ESG) principles into its business strategy. The Group believes that a sustainable development approach will strengthen trust with shareholders, partners, customers, and all stakeholders, and support the organization's long-term growth.

On behalf of the management team, we thank all stakeholders for their continued trust and support of the Company. BLC reaffirms its commitment to responsible and transparent business practices, guided by the principles of sustainable development, to create lasting value for society and the nation.

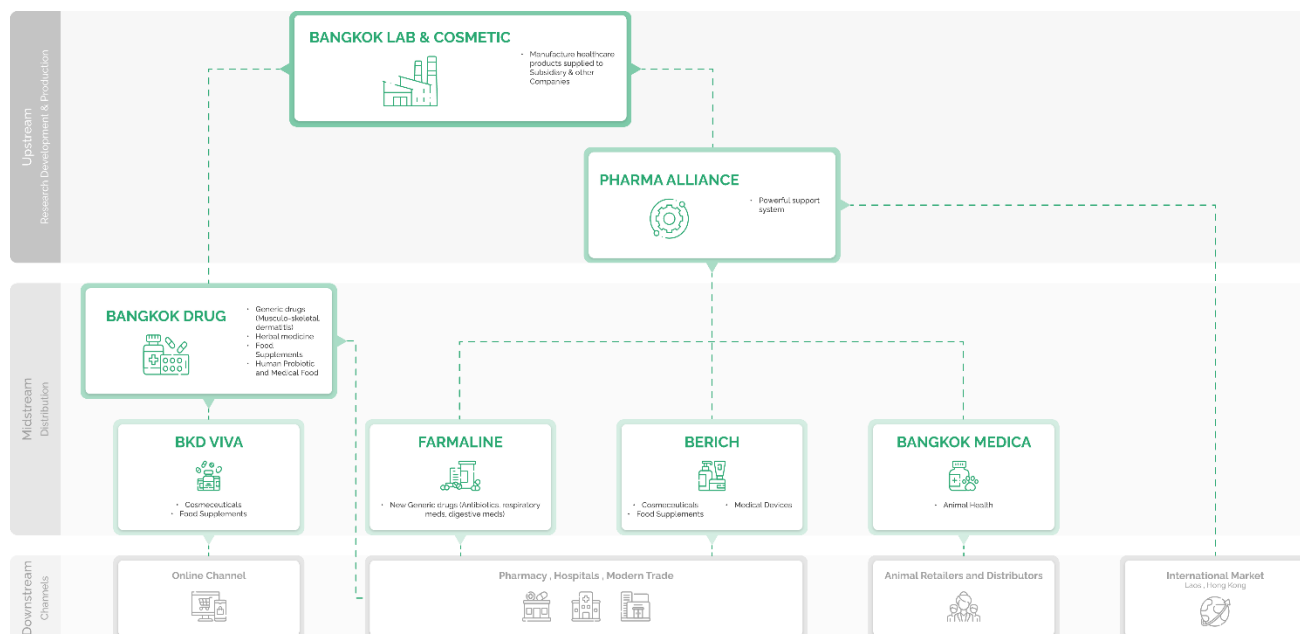
Pharmacist Suwit Ngampuphan
Chief Executive Officer
Bangkok Lab and Cosmetic Public Company Limited



About Bangkok Lab

Bangkok Lab and Cosmetic Public Company Limited and its subsidiaries, hereafter referred to as “the group,” are engaged in the manufacturing and distribution of modern pharmaceutical products, herbal medicines, veterinary medicines, cosmetics, dietary supplements, and other health-related products. The group was founded by three pharmacists: Mr. Suvit Ngampoopun, Mr. Subhachai Saibour, and Mr. Somchai Phisphahutharn. Throughout its operations, the group has placed great importance on access to quality medicine, aiming to make high-quality medicine more accessible to the Thai population. The group has grown into a fully integrated healthcare solution provider. Additionally, by applying knowledge in modern pharmaceutical technology, the group has conducted research and development to produce herbal extracts under internationally standardized processes, and has carried out clinical studies to demonstrate the efficacy of its products. These efforts have led to the recognition of its products as accepted alternative treatments alongside conventional medicine. With a commitment to business growth based on knowledge and innovation, the group has consistently delivered the highest quality products to consumers and helped create long-term health security and sustainable economic growth.

Business Structure and Nature of Operations



Company Name	Nature of Business
1. Bangkok Lab and Cosmetic Public Company Limited (BLC)	Conducts research and development through the BLC Research Center and manufactures pharmaceuticals and health products at the BLC factory for six affiliated companies under the group's trademarks. It also provides contract manufacturing services (Original Equipment Manufacturer: OEM) for companies or business owners who want to develop their own products.
2. Bangkok Drug Company Limited (BDC) (Subsidiary)	Distributes modern pharmaceutical products, including generic and new generic drugs, with a focus on pain relievers, drugs for bone and joint diseases, and dermatological drugs. It also distributes herbal medicines and dietary supplements.
3. Pharma Alliance Company Limited (PAC) (Subsidiary)	Provides services in warehouse systems, order management systems, accounting and finance systems, information technology systems, and logistics systems for the group. Also responsible for sourcing external service providers abroad and handling exports.
4. Bangkok Medica Company Limited (BMC) (Subsidiary)	Engaged in the business of distributing animal products.
5. Berich (Thailand) Company Limited (BRC) (Subsidiary)	Engaged in the business of distributing skincare cosmetics.
6. Farmaline Company Limited (FLC) (Subsidiary)	Distributes modern pharmaceutical products, including generic and new generic drugs, focusing on gastrointestinal, respiratory, and infectious disease medications.

Company Name	Nature of Business
7. BKD Viva Company Limited (BKD) (Subsidiary)	Engaged in the wholesale and retail of modern medicines, dietary supplements, cosmeceuticals, over-the-counter drugs, general herbal products, and medical equipment. Also operates in the direct marketing business.

Pharmaceutical Product Groups

- Generic Drugs and New Generic Drugs

The modern pharmaceutical products manufactured and distributed by the group are generic and new generic drugs, which contain the same active ingredients as original or patented drugs whose patents have expired. The group produces these under its trademarks in various forms such as tablets, capsules, powders, liquids, creams, and gels.



- Herbal Medicines

Medicinal products made from herbal extracts sourced locally, such as chili, Plai, black cassumunar ginger, aloe vera, and green chiretta. These are produced under international standards and the group’s trademarks. Herbal medicines are available in forms like tablets, capsules, powders, liquids, creams, and gels, mostly targeting bone and joint treatments as alternatives to modern medicine.



- Veterinary Medicines

Medicinal products for economic animals such as pigs, poultry, beef cattle, dairy cattle, and aquatic animals. Produced and distributed under the group's trademarks to treat infections on livestock farms and to ensure animal health without leaving harmful residues in animal-derived products.



Other Health Products

- Cosmetics

Cosmetic products for facial and body care in various forms such as creams, ointments, and gels, manufactured and distributed under the group's trademarks. Also provides contract manufacturing services (Original Equipment Manufacturer: OEM) for companies or business owners wanting to create their own products.



- Food Supplements

The group manufactures and distributes dietary supplements under its trademarks, focused on joint, muscle, bone, and eye care in various forms such as tablets and powders.



- Other Products

Other Products include: 1) Products used in medical devices, such as silicone gel for surgical wounds developed using advanced technology from world-class research institutes, and lubricating gel; and 2) Products classified as hazardous substances, such as mosquito repellent spray.



Corporate Governance

Overview of Corporate Governance Policy and Practices

The group of Companies recognizes the importance of good corporate governance, as it is essential for enhancing operational efficiency and sustainability, which ultimately benefits all stakeholders. Therefore, the Board of Directors has established a good corporate governance policy covering key content such as the structure, roles, duties, and responsibilities of the Board of Directors, subcommittees, executives, including the selection and remuneration of directors and executives, independence of the Board from management, director development, performance evaluation of directors, governance of subsidiaries, and management with transparency, clarity, and accountability. These are based on the principles of good corporate governance for listed companies, 2017 edition, by the Securities and Exchange Commission (“SEC”), as a guideline for the Board of Directors to ensure sustainable business performance, credibility for all stakeholders, ethical operations, social contribution, reduced negative environmental impact, and adaptability to business environment changes. This aims to sustainably enhance corporate value in alignment with the expectations of the business sector, investors, capital markets, and society as a whole.

In addition, the Board of Directors considers the following framework:

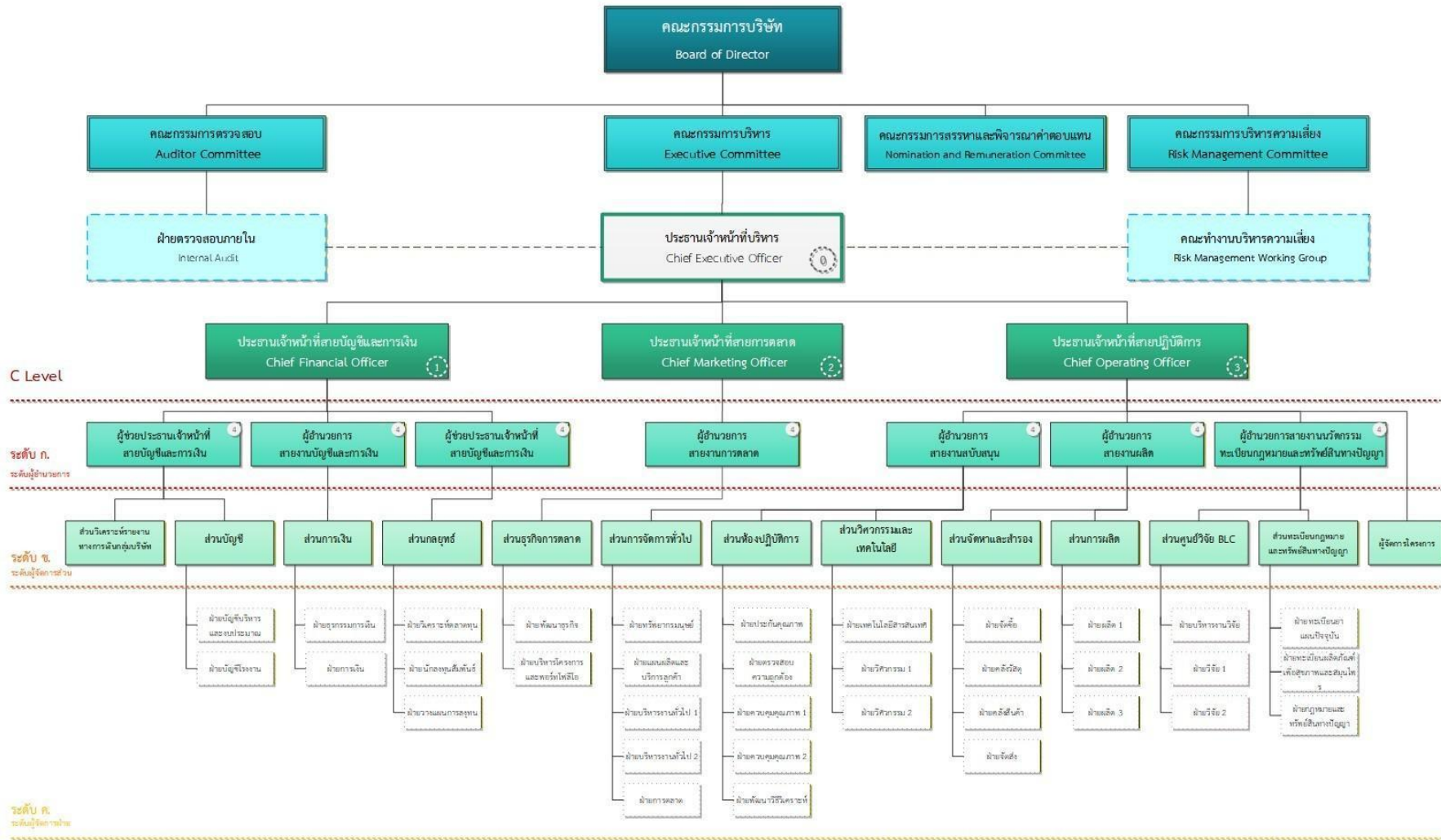
- Competitiveness and sound long-term performance
- Ethical business practices, respect for rights, and responsibility to shareholders and stakeholders
- Social benefits and minimizing negative environmental impact
- Adaptability under changing conditions

Policies and practices can be found on the website (www.blcplc.com) or by scanning the QR code below.

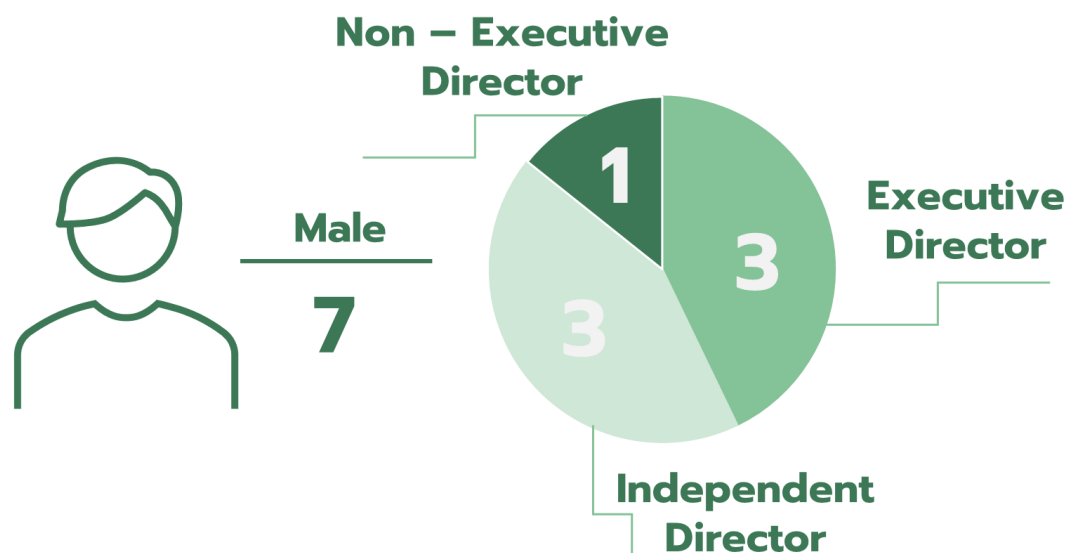


Corporate Governance Structure

ผังโครงสร้างองค์กร : ระดับบริษัท
บริษัท บางกอกแอสป แอนด์ คอสมेटิค จำกัด (มหาชน)



The Board of Directors comprises executive directors, non-executive directors, and independent directors, totaling seven members. All directors meet the qualifications under Section 68 of the Public Limited Companies Act B.E. 2535 (1992) and the Capital Market Supervisory Board Announcement No. Tor Jor. 39/2559 regarding approval and permission to offer newly issued shares, dated September 30, 2016, including all subsequent amendments.



Asst. Prof. Dr. Wanchai Sutananta

- Chairman of the Board
- Independent Director
- Chairman of the Audit Committee
- Chairman of the Nomination and Remuneration Committee

Pharmacist Worathep Gorgitpoonpol

- Director
- Independent Director
- Audit Committee
- Nomination and Remuneration Committee

Dr. Thanadon Raksaphon

- Director
- Independent Director
- Audit Committee
- Chairman of the Risk Management Committee

Pharmacist Suvit Ngampoopun

- Director
- Chairman of the Executive Committee
- Nomination and Remuneration Committee

Pharmacist Subhachai Saibour

- Director
- Executive Committee Member
- Risk Management Committee Member

Pharmacist Somchai Phisphahutharn

- Director
- Executive Committee Member
- Risk Management Committee Member

Mr. Surasilp Ngampoopun

- Director
- Executive Committee Member

You can find information on the policies and responsibilities of the Board of Directors and subcommittees in the 56-1 Annual Report for the year 2025 under Section 7: Corporate Governance Structure and Key Information about the Board of Directors, Subcommittees, Executives, Employees, and Others.

Director Nomination Criteria

The group nominates individuals to be appointed as directors and top executives through the Nomination and Remuneration Committee, which comprises two independent directors out of a total of three members. The committee is responsible for selecting and screening qualified individuals according to the company's regulations and nominating those with appropriate qualifications. This ensures the selection of professional and diverse board members, considering the structure, size, and composition of the Board. The committee submits its recommendations to the Board of Directors for approval, which are then proposed to the shareholders' meeting for appointment. The criteria and procedures for the selection of company directors have been established. However, the group of companies has also conducted an evaluation of the Board Skill Matrix for all directors.

Starting in 2025, details are shown in the following table

Name / Specific Expertise	Corporate Management	Strategic Management	Change management	Personal Product & Pharmaceuticals	Business Administration	Accounting	Finance	Marketing	Digital Marketing	Brand Management	Risk Management	Audit	Internal Control	Corporate Social Responsibility	Leadership	Public Administration
Asst. Prof. Dr. Wanchai Suttanan	✓	✓	✓												✓	✓
Mr. Worathep Gorgitpoonpol	✓		✓	✓	✓			✓								
Dr. Thanadon Raksaphon						✓	✓				✓	✓	✓			
Mr. Suvit Ngampuphan		✓		✓	✓			✓							✓	
Mr. Supachai Saibua	✓	✓		✓	✓									✓		
Mr. Somchai Phisphahutharn	✓			✓		✓	✓				✓					
Mr. Surasilp Ngampuphan		✓			✓			✓	✓	✓						
Total (Person)	4	4	2	4	4	2	2	3	1	1	2	1	1	1	2	1

Performance Evaluation of the Board of Directors and Top Executives

The Board of Directors requires that a performance evaluation be conducted at least once a year, in the form of both group and individual evaluations. The evaluation results are used as a framework for reviewing the performance of duties, identifying issues and obstacles, and analyzing directors' performance. Suggestions from the evaluation are also used to improve and further develop operations. The evaluation uses the following scoring criteria:

Score Level	Evaluation Criteria
Equal to or greater than 85%	Excellent
Equal to or greater than 75%	Good
Equal to or greater than 65%	Average
Equal to or greater than 50%	Fair
Less than 50%	Needs Improvement

The performance evaluation for 2025 utilized two types of assessments: a committee self-assessment to evaluate the overall performance of each committee, and an individual self-assessment for directors to evaluate their performance. The overall assessment results from all committees were rated as very good to excellent.

List of Directors	Assessment form	Score
Board of Directors	Group assessment	97.17%
	Self-assessment	96.75%
Audit Committee	Group assessment	96.67%
	Self-assessment	95.50%
Nomination and Remuneration Committee	Group assessment	95.61%
	Self-assessment	96.75%
Risk Management Committee	Group assessment	99.54%
	Self-assessment	96.75%

Remuneration Policy for Executive Directors and Executives

Remuneration for the Board of Directors and subcommittees must be approved by the shareholders' meeting, with recommendations from the Nomination and Remuneration Committee. This committee considers the roles, responsibilities, performance, and business results of the group, along with comparisons to directors' compensation in similar industries. The results are submitted to the Board of Directors for their consideration of board and subcommittee remuneration. The Board of Directors is responsible for approving the Chief Executive Officer's remuneration to align with performance, based on recommendations from the Nomination and Remuneration Committee. The Chief Executive Officer is responsible for determining the remuneration of executives. This includes proposing both monetary and non-monetary compensation, as well as other benefits deemed appropriate for the roles, responsibilities,

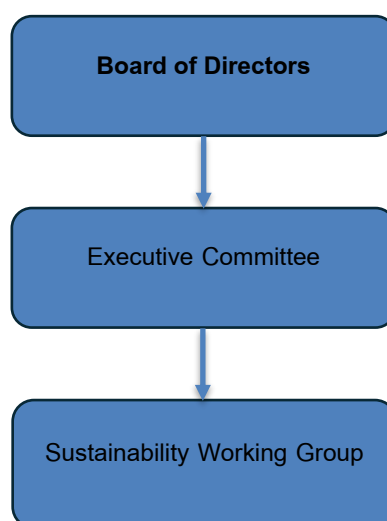
performance, and results of the company. The remuneration process must consider long-term incentives. Additionally, executive compensation is paid under the framework of the annual budget, which is reviewed and approved by the Board of Directors.

The company's executive remuneration includes salary, bonuses, and other benefits such as social security contributions and provident fund contributions.

Details of executive compensation can be found in the annual report Form 56-1 One Report, Section 2, Item 7.4.3 Total remuneration of the executive directors and executives.

Sustainability Governance Structure

The group has two committees, consisting of the Board of Directors and the Executive Committee. The details of the committees are as follows



Roles and Responsibilities in Sustainable Development Management

1) Board of Directors

Supervise the business operations to ensure ethical conduct, such as establishing corporate governance policies and business ethics handbooks for directors, executives, and employees, as well as disclosing, requiring compliance, and monitoring adherence.

1. Perform duties with responsibility, care, and honesty, and in compliance with laws, the company's objectives, articles of association, and shareholders' meeting resolutions, except for matters requiring prior approval from the shareholders' meeting, such as those mandated by law, related party transactions, and significant asset acquisitions or disposals according to the regulations of the Stock Exchange of Thailand or other government agencies.

2. Supervise the business operations to ensure ethical conduct, such as establishing corporate governance policies and business ethics handbooks for directors, executives, and employees of the company, as well as disclosing, requiring compliance, and monitoring adherence.
3. Consider and approve business policies, goals, operational plans, business strategies, and annual budgets of the company, and regularly review and reassess the appropriateness of various policies annually.
4. Consider and approve the appointment of qualified persons without prohibited characteristics as stipulated in the Public Limited Companies Act B.E. 2535 (1992) (and its amendments), the Securities and Exchange Act of Thailand, and related announcements, rules, and/or regulations, to serve as directors in case of a vacancy due to reasons other than retirement by rotation.
5. Consider appointing independent directors by reviewing their qualifications and prohibited characteristics according to the Securities and Exchange Act, Capital Market Supervisory Board announcements, and the relevant rules and regulations of the Stock Exchange of Thailand, or propose them to the shareholders' meeting for appointment as independent directors of the company, based on recommendations from the Nomination and Remuneration Committee.
6. Consider appointing the Audit Committee members who meet the qualifications set forth in the Securities and Exchange Act, Capital Market Supervisory Board announcements, and relevant rules and regulations of the Stock Exchange of Thailand, based on recommendations from the Nomination and Remuneration Committee.
7. Consider appointing the Executive Committee members selected from the company's directors, executives, or external persons, and define the scope, authority, duties, and responsibilities of the Executive Committee, based on recommendations from the Nomination and Remuneration Committee.
8. Consider appointing other subcommittees to assist in the duties of the Board of Directors.
9. Consider setting and amending the name(s) of the authorized directors who can bind the company.
10. Appoint any other person to carry out the company's business under the control of the Board of Directors or delegate authority to such persons as deemed

appropriate by the Board, which may revoke, cancel, amend, or change such authority.

11. Consider and approve asset acquisition or disposal transactions of the company or its subsidiaries, investment in new businesses, and any operations unless such transactions require approval from the shareholders' meeting. Such approvals shall comply with the Securities and Exchange Act, Capital Market Supervisory Board announcements, and/or the rules and regulations of the Stock Exchange of Thailand.
12. Consider and approve related party transactions unless such transactions require approval from the shareholders' meeting. Such approvals shall comply with the Securities and Exchange Act, Capital Market Supervisory Board announcements, and/or the rules and regulations of the Stock Exchange of Thailand.
13. Consider and approve interim dividend payments to shareholders when it is deemed that the company has sufficient profit to do so, and report such payments to the next shareholders' meeting.
14. Ensure the preparation of the financial statements at the end of the company's fiscal year, audited by the auditor, to present to the annual general meeting of shareholders for approval.
15. Ensure the preparation of the financial statements at the end of each quarter, reviewed by the auditor. Perform any other business-related duties as assigned by the shareholders.

2) Executive Committee

1. Set policies, goals, strategies, operational plans, annual budgets, and various management authorities of the company for submission to the Board of Directors for approval.
2. Control and oversee the company's operations to ensure alignment with the objectives, regulations, rules, instructions, policies, goals, strategies, operational plans, and annual budgets approved by the Board of Directors, Board resolutions, and/or shareholders' resolutions, to be carried out efficiently and conducive to the business condition. Provide management advice to senior executives and approve the appointment of necessary advisors within the approved budget framework from the Board of Directors.

3. Consider and approve normal business operations and transactions of the company and its subsidiaries, including investment expenditures, financial transactions with financial institutions such as account openings, loans, pledges, guarantees, and others, including land purchases/sales or registrations of land ownership for normal business transactions of the company and its subsidiaries, within the approved financial authority limits and/or as per the Table of Authority set by the Board of Directors.
4. Determine the organizational structure of the company at the executive level and effective management, covering recruitment, training, hiring, and termination of the company's executives or senior executives. The authority may be delegated to the Chief Executive Officer, Chief Officer, Managing Director, Deputy Managing Director, or Assistant Managing Director of the company to act on behalf of the company in signing employment contracts.
5. Supervise and approve matters related to the company's operations and may appoint or assign any individual or multiple individuals to act on behalf of the Executive Committee as deemed appropriate. The Executive Committee may revoke, change, or amend such authority.
6. Review and provide opinions on matters that require approval from the Board of Directors, except for any activities delegated to other subcommittees by the Board of Directors.
7. Consider proposing company employees to act as secretaries upon approval by the Executive Committee.
8. Perform any other duties assigned by the Board of Directors.

However, the delegation of authority and responsibilities of the Executive Committee shall not constitute a delegation or sub-delegation of authority that allows the Executive Committee or any person authorized by it to approve any transaction in which they, or any person with a potential conflict of interest (as defined by the Securities and Exchange Commission's announcements), have any interest or may benefit, or have any other conflict of interest with the company or its subsidiaries. The approval of such transactions must be presented to the Board of Directors and/or the shareholders of the subsidiary, as applicable. Exceptions are for transactions conducted under normal business terms, with clearly defined conditions and in accordance with policies and criteria approved by the shareholders' meeting or the Board of Directors.

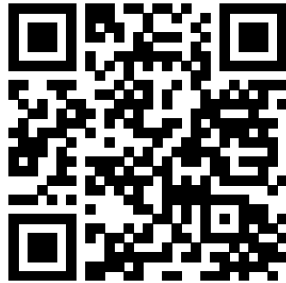
3) Sustainability Working Group

The group recognizes that business operations must take into account environmental and social matters together with good governance to drive business toward sustainability. Additionally, the Stock Exchange of Thailand has encouraged listed companies to operate sustainably, with Environmental, Social, and Governance (ESG) considerations being part of business operations. Therefore, the company has appointed a Sustainability (ESG) Task Force to integrate sustainable organizational management in accordance with international standards. The roles and responsibilities of the Sustainability Task Force are as follows:

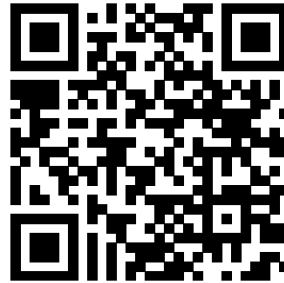
1. Determine appropriate sustainability approaches and operational plans in alignment with company policies.
2. Supervise, monitor, and review sustainable development operations, push for practical implementation, and encourage participation in various projects under the sustainability development framework with relevant internal and external departments.
3. Create a culture of sustainable development and communicate this to directors, executives, employees at all levels, external service providers, and all stakeholders to ensure understanding and awareness of sustainability development.
4. Report on sustainable development performance and prepare sustainability development reports to present to the Executive Committee.

Sustainability Policy

The group recognizes the importance of conducting business for sustainable growth under Corporate Social Responsibility (CSR), focusing on ethical and moral operations that consider stakeholders. The group also emphasizes sustainable investment by considering environmental (Environmental), social (Social), and corporate governance (Governance) or ESG performance. The group hopes that responsible business practices will benefit the greater community while simultaneously supporting the company's growth.



Sustainability Policy



Company Management System Policy
and Objectives

Value Chain of the Organization

The group manages its business value chain to ensure that business operations are efficient and sustainable, delivering high-quality and safe products and services to customers while creating value for all stakeholders. Value chain management covers both primary activities and support activities, as follows:

Primary activities



Support activities

Infrastructure

- Materials & Equipment Inventory Management
- Quality Control
- Accounting Management
- Business Development
- Environmental Management
- Safety Management
- Energy Management
- Personal Data Control

Technology

- Development of Inno Herbs Herbal Product Innovations



Procurement

- Procurement Management

Human Resource Management

- Recruitment
- Compensation Management
- Welfare Management
- Development & Training
- Performance Evaluation
- Compliance with Thai Labour Standard (TLS 8001)

Stakeholders and Key Issues of the Group

In 2025, the group analyzed and prioritized stakeholders involved in its operations by assessing both positive and negative impacts on stakeholders and the level of influence stakeholders have on the group's operations. The analysis found that the group has a total of eight stakeholder groups prioritized as follows: (1) Employees (2) Customers/Consumers (3) External Service Providers (4) Regulatory Agencies (5) Competitors (6) Shareholders/Investors (7) Business Partners and (8) Communities. The group consistently communicates with all stakeholder groups through various channels to assess and identify issues of interest and expectations, aiming to address these expectations efficiently.

Stakeholder Groups

Employees (Individuals with an employment relationship, for whom the company has legal responsibilities)		
Expectations	Stakeholder Response	Communication Channels
<ul style="list-style-type: none"> • Appropriate and continuously growing compensation and benefits • Protection of welfare and workplace safety Basic legal benefits / benefits exceeding legal requirements • Job security and career advancement • Opportunities for learning and self-development • Desire for a good working environment • Need for modern equipment/technology to reduce workload 	<ul style="list-style-type: none"> • Starting wage set by law and increased based on experience and performance evaluation • Equal rights and benefits for all employees • Knowledge and skill development plans provided • Ensure workplace safety • Create a positive work environment 	<ul style="list-style-type: none"> • Suggestion box • Intranet, email, LINE, online meetings • Announcement boards

Customers/Consumers

(Individuals or entities who purchase the company's products for business or personal purposes)

Expectations	Stakeholder Response	Communication Channels
<ul style="list-style-type: none">• Profit from product sales and benefits from marketing promotions to boost sales• Quality and safe products with truthful and useful information• Convenient and fast communication channels	<ul style="list-style-type: none">• Sales promotion activities• Products with certified quality standards• Certified management systems such as ISO 9001, ISO 14001, ISO 45001, ISO 50001, ISO 22000, ISO/IEC 17025• Product usage information is communicated to consumers on the product label as required by law.	<ul style="list-style-type: none">• Sales representatives• Product labeling• Customer satisfaction surveys• BLC letter• Website• Factory visits• Telephone / LINE / Email• Pharmacy student internships

External Service Providers		
(Individuals or entities supplying raw materials/equipment and services to the company)		
Expectations	Stakeholder Response	Communication Channels
<ul style="list-style-type: none"> • Receipt of correct and consistent purchase orders • On-time payments • Maintain relationships with external service providers 	<ul style="list-style-type: none"> • Standardized purchasing criteria • Clear payment schedule • Feedback on service providers' operations via online system and regular phone consultations • Complaint channels via website and central telephone 	<ul style="list-style-type: none"> • Regular visits and listening to service • Quarterly journals

Regulatory Agencies		
(Monitor and ensure products and operations comply with relevant laws and regulations)		
Expectations	Stakeholder Response	Communication Channels
<ul style="list-style-type: none"> • Compliance with relevant laws and regulations • Cooperation in agency-organized activities • Receipt of accurate information 	<ul style="list-style-type: none"> • Adherence to laws and regulations of regulatory bodies • Support for regulatory agency activities • Assistance to regulatory bodies 	<ul style="list-style-type: none"> • Circular letters / Emails / Exhibitions • Meetings • Evaluation

Trade Partners

(Entities cooperating with the company in business, exchanging information, expertise, and experience, including product research and development, potentially sharing revenue and costs over a period)

Expectations

- Develop cooperation with the company to achieve research within the set timeline
- Expect to extend the research for industrial production
- Gain networks, funding, membership fees, and support for association activities, as well as resources from the company within the member group

Stakeholder Response

- Have research teams and coordination for joint work
- Participate in meetings, pay membership fees, join association activities, cooperate, and exchange information

Communication Channels

- Telephone / LINE / Email
- Collaboration agreements
- Meetings
- Surveys

Community

(Local residents in the vicinity of the business, including houses, temples, schools, markets, and government offices, who may be affected or benefit from the company's activities)

Expectations

- Collaborate in community development, create jobs and income to ensure stability for local residents
- Require continuous support from the company
- Desire for the company to consider the environmental impact on the community

Stakeholder Response

- The company cooperates and supports community activities consistently
- Disclose environmental impact information transparently to the community
- Hire local community members

Communication Channels

- Dialogue and discussions
- Contact community representatives, such as village headman phone numbers
- Website

Shareholders/Investors

(Individuals or entities holding shares in the company, with the right to express opinions on business operations and benefit from the company's activities, including those interested in the company's securities)

Expectations	Stakeholder Response	Communication
<ul style="list-style-type: none">• Accurate, transparent, and timely information to assess future business potential	<ul style="list-style-type: none">• Provide returns that meet shareholders'/investors' expectations• Provide direct communication channels to shareholders/investors	<ul style="list-style-type: none">• Organize Company visits, Opportunity Days, Analyst meetings quarterly• Shareholder meetings• website

Competitors

(Entities importing or producing products and distributing goods in the same category or interchangeable products)

Expectations	Stakeholder Response	Communication Channels
<ul style="list-style-type: none">● Fair competition	<ul style="list-style-type: none">• Cooperation to develop business capabilities	<ul style="list-style-type: none">• Meetings of the Thai Pharmaceutical Manufacturers Association (TPMA)

Evaluation of Key Issues

The group has conducted an analysis and identified key sustainability issues, considering risks and opportunities, new challenges both domestically and internationally, as well as issues relevant to the same industry. Additionally, the interests and needs of stakeholders both inside and outside the company have been considered through the following process:



1. Identifying activities in the value chain

The group has conducted an assessment of activities within the value chain, both internal and external, covering impacts that are currently occurring or may occur in the future, both positive and negative, related to each activity in the group's value chain, which affects the environment, society, governance, and the economy comprehensively.

2. Identification of Key Sustainability Issues

In terms of operations, the company considered the context and direction of its internal operations, as well as sustainability standards according to the Stock Exchange of Thailand's guidelines, and the short-term and long-term impacts and opportunities for the group. The expectations of stakeholders have been incorporated as part of the process of identifying key sustainability issues.

3. Prioritization of Key Issues

The prioritization of sustainability issues follows the Materiality Principle, considering the level of impact significant to the group's business operations, as well as the expectations and interests of stakeholders through engagement with various stakeholders along the value chain.

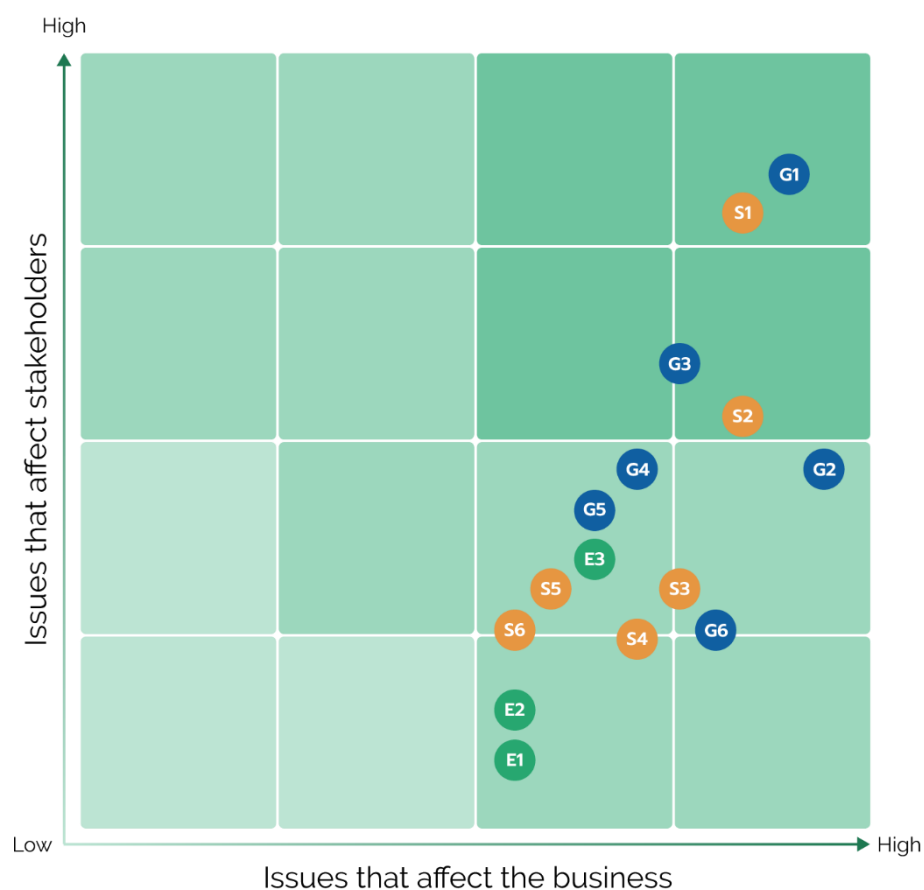
4. Review of Key Issues

Management and the board of directors of the group have reviewed the accuracy and completeness of sustainability issues and have approved significant issues to ensure alignment with the group's context, goals, and strategy.

5. Reconsideration of Key Issues

The key sustainability issues and disclosure of information are reviewed regularly through engagement with internal and external stakeholders, and presented to the board of directors to develop the next sustainability report.

From the process above, the Group identified 15 key sustainability issues encompassing environmental, social, economic, and governance dimensions, as illustrated in the diagram.





Environmental Dimension	Social Dimension	Governance Dimension
<p>E1.) Greenhouse Gas Management</p> <p>E2.) Pollution and Waste Management</p> <p>E3.) Resource Management</p>	<p>S1.) Customer Relationship Management</p> <p>S2.) Responsible Marketing</p> <p>S3.) Human Resource Management</p> <p>S4.) Occupational Health and Safety</p> <p>S5.) Human Rights</p> <p>S6.) Community and Social Development</p>	<p>G1.) Product Quality and Confidence</p> <p>G2.) Product Research and Development, and Innovation</p> <p>G3.) Business Ethics</p> <p>G4.) Cybersecurity and Personal Data Protection Management</p> <p>G5.) Supply Chain Management and Raw Material and Product Inventory Management</p> <p>G6.) Risk Management and Business Continuity</p>

Sustainability Impact

Key Sustainability Issues	Business Impact	Stakeholders
Environmental Dimension		
Greenhouse Gas Management	<p>The world is currently moving toward a “heated earth” due to the high volume of greenhouse gas emissions. Globally, there are targets for a low-carbon era, and each company has measures to reduce greenhouse gas emissions, whether by minimizing pollution and waste in nature or by using resources efficiently.</p> <p>Environmental issues are interconnected and can have wide-reaching impacts, reflecting risks to the company’s operations. Therefore, the company is committed to managing significant environmental issues in an integrated manner to achieve the best results in both the short and long term.</p>	<ul style="list-style-type: none"> - Employees - Community and Society - External Service Providers - Regulatory Agencies
Pollution and Waste Management		
Resource Management		
Social Dimension		
Customer Relationship Management	<p>In addition to the product quality meeting the required standards, customer relationships are still a key factor in promoting continuous repeat usage, which can also create opportunities for expanding sustainable consumption participation in the future.</p>	<ul style="list-style-type: none"> - Customers/Consumers - Business Partners
Responsible Marketing	<p>Honest, transparent marketing with accurate information helps build trust and loyalty toward the brand. Demonstrating responsibility toward society and the environment enhances a credible image and attracts customers who value these principles. Responsible business practices create good relationships with consumers.</p>	<ul style="list-style-type: none"> - Customers/Consumers - Business Partners - Regulatory Agencies



Key Sustainability Issues	Business Impact	Stakeholders
Community and Social Development	Engagement in community activities helps build understanding between the group and the community. Strengthening the community helps create a positive environment for business in the long term, reduces conflicts, and strengthens the local economy, ensuring acceptance and trust from the community.	Community and Society
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Key Sustainability Issues	Business Impact	Stakeholders
Governance Dimension		
Product Quality and Confidence	High-quality products are key to building customer trust, boosting confidence in the brand, and enhancing business competitiveness. Effective quality control not only reduces complaints but also cuts costs related to product recalls. Furthermore, confidence in products directly impacts the company's reputation and helps the business grow steadily in the long run.	<ul style="list-style-type: none"> - Customers/Consumers - Business Partners - Regulatory Agencies - Competitors
Product Research and Development and Innovation	Investing in research and development and fostering innovation enhances competitiveness and helps the company respond to rapidly changing market demands.	<ul style="list-style-type: none"> - Customers/Consumers - Business Partners - Regulatory Agencies - Competitors
Business Ethics	Operating with transparency helps build trust with all stakeholders, reduces risks from disputes, and supports sustainable business operations while enhancing the company's image.	<ul style="list-style-type: none"> - Employees - Customers/Consumers - External Service Providers - Business Partners - Regulatory Agencies - Shareholders/Investors - Competitors - Community and Society






Key Sustainability Issues	Business Impact	Stakeholders
Cybersecurity and Personal Data Protection Management	Preventing cyberattacks and protecting customer data reduces the risk of damage from data leaks, building confidence with all stakeholders.	<ul style="list-style-type: none"> - External Service Providers - Customers/Consumers - Business Partners - Regulatory Agencies
Supply Chain Management and Raw Material and Product Inventory Management	Efficient supply chain management helps reduce costs and prevents product shortages. It also includes proper inventory management to minimize waste and improve production efficiency, which helps cope with changing market conditions.	<ul style="list-style-type: none"> - Business Partners - External Service Providers
Risk Management and Business Continuity	Risk management helps reduce impacts, while continuity planning further mitigates potential business disruptions and creates long-term stability for the company.	<ul style="list-style-type: none"> - Employees - Shareholders/Investors

Overall Sustainability Operations of the Group

The Group company has set long-term sustainability goals (by 2030) as follows:

Dimension	Goal (by 2030)	Achievements from 2025 Operations	SDGs Support
 <p>Environmental Aspect</p>	<p>Greenhouse Gas Management</p> <ul style="list-style-type: none"> Reduce greenhouse gas emissions per product weight by 5% annually compared to the baseline year 2023 	<p>Greenhouse Gas Management</p> <ul style="list-style-type: none"> In 2025, the scope of greenhouse gas emissions calculation was expanded to cover the entire Group, leading to a change in greenhouse gas emissions data of more than 5%. Therefore, the Company is considering revising the base year to 2025. 	
	<p>Pollution and Waste Management</p> <ul style="list-style-type: none"> The volume was reduced by no less than or equal to 8% of production weight (excluding general waste and hazardous waste) 	<p>Pollution and Waste Management</p> <ul style="list-style-type: none"> The waste amount was 0.12 tons per ton of production, which fell short of the target. 	
	<p>Resource Management</p> <ul style="list-style-type: none"> Electricity consumption from external factory production has been reduced and switched to energy from solar farms, covering at least 50% of total energy use. 	<p>Resource Management</p> <ul style="list-style-type: none"> Renewable energy use from solar farms stands at 25.41% 	

Dimension	Goal (by 2030)	Achievements from 2025 Operations	SDGs Support
	Environmental Aspect <ul style="list-style-type: none"> No environmental complaints. 	Environmental Aspect <ul style="list-style-type: none"> No environmental complaints. 	
 <p>Social Aspect</p>	Customer Relationship Management <ul style="list-style-type: none"> Customer satisfaction is no less than 85%. 	Customer Relationship Management <ul style="list-style-type: none"> Customer satisfaction stands at 87%. 	
	Responsible Marketing <ul style="list-style-type: none"> No complaints regarding marketing and advertising. 	Responsible Marketing <ul style="list-style-type: none"> No complaints regarding marketing and advertising. 	
	Human Resource Management <ul style="list-style-type: none"> Average employee training hours are no less than 85 hours per person per year. Employee satisfaction and/or engagement with the company are no less than 90%. 	Human Resource Management <ul style="list-style-type: none"> The average number of training hours for employees is 115.22 hours per person per year. Employee satisfaction and/or engagement with the company is 92.52% 	
	Occupational Health and Safety <ul style="list-style-type: none"> No work-related accidents. 	Occupational Health and Safety <ul style="list-style-type: none"> One lost-time accident occurred. 	

Dimension	Goal (by 2030)	Achievements from 2025 Operations	SDGs Support
	Human Rights <ul style="list-style-type: none"> No human rights complaints. 	Human Rights <ul style="list-style-type: none"> No complaints regarding human rights. 	
	Community and Social Development <ul style="list-style-type: none"> Satisfaction with community and social development activities is no less than 85%. 	Community and Social Development <ul style="list-style-type: none"> Satisfaction with community and social development activities is 92.29%. 	
 <p>Governance Aspect</p>	Product Quality and Confidence <ul style="list-style-type: none"> No products recalled due to quality issues. 	Product Quality and Confidence <ul style="list-style-type: none"> No products recalled due to quality issues. 	 
	Product research and development and innovation creation. <ul style="list-style-type: none"> At least 2 new products in the new generic drug category can be marketed per year. At least 2 herbal product formulations approved by the company's internal committee per year. At least 3 formulations with reduced or no use of environmentally unfriendly organic solvents approved by the internal committee per year. 	Product research and development and innovation creation. <ul style="list-style-type: none"> Innovation in the new generic drug category has resulted in two new products. One new product was launched in the new generic drug category. One innovative herbal product has been developed. One herbal product formulation was approved by the Company's internal committee. 	 

Dimension	Goal (by 2030)	Achievements from 2025 Operations	SDGs Support
	<ul style="list-style-type: none"> At least 45% of secondary packaging should be environmentally friendly by 2030. At least 15 QCC topics per year. At least 30 Kaizen topics per year. Total savings of no less than 100,000 baht. 	<ul style="list-style-type: none"> At least 10 product formulations with reduced or eliminated environmentally unfriendly organic solvents have been approved by the internal committee. At least 54.53% of secondary packaging should be environmentally friendly in 2025. QCC topics: 28 items. Kaizen topics: 124 items. Total savings: 4,260,945.90 baht. 	
	<p>Business Ethics</p> <ul style="list-style-type: none"> No business ethics violations. No corruption or bribery. 	<p>Business Ethics</p> <ul style="list-style-type: none"> No business ethics violations. No corruption or bribery. 	
	<p>Cybersecurity and Personal Data Protection Management</p> <ul style="list-style-type: none"> No successful cyberattacks. 	<p>Cybersecurity and Personal Data Protection Management</p> <ul style="list-style-type: none"> No successful cyberattacks. 	

Dimension	Goal (by 2030)	Achievements from 2025 Operations	SDGs Support
	<p>Supply Chain Management and Raw Material and Product Inventory Management</p> <ul style="list-style-type: none"> • The proportion of key vendors that have undergone ESG training is 50% or more, increasing by at least 10% annually. • The proportion of key vendors complying with ESG guidelines is 10% or more, increasing by at least 5% annually. 	<p>Supply Chain Management and Raw Material and Product Inventory Management</p> <ul style="list-style-type: none"> • Major service providers have 58% readiness and possess foundational ESG knowledge. • The proportion of key service providers adhering to ESG guidelines is 38% for the environmental dimension, 68% for the social dimension, 66% for the economic dimension, and 20.75% across all three dimensions. 	
	<p>Risk Management and Business Continuity</p> <ul style="list-style-type: none"> • Measures to reduce risks from high to low levels 	<p>Risk Management and Business Continuity</p> <ul style="list-style-type: none"> • The risk issues that have been reduced to a medium level amount to 3, and the issues reduced to a low level amount to 3. 	



Environmental Dimension Management

Greenhouse Gas Management

The group recognizes the impact of climate change, as it operates industrial factories that emit greenhouse gases, which are a key cause of climate change. The company strives to help mitigate global warming by effectively managing greenhouse gas emissions from internal activities to reduce emissions in factories. This starts with creating the organization's carbon footprint data (Carbon Footprint for Organization: CFO), a method to assess greenhouse gas emissions from the organization's operations and calculate them as carbon dioxide equivalent, which leads to the development of management approaches to reduce greenhouse gas emissions effectively.

Management Approaches to Key Sustainability Issues

In managing greenhouse gases, the group has set a policy on social and environmental responsibility regarding greenhouse gas emissions (carbon footprint). The company has also formulated strategies for managing greenhouse gases by using renewable energy, along with other important methods as follows:

Measures to Reduce Greenhouse Gas Emissions

1. Use renewable energy from solar energy or solar farm systems to replace energy produced from fossil fuels.
2. Improve the product transportation system (Logistics): The group arranges transportation routes to be efficient, either directly from the company or the product suppliers to customers. The transportation sequence is aligned to maximize efficiency and save fuel, thereby reducing greenhouse gas emissions.
3. Use machinery or equipment with high-quality production lines that help reduce electricity consumption in the group's production processes.
4. Reduce waste disposal through landfill methods to lower greenhouse gas emissions by selecting high-quality machinery that minimizes waste generation and by choosing waste disposal contractors who meet legal standards.
5. Increase green spaces by promoting tree planting in vacant areas around the factories continuously.
6. The group will prepare a greenhouse gas emission report to monitor progress in reducing emissions continually. The group is confident that these measures will help campaign against global warming and reduce greenhouse gas emissions from business operations in the long term, also enhancing the company's image.

Sustainability Targets

The Group Company Targets

Targets:	Key Performance Indicators (KPIs)
Short-Term Goal (2025-2026)	<ul style="list-style-type: none"> Reduce greenhouse gas emissions per product weight by 5% per year from 2023.
Long-Term Goal (2027-2030)	<ul style="list-style-type: none"> Reduce greenhouse gas emissions per product weight by 5% from 2023.

The Company has compiled information to verify its carbon footprint assessment, conducted by TUV NORD (Thailand) Co., Ltd. on January 14, 2026, and received certification from the Thailand Greenhouse Gas Management Organization (Public Organization) on March 18, 2026.

Short-term Target within 2034 (Near term)

Base year 2023

Scope 1 and 2 emissions: 2,884 tCO₂e

Scope 3 emissions: 10,118.3 tCO₂e

Targets:	Greenhouse gas emissions (2034)	% Reduction SBTi
Scope 1 and Scope 2: Absolute Greenhouse Gas Emissions – 1.5°C (tCO ₂ e) (SBTi 1.5°C Formulation)	1,172	58.80%
Scope 3: Absolute GHG Emissions - WB2 ⁰ C (tCO ₂ e) (SBTi Formulation - WB2 ⁰ C)	6,576.9	35.00%

Long-term Target within 2050 (Net Zero):

Targets:	Greenhouse gas emissions (2050)	% Reduction SBTi
Scope 1, Scope 2 and Scope 3: Absolute GHG Emissions - WB2 ⁰ C (tCO ₂ e) (SBTi Formulation - WB2 ⁰ C)	1,296.2	90.00%

Sustainability Plan

The Group has established plans to reduce greenhouse gas emissions by category as follows:

No.	Plan	2025-2028	2029-2034
1.	<p>Prepare greenhouse gas emission data and verify greenhouse gas emissions.</p> <p>Assess the greenhouse gas emissions from the operations and activities of the Group, both direct and indirect, to understand the context and identify the Company's most significant emission sources, with verification by the Thailand Greenhouse Gas Management Organization (Public Organization).</p> <p>Budget of 0.3 million baht per year</p> <p>Annual data collection plan covering January to December.</p> <p>Data verification is conducted from September to December each year.</p>	<ul style="list-style-type: none"> - By March of the following year - Use as a baseline year when significant changes occur. 	<ul style="list-style-type: none"> - By March of the following year - Use as a baseline year when significant changes occur.
2.	<p>Energy Efficiency</p> <ul style="list-style-type: none"> - Reduce electricity consumption and improve the efficiency and performance of electrical systems. - Plan for Reducing the Temperature of Fresh Air Entering the HVAC System - Plan for replacing low-efficiency air conditioners - Promote employee awareness of efficient energy use. <p>Budget of 0.5 million baht per year</p>	<ul style="list-style-type: none"> - Reduce energy/production weight by 0.5% per year (cumulative) - Reduce Scope 2 greenhouse gas emissions by 50 tCO₂e per year (cumulative) 	<ul style="list-style-type: none"> - Reduce energy use/production weight by 0.5% annually (cumulative) - Reduce Scope 2 greenhouse gas emissions by 50 tCO₂e per year (cumulative)
3.	<p>Renewable Energy</p> <p>Increase the use of renewable energy by incorporating solar power from solar farms into machinery operations, reducing reliance on fossil fuels.</p>		
	<p>The establishment of Phase II of the solar farm, with a capacity of 1.5 megawatts (MW).</p>	<p>Reduce greenhouse gas emissions</p> <p>Scope 2 930 tCO₂e/year</p>	

No.	Plan	2025-2028	2029-2034
	Budget of 22.4 million baht Plan for January–December 2025 Implementation will begin in January 2026	Scope 3 183 tCO ₂ e/year (2026 onwards)	
	Establishment of a 1.0 megawatt (MW) solar rooftop power plant Budget of 17 million baht Plan for January–September 2026 Implementation will begin in October 2026	Reduce greenhouse gas emissions Scope 2 600 tCO ₂ e/year Scope 3 118 tCO ₂ e/year (2027 onwards)	
	Switching transport vehicles to electric or hybrid power, beginning in 2032. Budget of 3 million baht		Reduce greenhouse gas emissions Scope 1 40 tCO ₂ e/year (cumulative) Scope 3 2 tCO ₂ e/year (cumulative) (2032 onwards)
4.	Stakeholder Engagement Encourage procurement from external service providers whose environmental goals align with the Company's sustainability guidelines, fostering a collaborative network to support reducing environmental impact and drive long-term mutual growth. Promote services for key external stakeholders that report greenhouse gas emissions and implement greenhouse gas reduction measures.	<ul style="list-style-type: none"> - At least 30% of secondary packaging should be environmentally friendly by 2026. - Reduce Scope 3 GHG emissions by 75 tCO₂e/year 	<ul style="list-style-type: none"> - At least 45% of secondary packaging should be environmentally friendly by 2030. - Reduce Scope 3 GHG emissions by 112 tCO₂e/year - The proportion of key external service providers reporting greenhouse gas emissions and implementing measures to reduce those emissions by 10% or more, with annual increases of at least 5%. - Reduce Scope 3 greenhouse gas emissions by 200 tCO₂e/year (cumulative).

Achievements from 2025 Operations

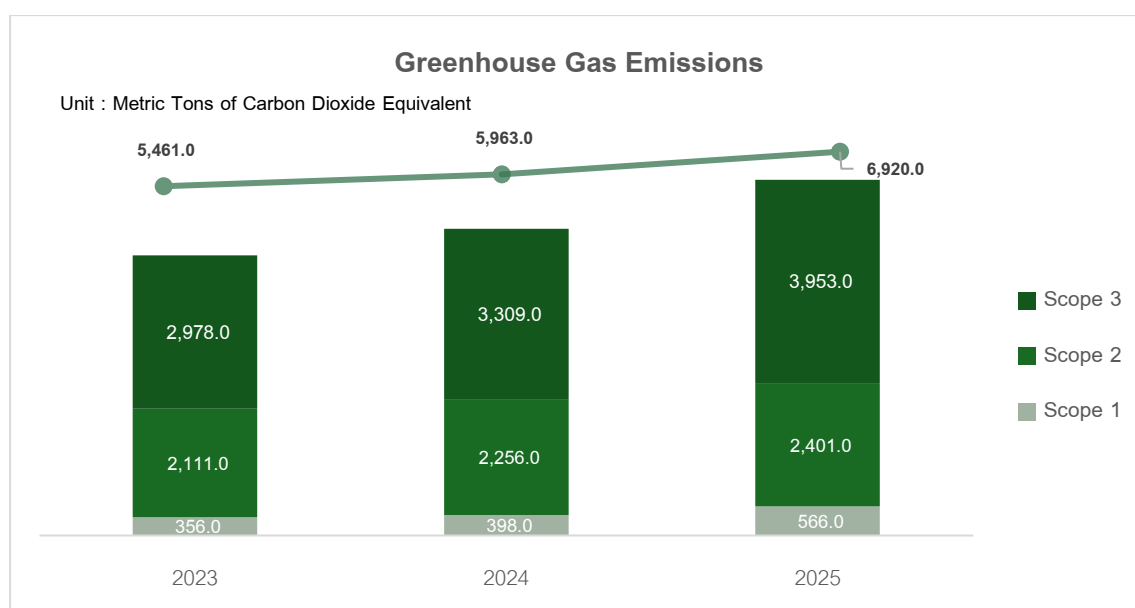
Details	Unit	Scope	2023	2024	2025
Group of Companies	tCO ₂ e	Scope 1 & 2	2,884.0*	-	2,967.0**
	tCO ₂ e	Scope 1 & 2 & 3	12,961.9*	-	6,920.0**
BLC (Ratchaburi Plant)	tCO ₂ e	Scope 1 & 2	2,467.0**	2,654.0**	-
	tCO ₂ e	Scope 1 & 2 & 3	5,445.0**	5,963.0**	-
Production Weight	tonnes		939.87	1,159.90	1,209.54

* No verification

** Verified by TÜV NORD (Thailand) Ltd. and certified by the Greenhouse Gas Management Organization (Public Organization)

Summary of the Group's Performance

From the annual greenhouse gas emissions assessment for 2025, the organization's total emissions were found to be 6,920 tons of carbon dioxide equivalent, an increase compared to 2024. This increase was due to expanding the scope of emissions calculations to include the entire Group of companies in 2025, resulting in a change of more than 5% in greenhouse gas emissions data. Therefore, the Company is considering revising the base year to 2025.



Pollution and Waste Management

BLC has a policy to reduce waste in the production process, lower costs, reduce expenses, and minimize pollution for maximum efficiency. The identification of causes leading to environmental impacts is part of the Life Cycle Assessment (LCA) process, which is an important method for understanding the impacts of various activities from the beginning to the end of the product's or process's life. This helps in making better environmental decisions. The LCA process considers resource use, pollutant emissions, and environmental destruction that occur at each stage of the product or service life cycle.

Life Cycle and Environmental Impact Causes



Management Approaches to Key Sustainability Issues

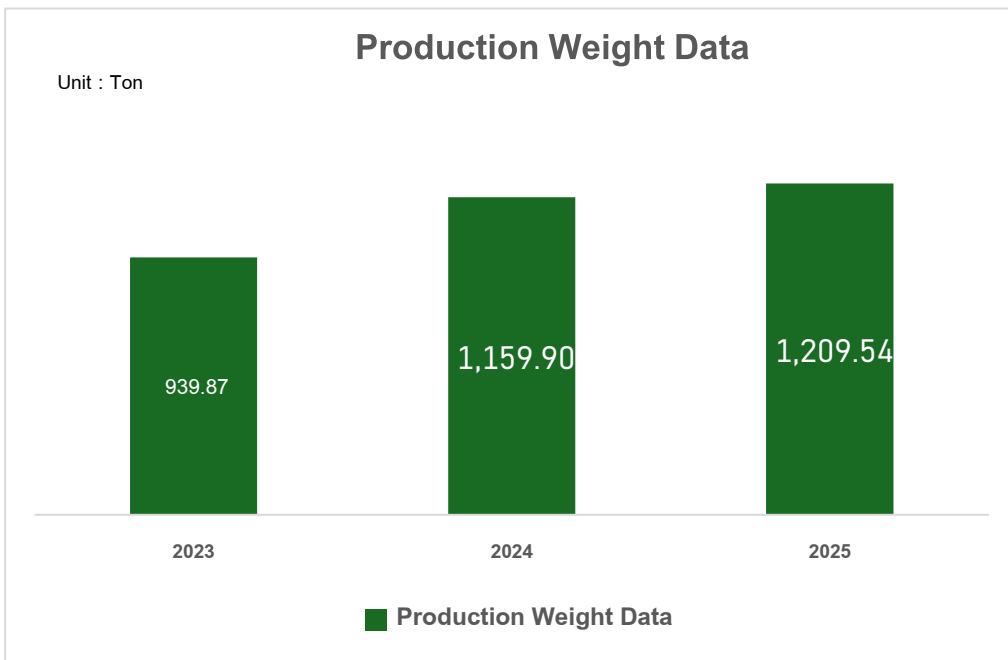
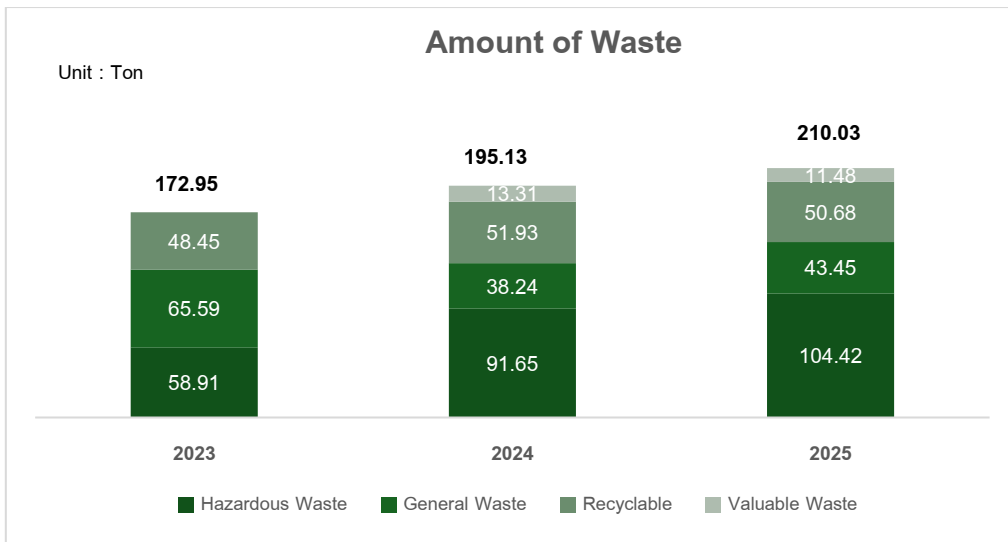
In managing pollution and waste, BLC follows the ISO 14001 environmental management standards. The company classifies waste and identifies discarded items for employees to separate waste correctly for disposal according to legal requirements through authorized agencies. BLC selects contractors that use the most environmentally friendly waste disposal methods, although some waste is still disposed of via landfilling. The company is actively seeking contractors who can use more environmentally friendly disposal methods or improve waste quality for more sustainable disposal methods. Furthermore, the company communicates and campaigns for employees to be aware of the importance of waste reduction, such as reducing plastic straw usage by switching to reusable or biodegradable straws, using cloth bags or baskets instead of plastic bags, and carrying reusable water bottles or cups instead of disposable plastic bottles. This is part of the ongoing promotion of waste reduction and sustainable environmental preservation.

Sustainability Targets

Targets:	Key Performance Indicators (KPIs)
Short-Term Goal (2025-2026)	<ul style="list-style-type: none">The volume was reduced by no less than or equal to 5% of production weight (excluding general waste and hazardous waste).
Long-Term Goal (2027-2030)	<ul style="list-style-type: none">The volume was reduced by no less than or equal to 8% of production weight (excluding general waste and hazardous waste).

Sustainability Plan

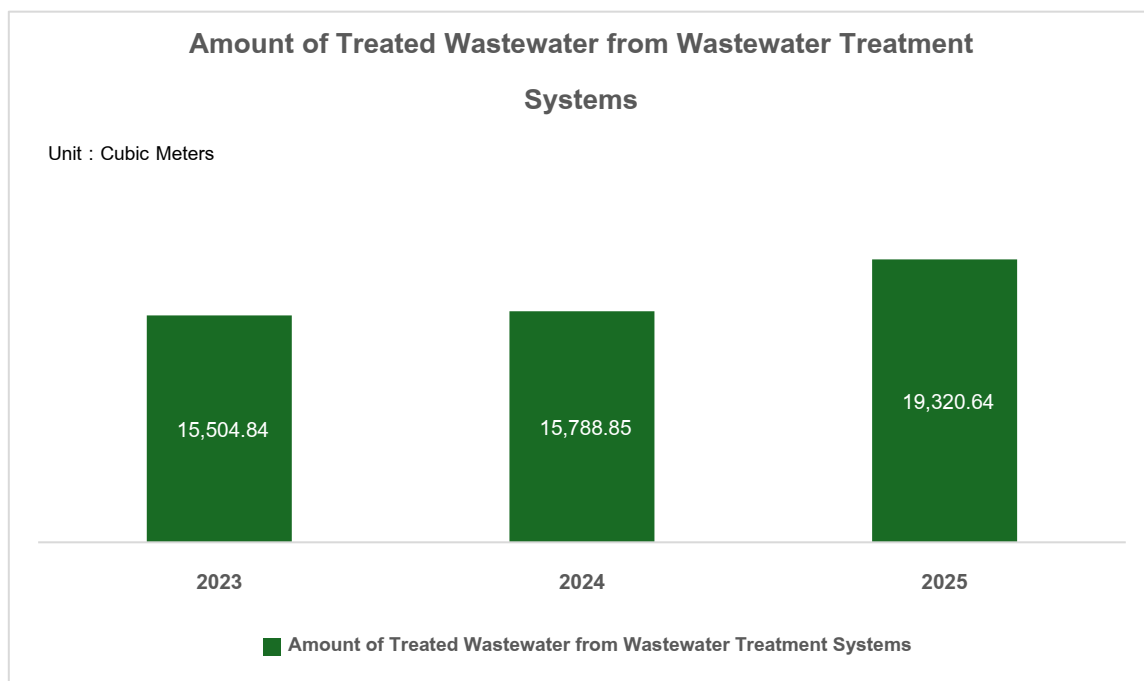
The Company has implemented a project to reduce general waste (subject to disposal fees) and hazardous waste, aiming for a 5% reduction in both types of waste per unit of product weight in 2026 compared to the 2024 baseline. Operations in 2026 will explore reclassifying hazardous waste that poses no environmental risk as recyclable or valuable materials.



From the base year data of 2024, the ratio of general waste (subject to disposal fees) to hazardous waste, based on product weight, was 0.11 tons per ton. The goal is to reduce this ratio by 5% from the base year, to a target of 0.1045 tons per ton. However, performance from January to December 2025, at a ratio of 0.12 tons per ton, did not meet this target. This was because increased production of extract products led to a higher volume of herbal waste generated during the extraction process.

The Company's pollution management is divided into two main areas: wastewater management and emissions from exhaust stacks. With respect to wastewater management, the Company operates four wastewater treatment zones, which handle effluent from production processes across different areas. Wastewater is treated using biological treatment processes, both aerobic and anaerobic. Wastewater quality is regularly monitored, analyzed, and evaluated on a monthly basis by internal units, and is further tested three times per year by external agencies registered with the Department of Industrial Works. Treated wastewater is reused for watering plants within the Company's premises, with no discharge released to external sources. The total volume of wastewater treated in 2025 can be summarized as follows:

Amount of Treated Wastewater from Wastewater Treatment Systems (2023–2025)



To control emissions from exhaust stacks, the Company conducts annual measurements of air pollutants released to the atmosphere, in accordance with the Ministry of Industry's regulations on air pollutants from factories B.E. 2549 (2006). This is to monitor and control air quality and reduce environmental impacts from company activities. These measurements help assess the amount of dust emitted and verify compliance with legal standards. In 2025, the measurement was conducted on October 20, 2025, and results showed compliance with legal requirements.

Resource Management

The current growth in population has led to increased resource demand, resulting in resource shortages such as energy, clean water, and other essential raw materials. BLC recognizes the importance of efficient resource use based on social and environmental responsibility, and therefore has implemented energy measures to maximize efficiency in resource usage in production processes.

Management Approaches to Key Sustainability Issues

For energy management, the company follows the international energy management standard (ISO 50001) and legal requirements. BLC has established an energy conservation policy and formed an energy management committee from all departments, including legally appointed energy personnel, to drive efficient energy use. The company has set a target to increase the proportion of renewable energy use to no less than 50% by 2029.

Sustainability Targets

Targets:	Key Performance Indicators (KPIs)
Short-Term Goal (2025-2026)	<ul style="list-style-type: none">Renewable Energy Usage: No Less than 45%
Long-Term Goal (2027-2030)	<ul style="list-style-type: none">Renewable Energy Usage: No Less than 50%

Sustainability Plan

Electrical Energy Consumption

Since 2019, the Company has operated a 1.4-megawatt solar farm to cover at least 25% of its internal electricity needs, reducing its reliance on power from the Provincial Electricity Authority. In 2025, renewable energy accounted for 25.41% of its total energy consumption.

Currently, the 1.5-megawatt Solar Farm phase 2 project is underway and is expected to begin generating power in the first quarter of 2026. Renewable energy from the project will account for approximately 20% of total energy usage, with an estimated 45% overall renewable energy usage in 2026.

BLC also implements various plans to reduce electricity usage and increase energy efficiency and performance as follows:

- Plan: Reduce the temperature of fresh air supplied to the HVAC system in the Veterinary Drug Building, and the fresh air refilling system for the Cosmetic Building.

Reason for improvement: Currently, the temperature of fresh air supplied to the animal housing system is located in the attic, where it is heated by sunlight passing through the metal roof. This hot air is drawn directly into the system, causing the cooling and ventilation system to run constantly when in operation.

Target: Improve the energy performance of the veterinary pharmaceutical building's cooling system by 10%.

Performance: The energy performance of the cooling system in the veterinary pharmaceutical building improved by 36%. The Energy Efficiency Ratio (EER) increased by 12.94%, resulting in a reduction in energy consumption of 18,728.96 kWh per year, or 93,082.93 baht per year in cost savings.

Before Improvement Image



After Improvement Image



- Plan: Replacing low-efficiency air conditioners

Reason for Improvement: The Company utilizes air conditioning systems across multiple areas to maintain required temperatures and ensure appropriate working conditions. Currently, five units have been in operation for more than 10 years. These older units have reduced efficiency and use R-22 refrigerant, which has a high Ozone Depletion Potential (ODP) and contributes to greenhouse gas emissions. If released in large quantities, it may pose risks to the respiratory system.

Target: Improve the energy performance of the air conditioning system by 21%.

Performance: All five air conditioning units achieved a 43% improvement in energy performance. The Energy Efficiency Ratio (EER) increased by 3.99%, reducing energy consumption by 11,385.42 kWh/year, or 56,585.54 baht per year in cost savings.

Before Improvement Image



After Improvement Image



Water Resource Management

The Company recognizes the importance of responsible water resource management. It runs campaigns to promote water conservation, alerts staff to water leaks, and implements projects and activities to encourage employees to use water efficiently and maximize its value.

In 2025, a project was launched to utilize water resources efficiently through data collection on water production, wastewater treatment, and related processes. This aimed to minimize environmental and ecological impact while maximizing the benefits of water usage. The findings were then used to establish methods for reducing water consumption, including analyzing the quality of water separated from the RO (Reverse Osmosis) system to ensure that reused water meets quality standards to guarantee recycled water met the required standards. This resulted in the reuse of 9,727.95 cubic meters of RO reject water, out of a total inflow of 38,911.79 cubic meters into the RO system, representing 25% of the total water input. Additionally, the engineering department developed a monthly wastewater removal plan, tasking the maintenance department with pumping/discharging treated wastewater from the wastewater treatment process in Zones 1, 2, 3, and 4, after it had passed all quality parameter tests. This treated wastewater was then utilized for purposes such as watering plants and lawns, and cleaning, twice a month. These efforts led to a sustained decrease in estimated water consumption.

Water conservation campaign visuals and water usage data

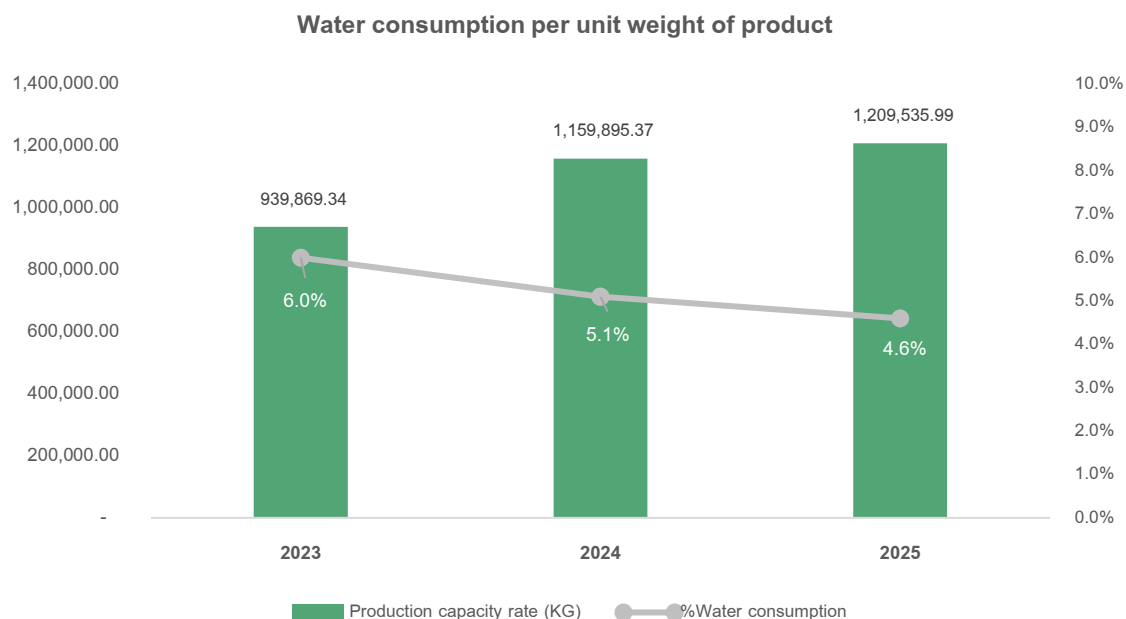


Achievements from 2025 Operations

From the various plans implemented, the energy usage was reduced as follows:

No.	Project	Amount of energy reduced (kWh/year)	Amount saved (baht/year)
1	Reducing the temperature of the Fresh Air supply system into the cosmetics building	18,728.96	93,082.93
2	Replacing air conditioners with reduced efficiency	11,385.42	56,585.54
Total		30,114.38	149,668.47

Water usage per unit weight of product.



Future Plans

Energy Usage

In 2026, there are plans to increase the use of renewable energy through the installation of solar panels on the roof of a new production building (Solar Roof), which will proceed alongside the construction of the new production building. This will begin in Q4 2026 with a budget of 20 million baht, capable of generating approximately 990 kilowatts (kW). It is expected to reduce electricity costs by approximately 500,000 baht per month, with a payback period of 3.33 years. This will also help enhance the capacity of the solar power plant to generate more electricity. This initiative will contribute to reducing the Company's greenhouse gas emissions.

Water Resource Utilization

In 2026, a project will be undertaken to efficiently utilize water resources, reducing environmental and ecological impacts and maximizing benefits. This will involve reusing water separated from the clean water stream in the RO (Reverse Osmosis) system; specifically, RO reject water will be redirected for beneficial use. The aim is to reuse at least 20% of the total groundwater used.

The image features a gradient background transitioning from a light blue at the top to a warm orange at the bottom, suggesting a sunset or sunrise. Two dark silhouettes of hands are shown, one on the left and one on the right, both reaching towards the center. The hand on the left is positioned higher than the one on the right. In the bottom left corner, there is a dark, jagged silhouette of a rocky or uneven ground surface. Centered over the hands is the text 'Social Dimension Management' in a bold, white, sans-serif font, arranged in two lines.

Social Dimension Management

Customer Relationship Management

Customer relationship management is at the heart of sustainable business operations. The group places importance on managing customer relationships, aiming to create satisfaction and maintain good relations through various activities such as promotional campaigns, after-sales service, listening and responding to customer feedback, and organizing online community activities. These efforts promote customer engagement to build credibility and trust in the group's products or services, leading to continued purchases and a stable customer base with potential for future expansion.

Management Approaches to Key Sustainability Issues

The group is committed to using advanced, standardized, efficient, internationally recognized, and environmentally friendly technologies in its business operations. It aims to develop products and services to maximize customer satisfaction and benefit, treating customers with responsibility and integrity. The group's customer treatment guidelines are as follows:

1. Focus on quality production and emphasize quality control and safety throughout the production process, as well as ensuring readiness of quality personnel.
2. Commit to continuous product and service development to meet diverse and high-quality customer needs.
3. Uphold fair marketing by providing accurate information about the group's products and services, without distortion, ambiguity, or exaggeration.
4. Maintain a customer relationship system for communication, including receiving and handling complaints about product and service quality quickly and efficiently.
5. Strictly comply with personal data protection policies and laws, with processes for storing and securing customer data, including effectively handling customer complaints.

In 2025, Bangkok Drug Company Limited (BDC) was assigned to systematically manage customer relationships, beginning with the establishment of policies and strategies to guide its operations. In addition, BDC has implemented monitoring and evaluation processes to continuously refine its strategies, alongside personnel development to enhance employees' knowledge and understanding of customer relationship management. This enables the Company to deliver positive customer experiences and effectively respond to customer needs through friendly and attentive service. Details of the practices and activity plans are as follows:

1. Policy and Strategy Setting

Awareness of customer relationships has led to the establishment of appropriate communication and customer relationship management policies and strategies, such as creating a customer database, developing membership programs, and formulating individual customer marketing plans.

2. Implementation

To ensure effective customer relationship management, the company has developed communication channels with customers, including website, telephone, and email. It also organizes promotional activities and creates special promotions for customers.

3. Monitoring and Evaluation

A marketing budget is allocated, and progress reports are prepared to help the company improve and adapt marketing strategies to meet customer needs.

4. Personnel Development

Employee training is conducted on relevant topics to ensure knowledge, understanding, and expertise in customer management.

5. Responding to Customer Needs

A customer satisfaction survey is conducted to help the company understand customer needs and improve products and services to better meet those needs.

6. Professional Customer Service

Employee skills are trained and developed in customer communication to ensure smooth interactions and responsiveness, which helps build strong and sustainable relationships with customers.

Sustainability Targets

Targets:	Key Performance Indicators (KPIs)
Short-Term Goal (2025-2026)	<ul style="list-style-type: none">Customer satisfaction level of no less than 82%.
Long-Term Goal (2027-2030)	<ul style="list-style-type: none">Customer satisfaction level of no less than 85%.

Sustainability Plan

In 2025, the Group utilized a revised questionnaire designed to comprehensively cover all aspects of customer needs in order to assess customer satisfaction. The resulting data was

analyzed and used to implement improvements to products and services, with assessments conducted annually.

The Group has planned actions to achieve its short- and long-term goals as defined, with activity details as follows:

The Group conducts customer satisfaction surveys to gauge customer satisfaction and uses the feedback to improve responsiveness to customer needs, aiming for high levels of customer satisfaction. The surveys cover all aspects—sales, service, and products—and are used to collect opinions from customers both domestically and internationally.

Activities are organized annually to enhance customer satisfaction and maintain relationships. These activities include factory tours for both domestic (private and public hospitals, and other government agencies) and international customers, demonstrating the production process for pharmaceuticals and other health products, and fostering confidence in the Group's brand.



Educational activities about products and health trends are regularly held for pharmacy customers to promote good relationships between the Company and its customers. These activities also serve as important opportunities to listen to issues and suggestions regarding products and services, which can be used to improve and develop products and services that effectively meet customer needs.



Achievements from 2025 Operations

The group has set a goal for managing customer relationships through surveys on customer satisfaction in terms of the sales of products and services. The target satisfaction score

for the year 2025 is set at 82%, and the survey results from 754 customers, divided into (1) 466 pharmacy customers, (2) 282 hospital customers, and (3) 76 international customers, show that the customer satisfaction level is 87%, indicating that customers are satisfied with the sales process of the group's products and services. However, the group will continue to focus on developing products and services to meet customer needs and ensure satisfaction across all customer groups.

Future Plans

For 2025–2026, the group will improve and develop services to better meet customer needs by analyzing customer evaluation data to identify needs and issues, developing creative plans for new services and products, and adjusting service delivery to better suit customer requirements.

For 2027–2030, the company will build strong and sustainable relationships with customers by ensuring appropriate responses to customer needs, developing services and products, creating programs to promote communication and interaction with customers, allowing them to participate in providing feedback through various channels, and continually improving the effectiveness of these feedback mechanisms.

Responsible Marketing

Since the products of the group are related to user health, in addition to producing quality, safe, and standardized products, providing accurate information about the products is considered a high priority responsibility. The group will not provide false, misleading, exaggerated advertisements or use messaging, audio, or images that mislead customers about gender, religion, race, disabilities, or personal relationships that could cause confusion about the quality, quantity, price, or reference products of other manufacturers.

Management Approaches to Key Sustainability Issues

The group has studied the legal requirements for advertising both online and offline, and regularly trains employees on these laws every month. The group also reviews product information for pharmacy customers, hospitals, and consumers to ensure correct product usage and addresses complaints regarding product quality.

1. Sales training is conducted monthly for sales staff responsible for presenting product information to hospital and pharmacy customers, with regular updates on health trends and product information.
2. The group is committed to fair marketing practices to ensure customers receive accurate, non-misleading information about the group's products and services, enabling them to make informed decisions.
3. The group maintains a customer relations system to facilitate communication with customers and efficiently handle complaints related to product quality, ensuring a rapid response to customer needs.
4. Customer data is kept confidential, and the group will not use this information improperly or in a way that could harm the group. Additionally, the group complies with personal data protection policies and laws.
5. Marketing, advertising, and labeling of products are conducted in accordance with the laws of the Food and Drug Administration for each product type, including the Drug Act of 1967, Herbal Product Act of 2019, Medical Device Act of 2008, and the Food Act of 1979. Online advertising also complies with the Consumer Protection Act of 1979.

The group provides useful product information tailored to customer needs and behavior to assist in decision-making through marketing activities, and does not engage in deceptive practices or promote false information about products. Advertising materials, including labels for pharmaceuticals, herbal products, dietary supplements, and medical devices, are distributed to

the public with correct details. The group also promotes product knowledge and manufacturing standards for all employees through internal or external projects or activities.

Sustainability Targets

Targets:	Key Performance Indicators (KPIs)
Short-Term Goal (2025 - 2026)	<ul style="list-style-type: none"> Complaints related to marketing and advertising are 0*
Long-Term Goal (2027 - 2030)	

*Only complaints received directly from the Food and Drug Administration (FDA), the Office of the Consumer Protection Board (OCPB), and the Consumer Council of Thailand (CCT).

Sustainability Plan

In marketing and public relations, the Group conducts regular monthly training for its sales personnel, focusing on product knowledge and ensuring that information regarding the pharmaceutical industry remains up to date. This helps enhance the sales team’s expertise in delivering accurate and timely information to pharmacy and hospital customers, thereby improving the overall quality of product-related communication.



In addition, the Group also participated in academic conferences and fitness centers to provide knowledge and understanding of its products and answer any questions or address concerns they may have.



In terms of packaging labels, the Group of companies has developed product labels and conducts strict label inspections. The labels are designed to be clearly visible and contain complete information, including a phone number for customer service to facilitate answering questions and receiving complaints from consumers.



These operations reflect the Group's commitment to maintaining quality standards, strictly adhering to laws, emphasizing responsible and transparent marketing, and building long-term trust in both the products and the Company's image.

The Group exercises strict control over the dissemination of media and advertising materials in its communication and public relations activities, with primary adherence to the regulations of the Food and Drug Administration (FDA). In cases where third parties, such as customers, independently use such materials for further advertising—over which the Group has no control—if such instances are identified, the Group will take measures to clarify and educate customers

accordingly. The Group does not promote or commission customers to engage in exaggerated or misleading advertising in any form. Prior to product distribution, the Group informs customers of the applicable advertising guidelines, specifying that only advertising materials provided and approved by the Group shall be used, as these have already been authorized by the FDA. For products that are not subject to FDA advertising approval requirements, the Group conducts a thorough review and screening of all content and promotional materials before providing them to customers, ensuring full compliance with relevant standards and regulatory requirements.



The group places high importance on conducting business ethically and transparently, particularly in the sale of medicines and medical products, which directly impact consumers' health. The group is committed to strictly following ethical standards and relevant laws. Our company is a member of the Thai Pharmaceutical Manufacturers Association (TPMA), which oversees ethical practices in drug promotion in Thailand. The association plays a crucial role in setting practices and regulations aligned with international standards to ensure that our employees have accurate knowledge and understanding of the Pharmaceutical Sale Act and related laws and regulations. The company participates in training programs organized by the TPMA, covering topics such as:

1. Ethical practices in drug promotion
2. Laws related to the sale of medicines and medical products
 - The Constitution Act on the Prevention and Suppression of Corruption B.E. 2018
 - Ethical criteria for promoting drugs
 - Ministry notifications
 - Public Procurement Act

3. Anti-corruption and inappropriate commercial incentives

Employees who participate in training must pass tests based on the association’s standards and will receive a certificate as evidence of their readiness and ability to operate in accordance with ethical principles.

In addition to employee training, our company also promotes a corporate culture focused on honesty and business ethics through the following actions:

- Internal meetings to review ethical principles and required standards
- Appointing representatives from the company, trained by the association, to transmit knowledge and practices to employees within the organization

The company is committed to continuously monitoring and evaluating ethical practices in drug sales, tracking employee exam results, and providing further guidance when necessary to ensure that our company can maintain ethical standards and credibility in the pharmaceutical industry sustainably.




สมาคมไทยอุตสาหกรรมผลิตยาแผนปัจจุบัน
Thai Pharmaceutical Manufacturers Association



The company provides channels for receiving consumer complaints through the following means:

		
<p>Direct contact with employees of the group.</p>	<p>Company's website https://www.blcplc.com/</p> 	<p>Tel. 032-719-900</p>

Achievements from 2025 Operations

	Complaints related to marketing and advertising are 0
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*Only complaints received directly from the Food and Drug Administration (FDA), the Office of the Consumer Protection Board (OCPB), and the Consumer Council of Thailand (CCT).

In 2025, the Company received notification from the Ratchaburi Provincial Public Health Office regarding advertising for cosmetic products marketed under the customer's brand (outsourced OEM production), which potentially exceeded the legal limits for permitted claims. The Company does not own the brand. However, it coordinated with relevant agencies to revise the product label based on official recommendations and has continued to monitor the implementation of these changes. This demonstrates the Company's commitment to responsible business practices, cooperation with regulatory bodies, and consumer protection.

Future Plans

The Group emphasizes communication quality, including ensuring labels and advertising materials meet legal standards, offering channels for complaints and product inquiries, and taking a proactive approach such as educating stakeholders to mitigate potential issues with regulatory bodies.

However, the working group has held regular monthly meetings to monitor progress, evaluate results, and make improvements, ensuring operations align with the current context and can adapt to future changes.

Human Resource Management

The group focuses on effective human resource development by creating a good organizational culture and promoting a learning environment to ensure sustainable growth for employees, which is an important factor in driving the organization forward. Supporting every employee to have the potential to work through appropriate training for their job will make work faster and more accurate, resulting in reduced production costs, increased customer satisfaction, and improved business competitiveness. Furthermore, human resource development reflects the group's commitment to protecting employee rights as per the law, while regularly assessing employee satisfaction and engagement to promote good and sustainable relationships within the organization

Management Approaches to Key Sustainability Issues

Human resource development is crucial in enhancing employees' skills and capabilities, enabling them to work efficiently and produce good results. This allows the group to compete in the market and grow sustainably, which is part of the Business Ethics Policy. Additionally, it helps increase employee satisfaction and loyalty to the group by supporting employees to reach their potential through training tailored to their job, which leads to faster, more accurate work, reduced production costs, and increased customer satisfaction, ultimately enhancing business competitiveness.

Sustainability Targets

Targets:	Key Performance Indicators (KPIs)
Short-Term Goal (2025 - 2026)	<ul style="list-style-type: none">● Employees are trained for an average of at least 80 hours per person per year.● Employees' satisfaction and/or loyalty to the company is no less than 90%.
Long-Term Goal (2027 - 2030)	<ul style="list-style-type: none">● Employees are trained for an average of at least 85 hours per person per year.● Employees' satisfaction and/or loyalty to the company is no less than 90%.

Sustainability Plan

The company has developed two plans to meet the goals of human resource management, as follows:

BLC Learning Organization

The group has developed an annual employee training plan for 2025, designing and defining course topics to align with the company's strategic direction effectively. This includes courses that employees must take annually and specific departmental training to enhance employees' work potential. Each training plan will detail the course, training budget, timeframe, and course origin, reflecting the analysis of the knowledge necessary for each department's responsibilities and how each course benefits employees. The training is divided into three types:

1. **Pre-Employment Training** This focuses on behavior within the group, work regulations, and rules, enhancing awareness of company policies and management systems through orientation training for new employees.
2. **On-the-Job Training** This promotes job-specific training for each position to enhance understanding of work. Supervisors from each department must conduct training based on the annual training plan, at least once a year, and follow up with the HR department. The training will be in two forms:
 - Lecture Type Training
 - On-the-Job Training
3. **Training for Developing Personnel in Various Areas** This includes both in-house training and public training, where the HR development department organizes training and sends individuals to receive training in the following topics:
 - Competency-Based Training, which focuses on developing employees to have the competencies appropriate for their job positions.
 - Training in other areas as needed or as required by regulations or laws, with a focus on enhancing skills and developing proficiency.

The group grants leave rights to enhance academic knowledge under the following conditions:

1. Employees who have worked continuously for at least 3 years and have consistently performed well without any disciplinary action can apply for leave to pursue further studies.
2. Employees with 6 months or more of service are entitled to leave for skills development and work efficiency improvement.

Employee development is considered an essential tool to enhance skills and competencies, directly impacting increased work performance. As employees' competencies increase, their performance evaluations improve accordingly. The group uses employee evaluation results to determine compensation, as detailed below:

Employee Level	Standard Criteria	Special Criteria
Executive Staff	An average net score of 75 points and above	An average net score of 107 points and above
Managerial Staff	An average net score of 75 points or higher	An average net score of 107 points and above
Operational Staff	An average net score of 50 points or higher	An average net score of 67 points and above

Employees who score according to the normal criteria will receive compensation and growth opportunities within the organization according to the established standards, including consideration for promotion based on performance that meets the standard level.

Employees who score according to the special criteria will receive benefits higher than the standard, such as a salary increase above the usual rate and greater opportunities for promotion compared to employees who are evaluated according to the normal criteria.

Additionally, the Group has a risk assessment process and a response plan to mitigate impacts on human resource development issues that may arise, through the human resources risk report. This report identifies risk events and factors, defines opportunities, impacts, and types of risk, and evaluates the effectiveness that may occur in human capital management and development.

In 2025, the Group prepared its annual employee training plan and a plan for submitting course approvals to the registrar. This annual training plan was submitted through the PRB e-Service system of the Department of Skill Development, Ministry of Labor, to minimize the risk of disapproval due to non-compliance with the Department's training standards. The target for 2025 is to have 50% of its 1,033 employees certified in training, of whom 699 had already been certified, representing 67.67%.

The Group's expenses for employee training and development in 2025 totaled 4,213,308.41 baht, with activities or projects related to human resource management issues as follows:

Organizing or sending personnel to training to develop employees in various areas, with training divided into two formats: in-house training and external training.

Examples of in-house training activities:

1. The English for Communication Training Program was held between February and December 2025 at the Ngampoophan Conference Room of Bangkok Lab and Cosmetic Public Company Limited. A total of 57 participants, including directors, managers, and specialists from various functions, attended the program. All participants—representing 100% of the target group—successfully completed the training.

Benefits for Employees: Employees will gain basic English knowledge and communication skills, allowing them to communicate in everyday situations and apply this knowledge and these skills to improve their work performance and efficiency.

Benefits for the Company: Upskilling the workforce to enhance employee potential by developing their skills, knowledge, and capabilities for improved performance and to better adapt to current technological changes.



2. English for Industrial Employees Project: This course was held between June and December 2025 at the Kalapapruek Meeting Room of Bangkok Lab and Cosmetic Public Company Limited. It aimed to enhance English communication skills among targeted employees, including department heads, academic staff, and personnel from various departments. The program focused on equipping participants with the knowledge, skills, and a positive attitude towards using English in their work, as it is relevant to all professions and requires English proficiency. A total of 120 employees participated out of a target of 126, representing 95.24% participation.

Benefits for Employees: Trainees will gain knowledge and skills, develop a positive attitude towards using English in their work, and understand the key factors for effectively improving their English language skills.

Benefits for the Company: Developing English language skills and their current application are relevant to personnel in all professions. Knowledge, understanding, and proficiency in English can help develop employees and increase opportunities, leading to a significant competitive advantage with strong English skills.



3. Create and develop AI innovations for the digital age to enhance work processes. Training sessions were held between January and April 2025 at Bangkok Lab and Cosmetic Public Company Limited to equip participants with a powerful tool for driving sustainable business and organizational growth. Integrating AI into workflows fosters a culture of continuous learning. A total of 169 participants attended, representing 97.68% of the 173 registered attendees.

Benefits for Employees: Employees learn and develop technology skills, integrate technology into their work, and build a workforce prepared for operations, enhancing teamwork and agility.

Benefits for the Company: Serves as a tool to drive sustainable business and organizational growth improving work efficiency and accuracy, enabling quick and accurate access to information, reducing paper consumption and the costs associated with printing and document storage, minimizing storage space requirements, and increasing work flexibility.



4. Employee Training Program: Integrated Management System Internal Audit for ISO 9001:2015, ISO 14001:2015, ISO 45001:2018. This training took place on May 15-16, 2025, at Bangkok Lab and Cosmetic Public Company Limited to promote efficient and systematic operations, especially for organizations aiming to build trust with customers, stakeholders, and related agencies. Combining the ISO 9001 quality management system, ISO 14001 environmental management system, and ISO 45001 occupational health and safety management system into an “Integrated Management System (IMS)” helps to manage resources efficiently, minimize duplication of effort,

and create lasting value for the organization. Thirty-six people participated out of a total of 38, a participation rate of 94.73%.

Benefits for Employees: To develop and enhance employees' capabilities as professional internal IMS auditors, enabling them to plan, conduct, and report integrated internal audits.

Benefits for the Company: Efficient resource management, reduced redundancy, and sustainable value creation for the organization.



5. Training on applying statistical process control with digital technology was held on September 2, 2025, at Bangkok Lab and Cosmetic Public Company Limited. This course aims to enhance skills transfer and develop essential competencies for production personnel, ultimately upgrading organizational capabilities and driving the Company towards modern, high-quality, and efficient production. All 34 registered participants attended the training, representing 100% attendance.

Benefits for Employees: This approach reduces losses, waste, and costs, and continuously improves product quality. It enables real-time control charts, process capability analysis (Cp, Cpk), graphs for informed decision-making, and automated anomaly alerts.

Benefits for the Company: Reducing production costs, improving product quality, and responding quickly to customer needs. This allows for efficient monitoring, analysis, and prevention of potential problems during the production process, with integration of digital technology and (AI).



6. Training in the Tree of Productivity Improvement Course

On July 15-16, 2025, the Group conducted a Kaizen event at Bangkok Lab and Cosmetic Public Company Limited to sustainably improve efficiency, building a strong and comprehensive foundation for all aspects of the organization's operations. The event fostered participation from employees at all levels, based on the belief that frontline staff have a deep understanding of

challenges and are best positioned to develop effective solutions. Measurable and concrete results were emphasized to ensure improvements are data-driven and quantifiable. A total of 54 out of 55 employees participated, representing a 98.18% participation rate.

Benefits for Employees: Being involved and recognizing the value of their work positively impacts overall productivity and fosters a culture of continuous improvement, enabling them to confidently and effectively adapt to future changes.

Benefits for the Company: It is necessary to find ways to improve efficiency, utilize resources cost-effectively, manage costs, and ensure the organization's long-term profitability.



7. The training program for employees on Effective Delivery and Distribution Management was held on January 2, 2025, at the Pailin Meeting Room of Pharma Alliance Co., Ltd.

Benefits for Employees: Employees will receive training in engine maintenance and efficient vehicle operation, learn to identify waste in the transportation process, strategies for reducing transportation costs, cost-reduction techniques, and how to utilize technology.



8. Employee Training Program on ISO 9001:2015 Requirements and Interpretation was held on August 18, 2025, at the Pailin Meeting Room of Pharma Alliance Co., Ltd. The training was designed to improve operational efficiency and establish systematic management practices, providing benefits to attendees by minimizing errors resulting from unsystematic work and preparing them for external audits with greater confidence and improved performance.



9. Training on Value Added Tax for Accountants (Online training via ZOOM) was held on September 25, 2025, at the Sawasdee Meeting Room of Pharma Alliance Co., Ltd.

Benefits for Employees: To enhance employees' knowledge and understanding of their responsibilities related to Value Added Tax (VAT), including applicable VAT rates, preparation of VAT reports in compliance with legal requirements, and potential penalties for incorrect VAT payments.



10. The training course on “Firefighting and Evacuation Training” was held on December 24, 2025, at Farmaline Co., Ltd. to equip employees with the knowledge and skills to respond to initial fire emergencies correctly and quickly, minimize loss of life and property, and become familiar with fire escape routes and equipment.



11. Value Creation Project for Employees: The Company organizes activities related to its management system and other internal initiatives to foster employee development in areas like knowledge, skills, and mindset. This aims to raise employee awareness and encourage greater participation in these activities, which will also build their professional standing. Each year, the Company tracks employee involvement in Company-organized events, including work-related tasks, participation in the management system committee or other working Groups, implementation of quality initiatives such as Kaizen Suggestions, QCC, or similar programs for improving work processes, and other activities.

Benefits for Employees: Employees will enhance their knowledge, skills, attitudes, and understanding of the Company's management system and other areas, and receive additional compensation that is included in their annual salary calculation.

Benefits for the Company: Strengthening management systems and cultivating a mindset of awareness among employees fosters responsibility, discipline, and a sense of value in their roles. This well-rounded employee development enhances individual potential, increases efficiency, and improves work effectiveness.

External Company Training Example

1. Raising Awareness on Quality, Innovation, and Sustainable Development: Towards Organizational Excellence was held on Friday, May 23, 2025, at a hotel in Mueang District, Ratchaburi Province. The event focused on improving quality standards, adapting to technological changes, and meeting increasing consumer expectations. Developing personnel potential to work with a focus on quality, creativity, and sustainability is crucial for organizational competitiveness. The emphasis was on ensuring personnel understand their roles in supporting quality at every stage of production, opening new perspectives for work improvement, and fostering sustainability concepts to create a solid foundation for long-term organizational stability and adaptability to the future. There were 746 participants out of a total of 756, representing 98.67%.

Benefits for Employees: Employees will gain knowledge and understanding, allowing them to work with a quality mindset, demonstrate initiative and creativity, and understand their role in supporting quality throughout the production process. This fosters new perspectives on work improvement and cultivates a sustainability-focused approach.

Benefits for the Company: Fostering an organizational culture that encourages learning, innovation, and continuous improvement to achieve stable and sustainable excellence on a global scale, building a strong foundation for long-term organizational resilience and adaptability for the future.



2. Training Course: The integration of strategic plans with the balanced scorecard technique (Tools to transform vision to action) will be held on March 20-21, 2025, at Amari HuaHin Hotel, Hua Hin District, Prachuap Khiri Khan Province. This course aims to equip participants with a tool for translating the organization's strategy into action by utilizing measurement, evaluation, and key performance indicators (KPIs). This will allow executives to understand the impact of strategic decisions, fostering organizational alignment and focus. All 46 registered participants attended, representing 100.00% of those invited.

Benefits for Employees: Employees can apply their knowledge practically to create strategic objectives, leading to the development of a strategy map.

Benefits for the Company: Adapting to change, incorporating new strategic management approaches, and building competitive potential through the Balanced Scorecard framework.



3. Attend the Grand Opportunity Day training on Friday, August 1, 2025, at The Berkeley Hotel Pratunam. This training focuses on strategic communication and provides a platform to present the Company's vision and growth, while also building understanding of industry trends. It will also strengthen confidence in and the image of the organization, contributing to stable and sustainable business growth in the future.

The objectives are

1. To communicate the growth and direction of the Company's subsidiaries, emphasizing the vision and strategy of senior management.

2. Understand industry trends in pharmaceuticals and health through discussions with experts, investors, and related businesses.

3. Disclose key strategies for each Company in the second half of the year, focusing on marketing, innovation, and investment.

4. Build confidence and readiness within the organization among stakeholders, both internal and external, including investors.

5. It is a platform for knowledge sharing, networking, and inspiring new ideas to drive sustainable business growth in the future.



4. Attend a training course on Confident Communication Skills to Win Customer Hearts and Enhance Product Presentation Skills on February 7, 2025, at Bangkok Drug Company Limited.



BLC with Love and Bonding

The Group recognizes the importance of employee satisfaction and commitment, as these are key factors that affect work performance and long-term success. Therefore, the Group has established a comprehensive plan, as follows:

- 1.) On Valuable Work: Focuses on tasks that help employees feel that their work is meaningful and significant to the organization, along with receiving fair treatment and appropriate support in their roles.
 - The Group defines clear job responsibilities aligned with employees' knowledge and abilities as outlined in the Job Description.
 - The Group complies with the Thai Labor Standards (TLS 8001), ensuring employees receive adequate rest time and benefits according to their rights.
 - The Group adopts new tools, machinery, and technologies to improve work efficiency, such as D.365, ESS, POS, and meeting room reservation programs.
 - A clear and transparent evaluation system is in place, as specified in the Human Resources Department's evaluation procedures, to reflect the value of work.
- 2.) On Relationships and Support: Fostering good relationships among employees at all levels, including with coworkers, supervisors, and executives, along with various forms of support that allow employees to perform smoothly and efficiently.
 - The Group organizes activities that promote cooperation and relationships between coworkers, such as the annual sports day and a training course to enhance the role and responsibilities of being an effective supervisor, focusing on communication from executives to employees.

Bangkok Lab and Cosmetic Public Company Limited

- "BLC Connection No. 24" will be held from December 26–27, 2025.



○ Employee Birthday Gift Giveaway



○ Songkran Festival Happiness Activities (Thai New Year)



- The New Year's Day merit-making activities were held for employees to participate in the Company's annual charitable giving, including a ceremony to honor the shrine spirits and a Buddhist ceremony to bring blessings to management and staff on Saturday, November 29, 2025.



- Buddy activities "Building teamwork and fostering bonds to achieve sustainable organizational goals" between October and November 2025.



- The "Fun Egg-Picking" activity brought year-end joy to all employees on December 27, 2025.



- Activities are organized to promote cooperation and relationships among employees, such as the annual Sports Day “SPORT DAY: A Fun and Exciting Sports Festival,” held on Wednesday, December 10, 2025. This event fosters camaraderie among employees of PAC, BMC, and BLC BKK.



3.) On Personnel Management and Development Systems: Activities related to policy formulation and human resources management are carried out to ensure the workforce can perform at the highest efficiency, with continuous development of personnel potential.

- The Group operates in accordance with its policies, objectives, and management systems.
- Development of knowledge, abilities, and skills in the workplace
- Organizing business plan training for supervisors to convey management system policies and the Company’s direction.
- Organize training for employees to enhance their work skills.
- The Group provides employee benefits, including recreational activities, medical services, nursing care, and medical supplies and medications.

4.) In terms of a good working environment, creating an atmosphere and environment conducive to employee work, both physically and mentally

- The Group has provided a channel for employees to express opinions on improving the working environment and organizational culture through an idea submission form

ตัวแทนลูกจ้าง

บริษัทจัดให้มีตัวแทนลูกจ้าง ที่มีใจฝ่ายบริหารจำนวน 1 คน ซึ่งประธานเจ้าหน้าที่สายปฏิบัติการแต่งตั้งตัวแทนฝ่ายลูกจ้างที่ได้รับการเสนอชื่อจากคณะกรรมการความปลอดภัย (คปอ.) หรือคณะกรรมการสวัสดิการฯ คณะใดคณะหนึ่งจำนวน 1 คน เพื่อทำหน้าที่ติดต่อสื่อสารกับผู้บริหารระดับสูง และดำเนินการต่างๆ ที่เกี่ยวข้องกับกรปฏิบัติตามข้อกำหนดมาตรฐาน โดยมีวาระคราวละ 2 ปี

ตัวแทนฝ่ายลูกจ้าง ตามคำสั่งที่ 36/2567
มีผลตั้งแต่ 1 มกราคม 2568 -31 ธันวาคม 2569
คือ **นายโสรัตน์ สุนันตะ (เอกซ์)**
พนักงานแผนกวัสดุสิ้นเปลือง ฝ่ายคลังสินค้า
ตัวแทนฝ่ายลูกจ้างที่ได้รับคัดเลือกจากคณะกรรมการสวัสดิการฯ

โดยพนักงานสามารถเสนอความคิดเห็นเรื่องต่างๆผ่านตัวแทนลูกจ้างได้โดยตรงที่แผนกวัสดุสิ้นเปลือง หรือ โทร 132

หรือเขียนแบบเสนอความคิดเห็น (IDEA FORM) ซึ่งสามารถหยิบได้จากตู้เหล็ก 10 ชั้น ที่อยู่บริเวณห้องโถงของอาคารสำนักงานและอาคารผลิต 1.2 (ชั้นที่ 10)

- Communicating the Company’s stability by disclosing quarterly financial reports to inform employees about the organization’s growth status and future goals
- The Group organizes Corporate Social Responsibility (CSR) activities, such as tree planting, providing medication guidance to the community, the “Happy Seniors” project, and community donations, with employees serving as intermediaries between the Company and the community.
- Bangkok Lab and Cosmetic Public Company Limited has partnered with the government and local communities to held a “Tree Planting to Increase Green Space” activity in Moo 4, Nam Phu Subdistrict, Mueang District, Ratchaburi Province.



- Bangkok Lab and Cosmetic Public Company Limited held the “Senior Happy Project” to provide diabetes education and promote the health of seniors at Hin Kong Subdistrict Municipality in Mueang District, Ratchaburi Province.



- Pharma Alliance Co., Ltd.: Donated daily necessities, personal care items, and over-the-counter medicines. The Welfare Committee and employees also contributed these items and provided lunch. The Welfare Committee and employees jointly donated daily necessities, personal care items, over-the-counter

medicines, and provided lunch for the Panya Development Center, under the Royal Patronage of Her Majesty the Queen, in Pak Kret District, Nonthaburi Province on November 7, 2025.



- Pharma Alliance Co., Ltd.: Donated medicines, consumer goods to those affected by the floods in southern Thailand. The Company’s Welfare Committee delivered the items to flood victims in the southern region through the Royal Rajaprajanugroh Foundation under Royal Patronage, located in Khlong Mahanak, Pom Prap Sattru Phai District, Bangkok, to support relief efforts on Friday, November 28, 2025.



- Berich (Thailand) Co., Ltd. held its annual seminar on the operational plan for the second half of the 2025 fiscal year on June 30, 2025, at the Villa Paradis Hotel Khao Yai conference room.



- Communication of rules, regulations, and internal news through internal communication platforms, such as using applications that systematically notify important news and information, such as email (Outlook), Line@, Microsoft Teams, or the Intranet.
- The Company conducts activities to manage the environment, promoting safety and convenience at work, such as the BLC 5S Award competition, and has established a

Safety, Occupational Health, and Work Environment Committee (SHE Committee) to inspect and improve safety equipment, such as firefighting systems, emergency exit signs, and storage cabinets for absorbent materials.

- The Company has implemented environmental management activities to promote workplace safety and convenience, such as a 5S committee that provides training on 5S principles. It also organizes a Big Cleaning Day for employees to collectively clean areas around the building, including the parking lot, garden, walkways, walls, and various departments. Furthermore, a weekly Cleaning Day is held for employees to tidy their workspaces and offices.

5.) Regarding employees' feelings and expressions toward the Company, reflecting the internal sentiments of employees toward the Company, including pride, confidence, and trust in the organization, as well as expressing a positive attitude toward the Company through work performance, communication, and participation in various activities.

- The Company allows employees to propose ideas or projects beneficial to the organization, with budget or rewards support for initiatives such as Kaizen and QCC.
 - Bangkok Lab and Cosmetic Public Company Limited held a QCC Day event, offering prizes to the winning team to foster employee pride in their work and engagement with the Company.



- Creating a clear Career Path with individual development plans
- The Company also provides opportunities for employees to participate in various activities, such as Loy Krathong and Christmas contests, organizing booths for competitions, and donating blood without it counting against their leave.



- The Company has created a “BLC Retirement Welfare Card” for retired employees, allowing them to access services at the Company such as the medical room, employee-discounted products, and clean drinking water.





- The Company has been awarded the Outstanding Workplace Award for Labor Relations and Welfare.
 - Bangkok Lab and Cosmetic Public Company Limited has received the Outstanding Workplace Award for Labor Relations and Welfare for the 20th consecutive year.



- Pharma Alliance Company Limited has received the Outstanding Workplace Award for Labor Relations and Welfare for the fifth year in a row.



Achievements from 2025 Operations

	<p>The average training hours per employee is 115.22 hours.</p>
	<p>Employee satisfaction and engagement averaged 92.52%, a 2.35% increase over 2023, and met the established target. (The survey showed employee satisfaction at 92.24% and employee engagement at 93.61%).</p>

Occupational Health and Safety

Occupational health, safety, and a good working environment are critically important in business operations, especially for businesses that operate in factory areas, which may pose risks of illness and accidents, leading to bodily harm and loss of life for employees and potentially resulting in damage to the organization's property. Having a good occupational health and safety system can build trust among the organization's employees, allowing them to work in various areas with confidence and preventing unforeseen incidents that may arise. If any organization neglects the management of occupational health and safety, it may lead to accidents or employee illnesses, causing work stoppages, loss of reputation and trust in the organization, and possible violations of labor protection laws, which could result in fines, temporary suspension of operations, or the revocation of business licenses.

Management Approaches to Key Sustainability Issues

The group has established a corporate social responsibility policy that covers responsible and fair operations. One of the key issues the group places great importance on is the treatment of employees, including their safety during work activities across the group's operations. This policy outlines the commitment to ensuring employees work in a safe environment, maintain good occupational hygiene, and comply with legal requirements, as well as the needs and expectations of stakeholders. It also aims to enhance the awareness of human resources and their potential to align with operational needs. Measures have been put in place to mitigate work-related risks for employees and all visitors. Employees are trained to work safely and efficiently. Additionally, there is a Safety, Occupational Health, and Environment Committee (SHE) elected by employees within the group. The group has managers overseeing safety, occupational health, and the work environment, as well as professional-level safety officers, supervisors, and management-level staff. The group also supports the implementation of the Occupational Health and Safety Management System (ISO 45001). All of this ensures that the relevant departments and responsible individuals strictly oversee occupational health and safety operations in the workplace. This demonstrates the group's commitment to making the organization a safe place, free from risks and undesirable incidents, in order to achieve the goal of "zero work stoppage accidents."

Sustainability Targets

Targets:	Key Performance Indicators (KPIs)
Short-Term Goal (2025 - 2026)	<ul style="list-style-type: none"> ● No work-related accidents.
Long-Term Goal (2027-2030)	

Sustainability Plan

To control safety in operations, the group has developed an annual safety, occupational health, and work environment plan, which includes various aspects such as training as required by law and enhancing safety capabilities for employees at all levels. It covers safety measures, improvements to fire prevention systems and emergency response systems, health and hygiene, safety promotion campaigns, inspection of safety equipment, and the reporting of activities as required by law. Additionally, the group carries out safety operations according to the Occupational Health and Safety Management System (ISO 45001), which includes a process for identifying hazards that need to be considered, comprising:

- Work methods, social factors (including workload, working hours, bullying, harassment, intimidation), leadership and organizational culture.
- Regular and irregular activities, as well as regular and irregular situations, including hazards arising from infrastructure, equipment, machinery, raw materials, chemicals, and physical conditions at the workplace. These also include product and service design, research, development, testing, manufacturing, assembly, construction, transportation services, maintenance, and disposal of waste, as well as personal factors.
- Work methods, incidents that have occurred in the past, both internally and externally within the organization, including emergency situations and their causes.
- Potential emergency situations.
- Personnel, considering those who enter the workplace and engage in various activities, including employees, contractors, visitors, and other individuals, as well as those in the vicinity of the workplace who may be affected by the company's activities. Employees at locations not directly under the control of the group.
- Other issues include the design of the workplace, processes, installation of tools/machinery, work procedures, and operations, including adjustments to meet the

needs and capabilities of the workers. Situations that are not controlled by the company but occur in the vicinity of the workplace, which may cause injury and illness to individuals in the workplace.

- Actual changes or planned changes in operations, processes, activities, and occupational health and safety management systems.
- Changes in knowledge and information related to hazards.

Risk assessments must evaluate risks for all tasks/activities both inside and outside the company, and for all areas within the company, including the surrounding areas.

Example activities to promote and support achieving set goals:

- Training activities such as external contractor training, fire evacuation drills, emergency drills for boiler explosions or LPG gas leaks, chemical spill response drills, and training on the use and maintenance of electric forklifts for operators, and training for security personnel.
- Inspection of emergency response equipment to ensure readiness for use at all times, such as portable fire extinguishers, emergency eye and body wash showers, automatic smoke detectors, water supply hose systems, and fire pumps, among others.
- Employee health checks before starting work, annual health checks including general health assessments and screenings for risks as required by law.
- Promotion of off-job health, such as providing flu vaccinations for high-risk groups.

Image of fire evacuation training and emergency drill simulation in case of a boiler explosion or LPG gas leak.



Image of chemical spill response drill



Image of forklift operation and maintenance training for workers



Image of security officer training.



Image of emergency response equipment inspection



Image of employee health check-up



Image of flu vaccine administration for at-risk groups



Training for external contractors working within the Company premises.



Training for external contractors working within the Company premises.



Achievements from 2025 Operations

As a result of these activities, the LTIFR for 2025 was 0.41, with no work-related fatalities.

Year	Number of accidents (times)	Total working hours of all employees (hours)	LTIFR
2023	1	2,291,576	0.44
2024	0	2,316,944	0.00
2025	1	2,440,229	0.41

The Company maintains comprehensive safety measures that extend to contractors operating within the Company premises. This includes training and clarification of regulations, and implementing controls to ensure safety and legal compliance. The Company also welcomes interested parties to visit and study its safety practices. In 2025, four contractors worked within the Company for a total of 314,688 hours, with zero reportable incidents resulting in lost workdays – an LTIFR of 0. Furthermore, there were no work-related fatalities among any of the companies.

Human Rights

The group recognizes the importance of respecting human rights in all dimensions, as human rights practices not only comply with relevant laws but also serve as a fundamental principle recognized internationally. Adhering to human rights builds trust and fosters good relationships with stakeholders, ensuring that no human rights violations occur within the company or its supply chain. Regarding fair and equal labor management, the group prioritizes employee quality of life by providing a safe working environment, refraining from using child labor or illegal labor, and avoiding activities that violate human rights. This approach helps build stakeholder confidence, reduces legal risks, and promotes the sustainable use of natural resources, resulting in positive impacts on the environment and long-term business sustainability.

Management Approaches to Key Sustainability Issues

The group has declared its Business Ethics Policy, Sustainability Policy, and Thai Labor Standard System Manual, which cover all stakeholders. Compliance with these policies builds trust, reduces risks, and fosters good relationships between the company and its stakeholders. Furthermore, the group is studying methods to conduct a thorough human rights due diligence process in accordance with the Securities and Exchange Commission (SEC) regulations to comply with the requirements for listed companies.

The group also demonstrates its commitment to human rights as part of its sustainability policy, recognizing the importance of respecting human rights, promoting equality and fairness both internally and externally, and refraining from violating basic rights or discriminating based on race, nationality, religion, language, skin color, gender, age, education, physical condition, or social status. This includes ensuring that the company's business does not directly or indirectly contribute to human rights violations. The group also has protection and remedy mechanisms, allowing employees, communities, and society to participate in expressing opinions and providing channels for complaints or grievances for those affected by rights violations resulting from the company's business operations, and taking appropriate corrective and remedial actions. To ensure effective human rights respect, the group has created awareness of human rights and regularly instills a sense of responsibility in employees to follow human rights principles, consistently communicating the policy to all stakeholders.

Sustainability Targets

Targets:	Key Performance Indicators (KPIs)
<p>Short-Term Goal (2025 - 2026)</p>	<ul style="list-style-type: none"> ● Human rights impact assessments will be completed by 2026, reducing risks to an acceptable level. ● There is no use of child labor in the workplace, covering all subsidiaries. ● The number of human rights-related complaints is zero, covering all subsidiaries.
<p>Long-Term Goal (2027 - 2030)</p>	<ul style="list-style-type: none"> ● Control risk levels to an acceptable level. ● There is no use of child labor in the workplace, covering all subsidiaries. ● The number of human rights-related complaints is zero, covering all subsidiaries.

Sustainability Plan

The Group recognizes the importance of respecting human rights as a fundamental basis for conducting business. Therefore, the Group has established a human rights policy, committing to uphold, support, and promote respect for and protection of the fundamental human rights and dignity of all individuals involved in the Group's operations. This policy is aligned with domestic laws, international human rights principles, and good business practices, including the Universal Declaration of Human Rights (UDHR), the United Nations Guiding Principles on Business and Human Rights (UNGPs), the United Nations Global Compact (UNGC), and the International Labour Organization Declaration.

The Board of Directors, executives, and employees of the Group respect the dignity of all individuals and treat all stakeholders equally, providing equal opportunities and ensuring non-discrimination based on race, skin color, gender, gender identity, age, religion, language, beliefs, social status, family origin, disability, or political opinion, in accordance with relevant legal provisions and international human rights principles. The Company will conduct its business with due diligence to prevent human rights violations throughout its operations, and has established guidelines for its human rights policy to that end.

Currently, the Group integrates human rights practices into its operations through relevant policies, such as the Business Ethics Policy, the Sustainability Policy, and the Thai Labor Standards System Manual, as detailed below:

1. The Company strictly prohibits child labor and adheres to the age requirements for employment as stipulated in the Labor Protection Act.
2. The Company promotes fair employment practices by treating all employees, including migrant workers, fairly and transparently at all worksites. Employment agreements clearly specify terms and conditions agreed upon by both parties, including wages, benefits, working hours, overtime, work on holidays, leave entitlements, and other benefits no less favorable than those mandated by law. Furthermore, the Company protects the rights of pregnant employees by providing maternity leave, including a postpartum period, with wages and/or compensation during leave that meet or exceed legal requirements, and guaranteeing the right to return to their original position upon completion of leave.
3. The Company does not accept forced labor in any form. Job assignments for employees and workers will be based on individual skills and made with the mutual consent of both parties. The Company prohibits the use of forced labor, prison labor, slave labor, and any other exploitative labor practices in its operations and throughout its supply chain and businesses under its management.
4. The Company allows employees and workers to participate voluntarily in any activities not related to the Company's benefits or operations, and to express their opinions and themselves freely, provided they do not violate the law or accepted moral standards.
5. The Company promotes safety and occupational health for its personnel and property, as well as for employees, workers, and relevant stakeholders across its operations and supply chain. This is to ensure a safe working environment with measures and systems in place for preventing and monitoring safety risks, in accordance with applicable safety and occupational health laws, international standards, and the Company's safety regulations.
6. The Company opposes human trafficking and harassment and does not engage in any activities related to these issues, including intimidation, violence, unwelcome mockery or disparaging remarks about others' differences, and sexual harassment—whether

expressed through actions or words—as well as any conduct that constitutes sexual abuse or causes physical or psychological harm, as these actions violate human dignity.

7. The Company respects the rights of indigenous peoples and local customs in all areas where it operates. It will acknowledge, protect, and promote the traditions of indigenous peoples, their intellectual and cultural heritage, traditional rights, and cultural legacy.
8. The Company will develop a comprehensive human rights due diligence system within the Company, its operations, and its supply chain. This will involve identifying human rights risks, assessing their impacts, and establishing measures to prevent and mitigate them, as well as appropriate and widely accepted remediation and grievance mechanisms. Additionally, the Company will regularly monitor for human rights violations, ensure compliance with its human rights policy, and provide consistent reporting and disclosure of information.
9. The Company accepts complaints or reports of human rights violations related to its operations, both within its own activities and in businesses it controls and/or its supply chain, through the complaint channel on the Company's website. Individuals who file complaints or report human rights violations related to the Company will be treated fairly and protected in accordance with the protection measures outlined in the Company's Code of Conduct.

❖ Bangkok Lab and Cosmetic Public Company Limited

- Via Email: To the Human Resources Manager
E-mail: complaint@bangkoklab.co.th
- By mail: To the Human Resources Manager at 48/1 Moo 5, Nong Chae Sao Road, Nam Phu Subdistrict, Mueang District, Ratchaburi Province, 70000
- Website: www.blcplc.com
- By telephone: Human Resources Manager at 0-32-719900 ext. 225

❖ Pharma Alliance Company Limited

- Human Resources Department – for labor relations, please contact:
 - E-mail: hr-complain@pharmaalliance.co.th
 - Complaint Form: We Love PAC > Help > Complaints/Feedback
 - Complaints and Suggestions Box
- By telephone: 02-6139758-9 ext. 334

- Product and Service Complaint Handling Committee
 - E-mail: complaint@pharmaalliance.co.th
 - Request Online: Complaints
 - Complaints and Suggestions Box
 - By telephone: 02-6139758-9 ext. 311, 322
- Occupational Health, Safety and Environment Committee
 - Chairman of the Safety, Occupational Health, and Working Environment Committee
 - Complaint form available at the communication board in front of the PAC building.
 - Complaints and Suggestions Box
 - By telephone: 02-6139758-9 ext. 310



Complaint Channels (PAC)

10. The Company will foster and build an organizational culture of respect for human rights by actively monitoring for and addressing any human rights violations. Furthermore, the Company will continuously and regularly communicate, disseminate knowledge, and raise awareness of human rights issues among the Board of Directors, executives, employees, and throughout its supply chain.

11. Any individual who violates human rights is considered to be acting in violation of the Company's Code of Conduct and this policy, and will be subject to disciplinary action in accordance with the Company's regulations. If the action constitutes a legal offense, legal penalties may also be imposed.

Related activities or projects:

1. Employee orientation materials regarding the Thai Labor Standards System, communication of the grievance system, and internal feedback mechanisms.



2. Annual training for current employees, covering topics such as communication of sustainability policies, business ethics policies, the Thai Labor Standards System manual, and communication of grievance and feedback systems within the organization. The training includes a comprehension test through Google Forms, scheduled from July 4–31, 2025, and August 21–30, 2025, at the Kalyanamit Room, Bangkok Lab and Cosmetic Public Company Limited.



3. Training was provided to all employees on various policies, including the whistleblowing and complaint policy. The training will cover sustainability policy communication, business ethics policy, and how to use the grievance system. It will be delivered through video clips, with group sessions and a post-training quiz administered via Google Form in the Pailin, Sawasdee, Sangsan, and Morakot meeting rooms at Pharma Alliance Co., Ltd.





4. Attended a training course on “Ethics of Pharmaceutical Promotion and Government Procurement Guidelines” for hospital representatives team 1 at the Gomen meeting room at Bangkok Drug Co., Ltd.



5. Business ethics and corporate ethics training to foster a culture of transparency on April 1, 2025, at the BKD Viva conference room, Bangkok Drug Co., Ltd.



Achievements from 2025 Operations

	<p>No human rights complaints found, covering all companies in the group.</p>
	<p>No child labor used in any of the company's establishments, covering all companies in the group.</p>

Community and Social Development

The group is aware of the current social challenges, including economic inequality, access to education, and access to public healthcare. Therefore, the group is committed to conducting business responsibly toward the community and society, especially the communities surrounding its establishments. This includes fostering community involvement in development with local residents to improve the environment, living conditions, and promote good health for the public. The group has been continuously engaged in this work for over 30 years, providing support for education, public health knowledge, and assistance. The group has also developed and improved its activities to meet future challenges and changes, promoting sustainable business practices.

Management Approaches to Key Sustainability Issues

The group is committed to managing its production processes efficiently to reduce negative impacts on the surrounding community and society, while promoting the development of communities and society to enhance the quality of life for people in the community, ensuring access to basic rights, including quality education, healthcare, and access to knowledge on the use of medicine and pharmaceuticals. Therefore, the group has a social responsibility policy that serves as a framework for community and societal development activities, as well as promoting employee awareness and involvement in caring for and developing the community and society together.

In carrying out these operations, the group has established a Corporate Social Responsibility (CSR) committee, which is responsible for overseeing, planning, and supporting the operations of relevant departments according to the social responsibility system. The committee also communicates with external service providers and stakeholders to ensure they understand and are aware of their social responsibilities.

Regarding operations related to community participation and development, which is one of the group's social responsibility systems, the CSR committee has the following roles and responsibilities:

- Provide consultations and examine the involvement in social, economic, and community development.
- Collaboratively propose a course of action to achieve the set goals.
- Develop documentation for the monitoring system and report on the progress of the activities that need to be implemented, including coordinating with relevant departments to ensure the system complies with the requirements.

- Enforce the implementation of the system documents and communicate the guidelines through training to those involved within the organization.

Additionally, the group has assigned the Environmental Department and the Corporate Social Responsibility (CSR) committee as the main responsible units. They also coordinate with the subsidiaries within the group to oversee and develop the community.

Sustainability Targets

The group has set community responsibility goals through the organization of activities that balance economic, social, and environmental development. The group is committed to improving the quality of life for people without damaging natural resources and the ecosystem we live in. This requires cooperation, listening to the opinions of community members, and involving them in decision-making or planning activities. These are key to the development and organization of activities, focusing on creating things that meet the needs of the community and building good relationships within the community. This will help the community grow sustainably and increase satisfaction with the activities. The issues can be addressed, and improvements can be made continuously within the community. The target is as follows:

Targets:	Key Performance Indicators (KPIs)
Short-Term Goal (2025 - 2026)	<ul style="list-style-type: none"> • Community satisfaction with activities is greater than or equal to 85%.
Long-Term Goal (2027 - 2030)	

Sustainability Plan

The group is aware of and values supporting activities that promote harmonious coexistence with society. The main steps for conducting activities that support coexistence with the community are as follows:

1. Community Needs Survey

The group will continuously survey community needs by visiting the area to engage in discussions and gather opinions from community members. This will be done through meetings or public activities that provide an opportunity for the community to express their views and share information about what they need.

2. Organizing Activities to Support Community Needs

After gathering information and feedback from the community, the group will design and implement activities that address the community's needs and satisfaction, such as organizing training, promoting careers, supporting education, or creating infrastructure beneficial to the community. These efforts aim to balance the three aspects: economy, society, and environment.

3. Monitoring and Improvement

After implementing the activities, the group will monitor the results to assess community satisfaction and the impacts on community development and sustainability. The company will then revise the plans to align with changing future needs.

The proportion of communities in which the group has participated and contributed to development is six communities, accounting for 100%.

For the operational framework regarding community participation and development set by Bangkok Lab, there are five key areas, including:

1. Education

The group focuses on developing the potential and knowledge of youth, supporting educational personnel, and providing scholarships.

2. Environmental Aspect

The group focuses on reducing resource usage, conserving nature and the environment through various operations, such as past company activities involving tree planting in community areas around the factory, reducing paper usage by using technology for surveys instead of paper, waste management, wastewater management, and air control.

3. Community and Society

The group focuses on fostering cooperation and sustainable development at various levels, such as improving quality of life and promoting fairness and the rights of everyone in society in areas such as education, environment, and health, to ensure sustainable well-being for people in the community and society.

4. Religion




The group has guidelines to promote and support religious activities and to act fairly toward employees of different religions.

5. Other Areas

The group also has other community and social initiatives to enhance the well-being of individuals and various social groups.

Complaint Management Measures from the Community

In the case of surrounding communities, the group has provided complaint channels for communities affected by the group’s operations, including channels for giving comments and suggestions, as follows:

		
<p>Direct contact with employees of the group.</p>	<p>Company’s website https://www.blcplc.com/</p>	<p>Tel. 032-719-900</p>

For operations when complaints are received or incidents that impact the community occur, the group has prepared response measures to resolve problems, maintain, and restore relationships with the community, with details as follows:






- General cases: When the group receives a complaint, an investigation is conducted to find the facts of the issue and implement corrective actions, along with preventive measures to avoid the recurrence of similar complaints. The result of the action will be reported to the complainant within 15 working days.
- Urgent cases: The group will conduct a site visit on the day of the incident or within three days after receiving the complaint or learning of the event. In the event that Bangkok Lab cannot conduct a site visit on the same day, Bangkok Lab will communicate with the community leader to understand the issue and carry out preliminary relief, inspection, and follow-up on the relief and remedy process.

In cases where the group has resolved the issue conclusively, Bangkok Lab will communicate and listen to feedback, suggestions, and recommendations from the community, community leaders, and relevant agencies to prevent the recurrence of previous issues, while also creating a positive attitude toward the business and building trust with the community through

activities that support participation and community development based on community needs. This includes establishing transparency and fairness standards in complaint management.

Achievements from 2024 Operations

In 2025, BLC has achieved success in community and social development operations, as well as conducting business with social responsibility, as follows:

	<p>The average satisfaction level for activities is 92.29%.</p>
	<p>Customer satisfaction with the Company's business operations among communities within a 5-kilometer radius of the factory (community relations) averaged 96.63% in 2025.</p>
	<p>Received the CSR-DIW CONTINUOUS AWARD for the Corporate Social Responsibility Standard for Entrepreneurs, awarded continuously for more than 5 years</p>
	<p>Number of complaints from the community regarding the operations of the Group: 0 cases</p> <p>Number of disputes from the operations of the Group: 0 cases</p>
	<p>The social budget is divided into: support for social activities, support for government agencies, and support for education</p> <p>A total of 43 activities were conducted throughout the year 2025, with a total budget of 1,346,543.60 baht</p>

The CSR-DIW Continuous Award received by BLC affirms the company's ongoing commitment to social responsibility, reflecting the good relationship and mutual coexistence between the company and the community. In addition, over the past year, BLC did not receive any complaints from the community, which demonstrates genuine recognition of the importance of stakeholders in the community aspect. This success is an indirect result of BLC's continuous efforts to conduct activities that help and develop society.

Activities or projects related to community and social development issues:

“Sending Happiness to Children” Project (Children’s Day Activity)

The Company provided developmental gifts and organized National Children’s Day activities at four nearby schools: Wat Nampu School, Wat Nong Krathum School, Ban Nong Nang Phrae School, and Ban Chat School. The company also supported education and the development of children’s potential in the community, as this is considered a long-term investment. These children may become skilled laborers or important partners in the future. The performance result in 2025 was 93.23%, reflecting an increase of 0.23% compared to 2024.



Happy Seniors Project

In 2025, the “Happy Seniors” project was conducted three times in communities near the Company, specifically in Tambon Nam Phu and Tambon Hin Kong. The project included educational sessions on osteoarthritis, hypertension, diabetes, and stroke, as well as instruction in age- and condition-appropriate exercises. Recreational activities were also organized to promote relaxation and physical activity among seniors. Pharmacists and experts from the Company delivered information through presentations and interactive sessions. The project achieved an average satisfaction rating of 97.31% in 2025.



Teacher Employment Project

The Company recognizes the importance of developing the potential and knowledge of young people by supporting educational staff through a teacher hiring project for schools in the Nam Phu Subdistrict. This support has been ongoing for 10 years. Students who benefit from this project will be better prepared for future careers, helping to increase family income in the community and contributing to local economic growth. The Group will continue to support projects of this nature. For 2025, the Company is supporting two educational staff members per school.

- Ban Chat Charoen School – Teaching Kindergarten and Thai Language
- Ban Nong Nang Phrae School – Teaching Kindergarten and Grade 4
- Wat Nampu School – Teaching English and Thai Traditional Dance



Tree Planting for Green Area Expansion Project: “Plant to Reduce Heat”

The Company, in collaboration with Pharma Alliance Co., Ltd., held a “Planting Trees to Increase Green Space” event, continuing a project from the previous year with Village No. 4 in Nam Phu Subdistrict, Mueang District, Ratchaburi Province. The event aimed to revitalize green areas and promote environmental awareness within the community. It took place in the community forest, which will be restored for future public use, serving as a model for green space development in other communities. The Company also shared knowledge about plant care to build understanding and encourage future sustainability, extending this knowledge to families and nearby communities. Results from 2025 showed an average satisfaction rate of 97.22%.






Religious Activities

The Company participated in religious merit-making activities, including robe donations to local temples, alms giving ceremonies, and offerings of Buddhist Lent candles, light bulbs, bathing robes, and other necessities to monks on Asalha Puja Day and Buddhist Lent Day at temples near the factory. These efforts support sustainability initiatives aligned with ESG principles, promote Buddhism, and help revive the tradition of merit-making. The activity was a resounding success, fostering both spiritual well-being and stronger community ties. Our Company remains committed to preserving Buddhism and promoting ethical values in society, contributing to a peaceful and sustainable future. The average satisfaction level was 86.11%.



Blood Donation

The Group has organized blood donation activities for employees regularly every four months each year as part of efforts to help save patients' lives and to reserve blood supplies. In 2025, the Company organized a total of three events. Details are shown in the table below:

 April 5, 2025	 Total employees who donated blood: 58 people	 Blood collected: more than 53 units
August 22, 2025	Total employees who donated blood: 71 people	Blood collected: more than 66 units
November 20, 2025	Total employees who donated blood: 56 people	Blood collected: more than 54 units

Internship or Study Tour Program

The Company supports youth development by offering internships and study tour opportunities, enhancing their professional experience and preparing them for the workforce. This initiative also bridges the gap between academic learning and practical application. The Company welcomes students for internships across various fields, providing hands-on experience with real-world organizational processes and specialized skills training in areas like documentation, technical expertise, safety protocols, and communication. Interns and study tour participants share their insights and introduce new technologies or ideas, fostering a culture of learning and adaptation among employees. For over 20 years, the Company has consistently provided these

opportunities, with students consistently reporting an average satisfaction rate of 93% in areas such as management, work environment, benefits, and interpersonal relationships.

From 2023 to 2025, the Company hosted 178 student interns from 15 educational institutions across 15 fields of study. In 2026, the Company plans to host 57 student interns from various educational institutions.



The implementation of activities or projects related to community and external social development has resulted in overall economic, social, and environmental benefits for the organization, promoting sustainable growth, creating value for stakeholders, and reducing long-term impacts on communities and natural resources. The Company measures its Social Return on Investment (SROI).

- **Social dimension:** The value of social outcomes was compared to the investment made, representing the monetary value of results from projects such as increased community income, reduced healthcare costs, increased employment opportunities, and improved quality of life (converted to monetary value).
- **Economic dimension:** The organization's investment drives revenue generation, creates jobs, and strengthens the local economy, with tangible monetary benefits

such as increased community income, new employment opportunities, reduced household costs, and greater use of local materials and services.

- **Environmental dimension:** The organization’s investment demonstrates a reduction in impacts on natural resources and the environment, and creates tangible economic value – for example, by reducing greenhouse gas emissions (CO₂, CO₂e), minimizing wastewater, waste, and garbage, conserving energy and natural resources, expanding green spaces or restoring ecosystems, lowering future pollution treatment costs, and mitigating environmental risks and legal penalties.

A summary of activities carried out with a 1 baht investment per project generated a total social return of 16.02 baht.

Project name	“Sending Happiness to Children” (Children’s Day Activity)	Happy Seniors Project	Teacher Hiring Project	Tree Planting for Green Area Expansion Project: “Plant to Reduce Heat”	Total
Total Cost (baht)	141,188.00	59,038.00	749,520.00	24,318.00	974,064.00
Economic (baht)	60,000.00	132,800.00	749,520.00	48,500.00	990,820.00
Social (baht)	437,220.00	140,252.00	3,672,000.00	24,000.00	4,273,472.00
Environment (baht)	3,000.00	400.00	2,203,200.00	500.00	2,207,100.00
Total financial value (baht)	641,408.00	332,490.00	7,374,240.00	97,318.00	8,445,456.00
For every 1 baht invested in the project, a total social return (baht) is generated.	2.54	3.63	7.84	2.00	16.02

Future Plans

Medium-Term Operational Plan

1. Community Satisfaction Survey: Conduct surveys to gather opinions from people in the community regarding needs and problems, such as through online forms, community meetings, or interviews.

2. Promoting Community Participation: Create spaces for the community to participate in decision-making or problem-solving, such as establishing community committees or organizing dialogue and exchange meetings within the community.
3. Skill Development: Organize training or activities that help develop skills of community members, such as vocational training or creating educational, health, and other opportunities for the community.

Long-Term Operational Plan

1. Community Economic Promotion: Develop communities through activities that enhance skills and knowledge, enabling self-reliance by promoting local businesses, such as encouraging organic farming or supporting community products to achieve economic sustainability.
2. Quality of Life Development: Create opportunities for communities to access medical treatment, higher education, and improved public health services, including overall quality of life development such as promoting mental healthcare and creating a safe environment. For example, organizing educational activities on safety such as fire prevention, basic healthcare, and emergency response through various activities.
3. Using Technology to Connect Communities or Enhance Skills: Use online communication platforms such as Facebook groups or Line to allow community members to exchange information, knowledge, or news quickly. Create groups or organize training or activities on technology management to enhance technological skills for community members.

A photograph of two scientists in a laboratory. The scientist on the left is a woman with her hair in a ponytail, wearing a white lab coat and a face mask, looking down at something in her hands. The scientist on the right is a man wearing a white lab coat and a face mask, looking through a microscope. On the table in front of them are several petri dishes with colorful lids. The entire image has a blue tint.

**Economies and
Corporate Governance
Dimension
Management**

Product Quality and Confidence

Medicines and medical supplies are essential and directly affect consumers' health in terms of treatment, relief, prevention, and health promotion. Therefore, product quality is of utmost importance to the group. The group implements various international standards in every operational stage – ranging from sourcing raw materials, manufacturing, quality inspection, storage conditions, to product transportation – before delivery to consumers. This ensures that consumers receive quality products that meet standards. The group also continuously improves product quality to enhance consumers' quality of life and to provide sustainable access to quality medicines and medical supplies for good health.

Management Approaches to Key Sustainability Issues

The group, adhering to the philosophy that “Quality means value of life,” has defined the company’s mission, quality assurance, stable quality management, and consumer safety considerations.



The Group's
Vision,
Philosophy,
and Mission

The group controls production under the guidelines and methods of Good Manufacturing Practice (GMP), GMP/PICs standards, and the Hazard Analysis Critical Control Point (HACCP) management system. Laboratory standards are controlled according to the ISO/IEC 17025 system, and operations are managed according to international standards, including the Quality Management System (ISO 9001) and Food Safety Management System (ISO 22000). The group has developed a product quality risk management manual and quality production plans for various types of products to serve as guidelines for ensuring that the products meet the required standards before delivery to consumers. The company has been continuously certified for over 10 years and has received the Quality Award from the Food and Drug Administration (FDA) in the areas of pharmaceuticals, food, cosmetics, and hazardous substances. Consumers can be confident that they will receive high-quality products that meet standards, thus building trust with the group’s business partners.

Sustainability Targets

Targets:	Key Performance Indicators (KPIs)
Short-Term Goal (2025 - 2026)	<ul style="list-style-type: none"> No products recalled due to quality issues.
Long-Term Goal (2027 - 2030)	

Sustainability Plan

The operational plan is developed in accordance with the management policies and standard systems of the group. The plan will be reviewed regularly every year. Each department involved in the production process and product quality control has developed an operational plan, including setting goals to control product quality at every stage. Additionally, measures are in place to handle product recall situations. The performance results for the year 2025 are as follows:

Raw Material and Packaging Procurement Process: Procurement specifications are set as guidelines for selecting quality raw materials/packaging. The procurement department has a plan for selecting, controlling, evaluating, and developing external service providers, with the goal of delivering quality raw materials and packaging that meet specifications in more than 95% of total deliveries. The results met the target.

Production-related processes, starting from the receipt of raw materials/packaging, follow the standard inspection procedures. The processes of weighing and dispensing raw materials and packaging have clear operational steps to ensure accuracy and prevent foreign contaminants from entering the raw materials used in production. The weight or quantity is verified against the production record by the operator and further cross-verified by both warehouse and production staff to ensure that the amount of raw materials is accurate and complete before being used for product preparation. During the production process, conditions are controlled to comply with Good Manufacturing Practices (GMP). Work areas are separated accordingly to prevent cross-contamination between products. Quality checks are conducted throughout the production process, up to the finished product stage for every production batch, to ensure the quality of the product. Storage and transportation conditions of the finished products are also monitored to maintain product quality before delivery to customers.

Quality control involves inspecting incoming raw materials, packaging, and finished products using standardized methods. The inspection results must meet the required specifications before being released for sale. The quality control department has set a target for the allowable percentage of raw materials, packaging, or products with issues after approval, and this must not exceed the specified target. The results are in line with the target, and there is also a process to verify the accuracy of test reports to ensure reliable and accurate test results. Additionally, the goal is to have no complaints about damaged products resulting from laboratory inspections conducted by the quality control department, and to ensure that the results meet the target. Furthermore, all documents related to the production process and quality control of each

product are reviewed 100% to ensure that the products released in each production batch meet quality standards before being delivered to consumers.

Regarding the machinery and equipment used in production, there is a regular inspection and maintenance plan, with the instruments involved in the production process and analysis being re-checked and calibrated to ensure that the tools are efficient and reliable. The annual re-inspection plan is completed 100%, and the maintenance plan for tools/equipment and facilities is also executed on time at 100%, with machinery maintenance conducted according to the plan at 100%.

In addition to process and machinery control, each production step requires the knowledge, understanding, and expertise of employees to perform tasks accurately, operate machinery efficiently, and maintain safety. BLC ensures that all departments have an annual training plan to develop employee skills and expertise. In addition to job-specific training, BLC organizes activities to enhance knowledge, understanding, and awareness among employees through booth activities and online media. The committee for various standards systems organizes activities every year. In 2025, an activity was conducted to improve employee understanding and awareness of product quality control, such as

1. The Tree of Productivity Project (QCC Development Committee: Quality Control Cycle) aims to enhance employees' understanding of activities and management systems that contribute to increased productivity. This involves implementing the 5S activity and various management system standards (ISO 9001, ISO 14001, ISO 45001) to improve work efficiency and effectiveness. A total of 93.52% of employees at the BLC factory participated in this project.
2. The ISO/IEC 17025 System Project featured a session titled: "Why is Drug Dissolution Testing Important?" (ISO/IEC 17025 Laboratory Standards Committee). The project aimed to inform employees about the benefits and importance of drug dissolution testing, ensuring they understand its significance and are aware of its impact on product quality for consumers. A total of 95.27% of employees at the BLC factory participated.
3. The "Weigh, Measure, and Ensure" project (ISO/IEC 17025 Laboratory Standards Committee) promotes awareness and understanding among employees about the importance of using scales correctly. Employees involved in the process are encouraged to understand and be mindful of their work to ensure product quality for consumers. A total of 95.04% of employees at the BLC factory participated in this project.


4. The project aims to promote understanding of allergens (ISO 22000 Food Safety Standards Committee) by educating employees about them and ensuring that all employees involved in the production process—from manufacturing to distribution—are aware of and vigilant regarding allergens to ensure product safety for consumers. A total of 90.68% of employees at the BLC factory participated in this initiative.
5. The “Root and Branch” project (Quality Control Cycle Development Committee) encourages employees to gain knowledge and understanding of activities and management systems that help increase productivity. This is achieved by implementing the 5S activity and various management system standards (ISO 9001, ISO 14001, ISO 45001) to improve work efficiency and effectiveness. A total of 94.50% of employees at the BLC factory participated in the project.
6. The “pH story: A Tale of Acids and Bases” project (ISO/IEC 17025 Laboratory Standards Committee) was designed to familiarize employees with the importance of pH and how to use pH meters. It aimed to ensure that employees involved in the production process understood and appreciated the significance of pH in achieving product quality for consumers. A total of 91.77% of employees at the BLC factory participated in this initiative.
7. The Hazard Analysis and Critical Control Points (HACCP) project, overseen by the ISO 22000 Food Safety Standards Committee, was conducted to inform employees about food hazards and critical control points in each process. The project aimed to ensure that employees involved in all production stages, from manufacturing to delivery to consumers, are aware of and vigilant regarding food safety risks, ultimately producing safe products for consumers. Participation reached 96.69% of employees at the BLC factory.
8. This project aims to enhance employees’ knowledge and understanding of the standards certified by the Food and Drug Administration (Good Manufacturing and Distribution Practices Committee). It also seeks to raise awareness of proper practices and emphasize their importance in ensuring that consumers receive quality, effective, and safe products. A total of 90.80% of employees at the BLC factory participated in this project.
9. Cleaning Validation Project No. 2: Is it clean yet? (The Validation Team) encourages employees to understand how to develop effective and consistent cleaning processes, highlighting the importance of cleaning and providing knowledge of the proof and verification process for cleaning procedures (Cleaning Validation). A total of 92.25% of employees at the BLC factory participated.

10. The Good...Practice project, titled “Most Popular at the Factory (Don’t Miss Out!)” (Production and Distribution Standards Committee), promotes employee knowledge and understanding of the standards the Company has been certified for by the Food and Drug Administration. The project aims to raise employee awareness and highlight the importance of following correct procedures to ensure consumers receive products of high quality, efficacy, and safety. A total of 98.91% of employees at the BLC factory participated.

Additionally, if a product released to the market raises concerns regarding quality or safety, the group has established an effective product recall system. The procedures include specifying the responsibilities and operational steps to ensure that products can be recalled correctly and promptly. Upon notification of a quality issue, an investigation is conducted to identify the cause, assess the severity, and establish corrective measures. To ensure the proper recall of products, the group adheres to the Food and Drug Administration’s notification regulations regarding the recall of products by licensed manufacturers or importers of modern and traditional medicines into the Kingdom.

A product recall drill is conducted at least once a year. In 2025, a recall drill was conducted for five product categories, including modern medicines, herbal medicines, dietary supplements, cosmetics, and hazardous substances, as per the established procedures. The drill included investigating the cause, assessing the severity of the issue, setting corrective measures, and preventing recurrence. It also included recording the product recall from customers (pharmacies, hospitals, clinics, etc.) and summarizing the recall results and the time taken for the recall. The recall drill for all five products was conducted within the defined timeframe, ensuring that the company has an efficient and quick product recall system. However, in 2024, no products were recalled due to quality issues.

Achievements from 2025 Operations

	2025 Performance Results
	<ul style="list-style-type: none"> • No products were recalled due to quality issues.

Product research and development and innovation creation.

Research and development is a crucial process that helps increase opportunities for obtaining a diverse range of medicines and health products, which can better meet consumer demands. Expanding the product range not only helps to broaden the consumer base but also designing research and development processes that minimize potential environmental impact is a key factor influencing consumer decision-making today. Additionally, integrating various technologies or innovations into research and development will enhance market competitiveness, create uniqueness, and provide more options for consumers. Apart from developing innovations for product research and development, creating innovations in work processes is a crucial element that improves work efficiency, enhances employee potential, and fosters continuous development.

The Group's Vision, Philosophy, and

Management Approaches to Key Sustainability Issues

The group places importance on incorporating innovation into research and development as well as work processes by establishing a vision, mission, and corporate values to promote the creation of innovations in both work processes and product development. In 2025, the company will define clearer policies and guidelines regarding the development of corporate innovation.

Mission



Innovation Development Policy

In 2025, the Company established an innovation policy focused on both product research and development and enhancing employee capabilities to drive innovation in workflows. This policy outlines research and development practices aligned with research ethics, considering environmental impact, encouraging the adoption of technology in research, and supporting the continuous skill development of employees across all departments to cultivate innovation within the organization.

The Company has established the BLC Research Center to conduct research and development of products for both the Group and external clients, as well as fostering collaboration with external research organizations, both public and private, to develop research innovations that deliver high-quality outcomes benefiting society, the environment, and trade partners. Additionally, the Group has developed a product strategy in its business plan to define the direction for future business operations.

For the development of innovation in work processes, BLC has established a QCC (Quality Control Cycle) system development committee to stimulate and encourage employees to generate creative ideas, as well as developing skills in analysis and problem-solving within work processes.

In 2025, the company has set operational frameworks and sustainability goals, both short term and long term, divided into three areas:

1. Research and development of new products in the pharmaceutical group (New generic drugs) and products developed from herbs (Inno Herbal) to increase market competitiveness.
2. Development and improvement of formulas, processes, or packaging to reduce environmental impact.
3. Development and improvement of processes to increase work efficiency.
- 4.

Targets:	Targets:
Short-Term Goal (2025 - 2026)	<ul style="list-style-type: none"> ● Innovation in the new generic drug group will be developed with no less than 2 products per year, ● and at least 1 new product in the new generic drug group will be launched each year.
	<ul style="list-style-type: none"> ● There is development of innovative herbal products of no less than 1 product every 2 years, and at least 1 herbal product formulation is approved by the company's internal committee each year.
	<ul style="list-style-type: none"> ● At least 2 formulations with reduced or no use of environmentally unfriendly organic solvents approved by the internal committee per year.
	<ul style="list-style-type: none"> ● At least 30% of secondary packaging should be environmentally friendly by 2026.
	<ul style="list-style-type: none"> ● At least 12 QCC topics per year. ● At least 25 Kaizen topics per year. ● Total savings of no less than 70,000 baht.
Long-Term Goal (2027 - 2030)	<ul style="list-style-type: none"> ● At least 2 new products in the new generic drug category can be marketed per year.
	<ul style="list-style-type: none"> ● At least 2 herbal product formulations approved by the company's internal committee per year.

Targets:	Targets:
	<ul style="list-style-type: none"> • At least 3 formulations with reduced or no use of environmentally unfriendly organic solvents approved by the internal committee per year.
	<ul style="list-style-type: none"> • At least 45% of secondary packaging should be environmentally friendly by 2030.
	<ul style="list-style-type: none"> • At least 15 QCC topics per year. • At least 30 Kaizen topics per year. • Total savings of no less than 100,000 baht.

Sustainability Plan

1. Research and Development of New Products

The group establishes research plans for every product with a clear timeline and budget allocation for research each year. There is a process to request approval of formulations by the internal design committee, which is responsible for assessing the appropriateness of the formulation and production process of the researched products.

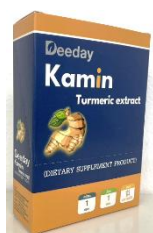
In 2025, the Company undertook research and development of a diverse range of products, including conventional medicines, herbal remedies, and other health products. More than two new generic drugs were under research and development, and one new product, GLUCOVIA, a diabetes medication, was launched in line with the Company's objectives.

Additionally, new products were also launched in other categories, including FUSIDERM CREAM, a conventional medicine for treating bacterial skin infections.



This includes a variety of dietary supplements and cosmetic products, such as BANAGO, a dietary supplement containing Thai herbs in chewable tablet form; CALZA-D POWDER, a

dietary supplement to boost calcium and vitamin D intake; DEEDAY KAMIN, a dietary supplement made from turmeric; VS III GREEN TEA FACIAL FOAM CLEANSER, a cosmetic facial cleanser; CLENA EX ULTRA ANTI-MELASMA and CLENA DRAGON'S BLOOD ACNE SCAR GEL, cosmetic products for skin care, and more. These products help increase sales for the Group and expand access to a wider range of consumers.



For herbal products, the Company has developed one herbal medicine product with its formulation approved by the Company's internal committee, meeting the set target. Furthermore, the Company is conducting research on herbal extracts with external research partners and is also scaling up extract development for industrial applications, currently in the research and development stage to optimize the process.

In past product research and development, the Company has not used animal testing. However, the Company has developed an innovation policy that outlines ethical guidelines for the potential use of animal testing in line with research ethics.

2. Research and development of formulations and production processes to reduce environmental impact

In research and development, environmental impact has been a continuous consideration. This is reflected in research and development plans designed to reduce the use of environmentally harmful solvents, encompassing both new product research and improvements to existing product processes. This approach minimizes risks to workers, reduces the potential for consumer exposure, and lowers the chance of environmental toxicity.

In 2025, the Company developed a process for preparing extracts that reduced the use of environmentally unfriendly solvents and developed formulations free from organic solvents. More than 10 product formulations were approved by the Company's internal committee, including those with no organic solvents, encompassing pharmaceuticals, dietary supplements, and cosmetics. This ensures the safety of workers by preventing exposure through contact and inhalation, avoids residue for consumers and the environment, and includes improvements to existing formulations to lower solvent quantities, particularly for herbal extracts where solvents are necessary for extracting active ingredients. Last year, one extract formula was developed to reduce solvent use by 30% compared to the original formulation, without compromising the extract's specifications. Implementation of this formula at an industrial scale reduced solvent weight by 75 kg per production batch, representing a cost saving of 5,137.5 baht per batch. With three production batches completed last year, this resulted in a total solvent reduction of 225 kg and a cost reduction of 15,412.5 baht. This reduction in solvent usage also minimized potential environmental impact. These developed extracts are now used as ingredients in several dietary supplements.

3. Use of environmentally friendly packaging

The Group has initiated a transition toward environmentally friendly packaging, with a focus on secondary packaging that does not come into direct contact with the product and does not affect product quality. This initiative covers material selection, print design, and the manufacturing processes of packaging suppliers. The Company has transitioned to



paper-based packaging materials that help reduce environmental impact, including paper containing recycled content. In addition, it has adopted environmentally friendly coatings and varnishes by replacing plastic-based and hazardous chemical coatings with water-based alternatives, thereby reducing environmental impacts as well as potential health risks for packaging manufacturers' employees. In 2025, the Group successfully implemented environmentally friendly secondary packaging in 445 items out of a total of 816 items, representing 54.53%, thereby achieving its target.

4. Use of environmentally friendly packaging

The Quality Control Cycle (QCC) Development Committee organized a program to engage employees in process improvement through participation in QCC activities and KAIZEN events. This initiative aimed to foster employee involvement by providing a platform for expressing ideas, developing analytical skills, and identifying solutions to improve work processes. A total of 224 employees took part in QCC and KAIZEN activities, with the outcomes quantified as cost savings. These savings were then aggregated across all activities, resulting in a monthly savings of 348,984.73 baht and an annual savings of 7,326,928.24 baht. The savings are categorized as follows: 4.69% from waste reduction, 68.81% from process improvement, and 26.50% from time reduction.



In addition, the committee held QCC DAY 2025 to allow those who passed the initial screening to present their work in a final competition and announce the participants selected to receive awards from the committee. Details are as follows:

- A total of 124 participants took part in the Kaizen activities, submitting 124 improvement items. The committee selected 20 entries to receive cash prizes, with each award valued at THB 150.
- A total of 28 QCC groups (comprising 200 participants) advanced to the final round. The committee organized a competition to award cash prizes to the following winning groups:
 1. First Prize: 1 award with a cash prize of THB 7,200 for the project titled “Reducing the Frequency of Standard Solution Titration in Laboratory Use by Defining a Standard Shelf-Life for Titration,” submitted by Quality Control Division 1.



Four runner-up awards were granted as follows:

1. First Runner-up: “Reducing the Amount of Culture Media Used in Analytical Testing” from Quality Control Department 2, received a cash prize of 5,000 baht.

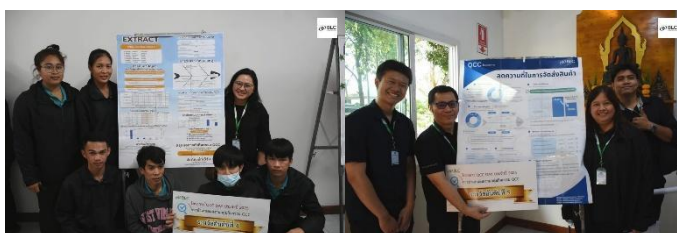


2. Second Runner-up: “Reducing the Number of Reference Standard Preparations” from Quality Control Department 1, received a cash prize of 4,000 baht.



3. Third and Fourth Runner-up awards each received a cash prize of 2,500 baht, awarded to two groups as follows:

- “Reducing Extraction Cycles” from Production Department 3.
- “Reducing the Frequency of Product Deliveries” from the Procurement Department.



Achievements from 2025 Operations

Key Performance Indicators (KPIs)	2025 Performance Results
<ul style="list-style-type: none"> ● Innovation in the new generic drug group will be developed with no less than 2 products per year. 	2 Products
<ul style="list-style-type: none"> ● At least 1 new product in the new generic drug category can be marketed per year. 	1 Product

Key Performance Indicators (KPIs)	2025 Performance Results
<ul style="list-style-type: none"> At least one innovative herbal product will be developed every two years. At least 1 herbal product formulations approved by the Company's internal committee per year. 	<p>1 Product</p> <p>1 Product</p>
<ul style="list-style-type: none"> At least 2 formulations with reduced or no use of environmentally unfriendly organic solvents approved by the internal committee per year. 	More than 10 products
<ul style="list-style-type: none"> By 2026, at least 30% of secondary packaging (Secondary Packaging) will be transitioned to environmentally friendly materials. 	54.53%
<ul style="list-style-type: none"> At least 12 QCC topics per year. At least 25 Kaizen topics per year. Total savings of no less than 70,000 baht. 	<p>28 projects</p> <p>124 projects</p> <p>4,260,945.90</p>

Future Plans

The group has developed a research and development plan for new generic drugs to meet the business targets. Each product has a research plan that is reviewed for suitability annually. The company collaborates with university research units to innovate herbal-based products. Research planning also considers environmental impact from formulation development, explores new technologies to reduce the use of organic solvents, and evaluates the feasibility of developing environmentally friendly products.

In terms of packaging changes, a list of potential secondary packaging candidates for environmentally friendly alternatives has been established and communicated to relevant parties for joint consideration and impact assessment.

In work innovation development, policies have been set to promote QCC and Kaizen activities across all departments to encourage more participation from employees.

Code of conduct

Conducting business with a commitment to ethics, morality, and honesty is the foundation of a transparent and sustainable organization. Combating corruption, strictly complying with the law, and properly paying taxes not only reflect social responsibility and accountability to stakeholders but also help build trust from customers, investors, and external service providers, as well as promoting a strong organizational culture. Responsible business conduct leads to a good reputation, strong relationships with stakeholders, and meaningful participation in sustainable social development – all of which are key factors that support stable growth and long-term competitiveness. The company has policies and management guidelines on business ethics issues, with important policies published on the company’s website.



Business Ethics

Management Approaches to Key Sustainability Issues

The group has announced the implementation of the Good Corporate Governance Policy, the Business Ethics Policy, and the Anti-Corruption Policy, recognizing the importance of promoting efficient operations and sustainable growth to maximize benefits for shareholders and take all stakeholders into account. The company is committed to monitoring and managing risks, as well as encouraging executives and employees to work with transparency and fairness, to build confidence that we adhere to the principles of good corporate governance for listed companies, with a focus on ethical, transparent, and verifiable operations. This will help the company to continue growing sustainably while considering the benefits to society and the environment. The company also regularly reviews its Good Corporate Governance Policy, Business Ethics Policy, and Anti-Corruption Policy to ensure alignment with the changing business environment.

Sustainability Targets

Targets:	Key Performance Indicators (KPIs)
Short-Term and Long-Term Goals (2025 - 2030)	<ul style="list-style-type: none">• No business ethics violations.• No corruption or bribery.

Sustainability Plan

The group has established operational guidelines based on the principles of transparency, ethics, and systematic accountability, in alignment with good corporate governance principles for listed companies, through relevant policies, to build trust with all stakeholders. Furthermore, the group has signed a Memorandum of Understanding (MoU) on Ethical Criteria for Drug Promotion with domestic pharmaceutical manufacturers. In 2025, the Company participated in the Corporate Governance Report (CGR) assessment for listed companies and received a total score of 90 points, which is considered excellence. Additionally, the group has studied guidelines from the Thai Private Sector Collective Action Coalition Against Corruption (CAC) to adapt and enhance quality, transparency, and fairness in operations.

Currently, the group has outlined operational guidelines that are ethical, transparent, and verifiable, in accordance with the good corporate governance principles for listed companies, through relevant policies such as the Good Corporate Governance Policy, the Business Code of Conduct, and the Anti-Corruption Policy, as follows:

Company Code of Conduct Regarding Fair Treatment of Stakeholders

- Treatment of Shareholders and Investors: Strive to develop and grow the business while generating sustainable returns, operating with honesty, transparency, and fairness. Financial information is reported completely, with supported projections disclosed, avoiding the misuse of undisclosed information or conflicts of interest.
- Treatment of Customers: The group prioritizes customer satisfaction by implementing quality management standards and setting customer satisfaction as a primary business objective.
- Treatment of External Service Providers and Creditors: The group aims to build fair and sound business relationships with external service providers and creditors, avoiding conflicts of interest and refraining from any corrupt practices. Dishonest acts must be disclosed and resolved swiftly and fairly. The Company must strictly adhere to all terms with external service providers and creditors. If unable to comply, it must notify them to find a solution together.
- Treatment of Business Competitors: The group engages competitors under fair competition rules and applicable laws, without damaging reputations or making defamatory claims, and without improperly accessing or violating trade secrets.
- Treatment of Government Agencies: The group operates to support and contribute to the country's development while strictly complying with laws, rules, and regulations. It builds good relationships with government bodies and provides information carefully and prudently.

- Treatment of Communities, Society, and the Environment: The group conducts business with regard to the safety and health of employees, society, and communities. It also emphasizes environmental protection and efficient energy management, strictly complying with relevant laws and avoiding support for socially or morally harmful activities. Additionally, employees are encouraged to participate in community, social, and environmental development. A system for handling complaints and providing quick responses to community and environmental issues is in place. The group also allocates part of its profits to support activities that are beneficial to society and the environment.

- Treatment of Employees: The group strictly complies with employee-related laws and regulations, fostering a safe and appropriate work environment. Fair compensation is provided while respecting employee dignity. Appointments and transfers are conducted fairly, based on capability and suitability. The group promotes skill development and provides equal opportunities for grievances and suggestions from employees at all levels.

Practices for Maintaining Financial Credibility and Information Disclosure: The Board of Directors is responsible for ensuring that financial reports and disclosures are accurate and complete according to established standards. They also monitor liquidity and debt payment ability. If financial issues arise, a suitable remedial plan will be implemented with consideration for stakeholders' rights. Moreover, transparent communication with shareholders and stakeholders is maintained, and IT is used to support information dissemination.

Practices Supporting Shareholder Engagement and Communication: The Board ensures that shareholders can participate in key decision-making and that shareholder meetings are conducted orderly, transparently, and effectively, allowing full exercise of their rights. Resolutions and meeting reports are accurately and completely disclosed.

Anti-Corruption Practices: Directors, executives, and employees must strictly adhere to the Anti-Corruption Policy, avoiding involvement in all forms of corruption, including giving or receiving bribes. Any suspected corrupt acts must be reported for a transparent investigation. Company assets must be used for maximum benefit and not for personal gain. Whistleblowers are protected, and offenders are disciplined according to regulations.

Procurement Guidelines: The procurement unit must follow the defined procedures, taking into account fairness and reasonableness in price, quality, and service. Personal gain from one's position must be avoided, and bribery or corruption at any stage of the procurement process is strictly prohibited.

Guidelines for Dealing with Government Agencies: Directors, executives, and employees must strictly comply with laws and regulations when dealing with government agencies. Interactions must be transparent and must not induce government officials to act or avoid acting for the benefit of the company. Support for government activities must go through proper and transparent approval processes, and the giving or receiving of gifts or entertainment must be within the prescribed limits.

Guidelines for Receiving or Giving Entertainment Expenses, Gifts, Items or Other Benefits to Clients, External Providers, and Other Stakeholders: Directors, executives, and employees are prohibited from giving or receiving entertainment expenses, gifts, or any benefits from clients, external providers, or stakeholders unless in accordance with appropriate and reasonable customary practices. All expenses must be recorded and documented for transparency. If such giving or receiving affects decision-making unfairly or is intended to exchange for special privileges, it is considered a violation of the code of conduct.

Training and Communication Guidelines: The company communicates and publicizes its Anti-Corruption Policy to directors, executives, and employees to ensure awareness and understanding of anti-corruption measures. This policy is also announced on the company's website and disclosed in the annual report and Form 56-1 One Report.

Additionally, the group has established safe and reliable channels for reporting violations or witnessing corrupt practices. Whistleblowers or complainants are protected appropriately to ensure fair consideration and protection for all reports, as follows:

- Email: To the Chairman of the Audit Committee at Email: fraud-complaint@bangkoklab.co.th
- Postal Mail: To the Chairman of the Audit Committee, 48/1 Moo 5, Nong Chae Sao Road, Nam Phu Subdistrict, Mueang District, Ratchaburi Province 70000, marked "Confidential" on the envelope.

A review process has been established along with protective and remedial measures for whistleblowers or complainants in accordance with the company's defined whistleblowing and complaint policy.

Currently, the group conducts annual policy review training for employees and provides communication, knowledge sharing, and testing on key topics to enhance understanding and compliance with the policy effectively, as follows:


1. Communication and testing on Prevention of Insider Information Use, from July 24–30, 2025, via Google Form

2. Communication and testing on Conflict of Interest Prevention, from July 24 to October 8, 2025, via Google Form

3. Communication and testing regarding anti-corruption within the organization will be conducted from December 1–10, 2025, via Google Form.

The poster is titled "ANTI-CORRUPTION BLC" and "ชื่อสัตย์ โปร่งใส ไม่ทุจริต สร้างองค์กรที่ยั่งยืนร่วมกัน". It lists "4 ห้าม" (4 Prohibitions) and "4 ควร" (4 Shoulds). The prohibitions include: giving/receiving gifts, using company resources for personal use, accepting kickbacks, and falsifying records. The shoulds include: following laws/policies, reporting violations, reporting work-related issues, and reporting unethical behavior. It features a QR code with "SCAN NOW" and a call to action: "ขอความร่วมมือพนักงานทุกท่านร่วมทำแบบทดสอบ เพื่อเป็นประโยชน์ส่วนตัวของท่านเอง" (Requesting cooperation from all employees to take the test for their own benefit). The dates are "ตั้งแต่วันที่ 1/12/2025 ถึงวันที่ 10/12/2025 เท่านั้น" (Only from 1/12/2025 to 10/12/2025).

Achievements from 2025 Operations

	<ul style="list-style-type: none"> ● No business ethics violations. ● No corruption or bribery.
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Cybersecurity and Personal Data Protection Management

Currently, measures for personal data protection and cybersecurity are essential to building trust among stakeholders. As the group uses technology to modernize its business in line with new innovations, there is a high likelihood of becoming a target of cyber threats or personal data breaches, which could cause harm to stakeholders and affect confidence and trust in the organization. The group has established policies to ensure the security of information systems and personal data protection policies to define guidelines for protecting personal data. Additionally, a cyber threat response plan has been developed and is practiced at least once a year. All employees can quickly report incidents via an application to enable immediate prevention, response, and risk mitigation from cyber threats. This helps prevent crimes, attacks, and various errors, and ensures compliance with government regulations such as the Cybersecurity Act B.E. 2562 (2019) and the Personal Data Protection Act B.E. 2562 (2019). Personal data management is aligned with the Personal Data Protection Act B.E. 2562 (2019) to prevent violations of stakeholder rights from improper use of personal data, enabling the business to operate continuously.



Information Security Policy

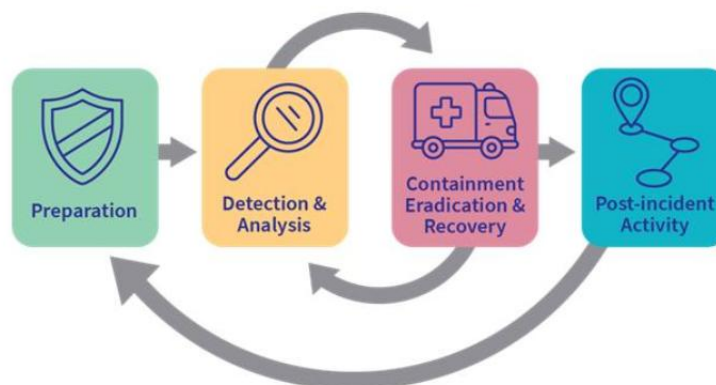
Management Approaches to Key Sustainability Issues

- Announcement The Information Security Policy is based on the ISO/IEC 27001 information security management framework, integrating cybersecurity risk with organizational risk management and building cybersecurity awareness.

Cyber

- Develop a cyber threat response plan with the following four key implementation steps:

Cyber Incident Response Cycle



Ready to handle potential cyber threats in all forms of operations.

- Provide a means of reporting issues through the application, such as receiving phishing emails, emails containing malware or viruses, as well as other anomalies that may result from cyber attacks, in order to manage incidents and issues caused by the use of information technology appropriately and promptly.

Sustainability Targets

Targets:	Key Performance Indicators (KPIs)
Short-Term Goal (2025 - 2026)	<ul style="list-style-type: none"> • No successful cyberattacks.
Long-Term Goal (2027 - 2030)	

Sustainability Plan

• The Group conducted phishing simulation tests, aimed at enhancing knowledge, understanding, and familiarity with response procedures, enabling relevant personnel to effectively handle cyber threats. The 2025 performance results are as follows:

Department	Test run	Number of Employees Tested	Number of employees who clicked links	Targets (%)
BLC (test only on computers with internet access)	1/2025	95	3	96.84
	2/2025	96	0	100
	3/2025	101	5	0
	4/2025	91	0	95.05
PAC, BDC, BMC	1/2025	290	0	100

- Conduct vulnerability assessments and penetration testing regularly to assess risks and test system penetration, identifying and addressing potential vulnerabilities in the information security and network systems. This involves simulating various penetration test scenarios, which helps improve understanding and strengthen defenses.

Department	Test run	High severity vulnerability	Fixed.	Targets:
BLC	1/2025	1	1	100
	2/2025	0	0	100
Subsidiary	1/2025	4	4	100
	2/2025	0	0	100

* The subsidiaries are PAC, BDC, BMC, BRC, and FLC.

- Conduct an annual risk assessment to evaluate the effectiveness of operations, providing insights into emerging threats and areas that need improvement in the security system, which will guide the enhancement of cybersecurity measures.

The Company and its Group have implemented measures to control the risk of cyberattacks and prevent unauthorized access to personal information, including installing a DR Site in the Cloud, performing daily and every 4-hour backups of critical data, restricting Internet access to essential services, installing antivirus software on all computers, defining access rights for information and personal data, developing and testing a cybersecurity incident response plan for employees (including Phishing Simulation Tests), creating an application for reporting cyber threats, and communicating this information to employees.

Achievements from 2025 Operations

Key Performance Indicators (KPIs)	2025 Performance Results	
	The Company	Subsidiary
Number of Successful Cyber Attacks	0	0

Future Plans

The information security management approach uses the ISO/IEC 27001 framework. The group is committed to obtaining ISO/IEC 27001 certification in 2026.



Supply Chain Management and Raw Material and Product Inventory Management

Sustainable supply chain management is one of the company's strategies to enhance business competitiveness. The group places importance on evaluating the environmental, social, and governance (ESG) impacts of various activities in the supply chain, including the procurement and purchasing process, production process, quality inspection process, information technology, storage, transportation, and delivery of goods to customers or consumers. All of these processes play a crucial role in the sustainable growth of the business. Therefore, the group selects and assesses the risks of external service providers to pass on value and responsibility through high-quality products and services, ensuring maximum customer satisfaction and reducing business risks that may arise from negative impacts by external service providers.

Management Approaches to Key Sustainability Issues

The Group focuses on comprehensive supply chain management to enhance competitiveness and foster sustainable growth, guided by the following principles:



1. Supply Chain Management
 - Proactive sourcing: Selecting and evaluating suppliers based on business ethics criteria and ESG standards to mitigate the risk of raw material shortages.
 - Raw Material Quality Control: Rigorous inspection of raw materials and herbs, with a focus on legal and sustainable sourcing.
 - Warehouse Management: Using information technology to manage raw material inventories to control quantities, maintain balance, and minimize losses during storage.
2. Control and Monitoring
 - Transparency: Adhere strictly to procurement guidelines and relevant regulations.
 - Supplier Assessment: A system is in place for regularly evaluating the performance of outsourced service providers to mitigate negative business risks.

The Company has established a systematic process for controlling and developing external service providers to mitigate risks and raise standards across the supply chain, as follows:

- Assessment and Registration: Define selection criteria and register suppliers (Vendor Registration), emphasizing compliance with quality, social, occupational health and safety, and environmental standards.

- **Contractual Requirements:** Stipulate that service providers strictly comply with labor laws and safety regulations, with a focus on minimizing environmental impact.
- **Oversight and Monitoring:** Closely track performance to ensure fair labor practices, adequate welfare and safety provisions, and adherence to the Company's environmental policies.
- **Promotion and Support:** Focusing on collaboration to foster sustainable growth.
- **Creating transparency:** The Company discloses information on policies and practices related to social and environmental issues to the public and stakeholders and opens channels for complaints through www.blcplc.com.

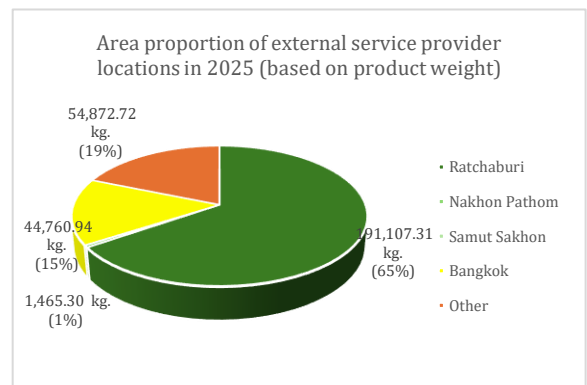
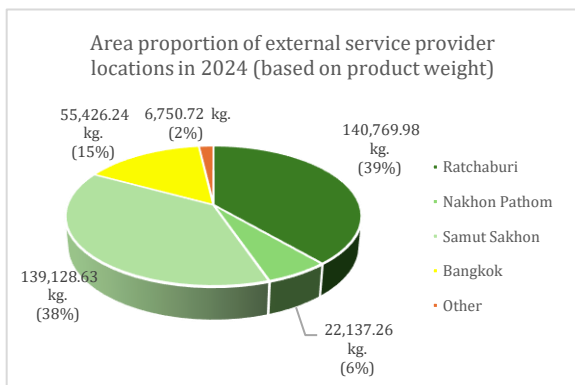
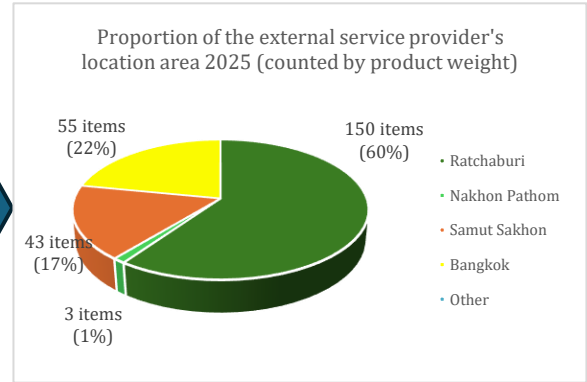
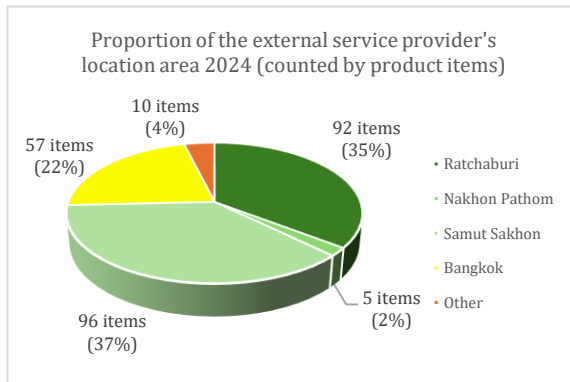
Sustainability Targets

Targets:	Key Performance Indicators (KPIs)
Short-Term Goal (2025- 2026)	<ul style="list-style-type: none"> ● Proportion of key external service providers trained: The company aims for 50% or more of key external service providers to undergo training based on the ESG evaluation criteria, with an annual increase of no less than 10%. ● Proportion of key external service providers compliant with the company's ESG criteria: The company aims for 10% or more of key external service providers to comply with the ESG evaluation criteria, with an annual increase of no less than 5%.
Long-Term Goal (2027 - 2030)	

Sustainability Plan

1. The Company has established a plan to address key sustainability issues and develop the ESG capabilities of its partners in 2025. It aims to foster sustainability engagement with 53 key external service providers by supporting ESG knowledge-building initiatives.
2. The Company increased its sourcing of packaging boxes from local producers to reduce transportation distances and greenhouse gas emissions (Scope 3), while maintaining a focus on quality and cost-effectiveness in line with the organization's cost reduction plan. Performance data shows that in 2025, the proportion of product items originating from Zone A (Ratchaburi Province) rose from 35% to 60%, and the proportion based on product weight increased from 39% to 65% compared to 2024. This shift demonstrates improved logistics management and production planning, leading to reduced transportation overlap,

increased resource utilization, and stronger support for environmental initiatives aligned with ESG principles.



3. In 2025, the Company carried out proactive on-site coaching alongside assessments of external service providers' facilities. This aimed to improve operational efficiency, mitigate environmental, social, and safety (ESG) risks, and promote concrete ESG practices among seven providers.





The Company plans to further enhance the ESG performance of its external service providers in 2026 by conducting assessments at the facilities of 15 key providers. This initiative aims to strengthen the long-term governance of the supply chain.

4. The Company has enhanced its raw material delivery management in collaboration with partners to foster mutual sustainability. This is achieved by optimizing delivery frequency and consolidating shipments (Batch Optimization) to maximize efficiency without impacting financial liquidity.
 - On the environmental front, the Company reduced water pollution by decreasing the number of waste discharges (residual chemicals from analysis) into waterways by 104 instances, a reduction of 25.30%. Furthermore, greenhouse gas emissions from raw material transportation, categorized under Scope 3, Type 4 (Upstream Transportation), were reduced by optimizing shipping frequency and consolidating shipments (Batch Optimization). This resulted in a decrease in greenhouse gas emissions from 397,459.44 kgCO₂e to 283,899.60 kgCO₂e, a reduction of 113.56 tCO₂e or 28.58%. The calculation was based on the Emission Factor and guidelines provided by the Thailand Greenhouse Gas Management Organization (TGO). These greenhouse gas emission reductions were calculated based on raw material transportation data throughout 2025.

- Social and Hygiene: Employee Safety: Reduced analysts' exposure to chemicals by 25.30% (a decrease of 104 instances), positively impacting their health and well-being at work.
- Economic and Corporate Governance: Cost Management: Raw material analysis (incoming) costs were reduced by 784,777.87 baht, representing a cost saving of 26.08%.

In addition, the Company has established an operational plan for 2025 to improve supply chain management efficiency as follows.

1. Raw Materials and Packaging Delivery Efficiency Plan: The Company set a key performance indicator (KPI) of 97% for on-time delivery of raw materials and packaging. While the year-end performance was 96.47%, falling short of the target, the plan did not meet its objectives.

2. Raw Material and Packaging Quality Improvement Plan: The Company tracks quality indicators such as the on-time delivery rate of compliant raw materials and packaging with no deviations, and the raw material rejection rate. Targets are set at 95% and 98% respectively, and performance reached 96.47% and 98.66%, exceeding those targets and ensuring the plan's success.

3. Raw Material Production Response Plan: The Company uses a key performance indicator (KPI) to measure its ability to supply raw materials in line with the production plan, targeting a rate of 97% or higher. Full-year performance was 96.76%, falling short of the target and preventing the plan from reaching its objectives.

4. Packaging Production Response Plan: The Company monitors packaging availability against the production plan, targeting a fulfillment rate of at least 97%. Actual performance reached 98.50%, exceeding the target and ensuring the plan was successfully met.

5. Product Delivery Accuracy Plan (Based on Tax Invoice Quantities): The Company uses a key performance indicator (KPI) to measure the accuracy of product delivery against the invoice count, aiming for 100% accuracy. Performance results met this target completely, ensuring the plan's full achievement.

6. Product Inspection Error Reduction Plan: The Company has set a target of no more than 0.5% error rate for product and document inspection, based on the number of tax invoices per month, and 0% for complaints regarding product and documentation. Performance results indicate an error rate of 0.28%, which meets the target. However, complaints were reported at a rate of 0.0009%, preventing the plan from fully achieving its goals.

7. Cost Reduction Plan: The Company tracks cost reductions using a rate-of-reduction indicator based on 2024 figures, with targets of at least a 2% reduction in raw material costs and a 5% reduction in packaging costs. This also includes negotiating property purchases at least 5% below the asking price. Results show raw material costs were reduced by 3.32%, packaging costs by 8.12%, and property purchase prices by 15.85% below the asking price, successfully achieving the cost reduction plan's goals.

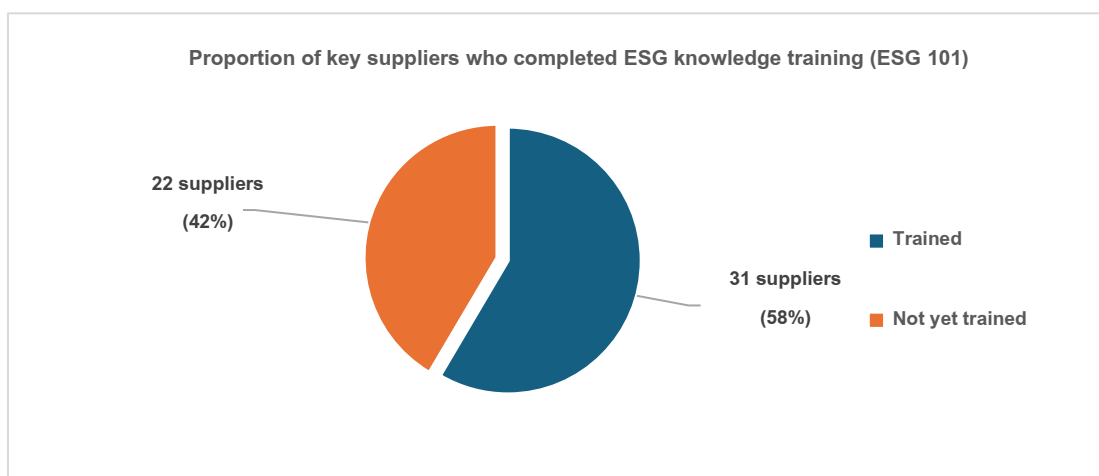
For plans that did not meet performance targets, the Company has reviewed the reasons and used the assessment results to improve the operational plan for the following year. This will focus on managing the delivery schedule, coordinating with suppliers, and improving internal processes to enhance responsiveness to production needs and continuously reduce operational errors.

The results of this integration and collaboration demonstrate the Company's dedication to improving its supply chain to align with environmental, social, and governance (ESG) standards, fostering shared responsible growth. The Company is committed to embedding all of the aforementioned activities into its standard operating procedures by 2026. We will maintain strong relationships with our suppliers to collaboratively manage costs and environmental impact, ensuring we achieve our shared sustainability goals.

Achievements from 2025 Operations

Proportion of key external service providers trained: The company aims for 50% or more of key external service providers to undergo training based on the ESG evaluation criteria, with an annual increase of no less than 10%.

- **58% of key service providers (31 of them)** are prepared and have a foundational understanding of ESG, broken down as follows:
 - **26 service providers** attended the ESG101 training course held by the Stock Exchange of Thailand (SET).
 - **5 service providers** have completed ESG training from other accredited organizations and are already implementing ESG practices.
 - **22 service providers** are currently under implementation. The Company has identified this group as a key target for knowledge sharing and progress tracking in the next year.



The proportion of key external service providers that comply with the Company's ESG assessment criteria is targeted at 10% or higher, with an annual increase of at least 5%.

In 2025, the Company integrated environmental, social, and governance (ESG) factors into its analysis and review of key external service provider groupings, considering their relevance to core activities, risk levels, and impact on the supply chain. Consequently, the number of key external service providers was reduced from 89 in 2024 to 53 in 2025.

When considering the proportion, it was found that the proportion of key external service providers at the *standard supplier* level tended to increase from approximately 94% in 2024 to

approximately 98% in 2025, reflecting the continuously improving quality and ESG readiness of our partners. Key performance results are as follows:

- ESG Certification: In 2025, key external service providers obtained certifications from relevant authorities across multiple ESG dimensions. Approximately 38% were certified in the environmental dimension, 68% in the social dimension, 66% in the economic and corporate governance dimension, and 20.75% were certified across all three dimensions.
- The signing of the Supplier Code of Conduct increased significantly from approximately 66% in 2024 to approximately 96% in 2025.

These results reflect the successful integration of ESG into the procurement process and oversight of external service providers, demonstrating tangible progress and providing a solid foundation for enhancing the Company's sustainable supply chain management.

Risk Management and Business Continuity

The group has defined risk management and business continuity as a critical process for addressing factors that could obstruct operations, ensuring the company can effectively achieve its business objectives. This process focuses on preparing to respond to and operate under crisis situations or emergencies promptly to maintain business stability.

Management Approaches to Key Sustainability Issues

The group assesses risks in various areas annually and monitors the results of actions to reduce risk levels to acceptable levels regularly. The results of the risk level reduction are summarized annually and reported to the risk management committee.

Sustainability Targets

Targets:	Key Performance Indicators (KPIs)
Medium-Term Goal (2025 - 2026)	<ul style="list-style-type: none">• There are measures to reduce risks from very high to acceptable levels (moderate level) in total.
Long-Term Goal (2027 - 2030)	<ul style="list-style-type: none">• Measures to reduce risks from high to low levels:

Sustainability Plan

Risk management

Each year, the group places significant emphasis on the systematic assessment and management of risks that may impact business operations, aiming to minimize their effects to acceptable levels while enhancing business stability in alignment with long-term goals. The group has established a step-by-step risk management process to cover all dimensions, categorizing risks into four areas as follows:

- Strategic Risks
- Operational Risks
- Financial Reporting and Numerical Risks
- Risks related to compliance with regulations and laws.

The risk management working group conducts an internal control system review to assess its adequacy and effectiveness in addressing the identified risks. If existing internal controls are found to be insufficient in reducing risks to acceptable levels, additional measures will be

implemented to enhance risk management efficiency. Furthermore, the group continuously monitors and evaluates the risk management plan to ensure that the actions and measures taken can effectively mitigate impacts and control risks. The annual risk management plan is also updated to align with the changing circumstances and challenges. This process reflects the group’s commitment to conducting business securely and sustainably in the face of uncertainty and potential future risks.

Regarding business continuity management

In business continuity management, operational risks are addressed by creating plans to prevent potential events that could disrupt business operations. These risks can be controlled by following operational procedures and emergency plans. The company has prepared plans for flood prevention, fire hazard mitigation, chemical spill drills, epidemic prevention, protest response, and emergency IT system plans.

Roles and responsibilities for business continuity are clearly defined, including emergency management teams, on-site command teams, business recovery teams, and special task forces for various disaster scenarios.

The group conducts business continuity plan drills at least once a year, with the continuity management team being responsible for this task.

Achievements from 2025 Operations

In 2025, the Group identified 12 risk issues that may impact its business operations. These are categorized into 8 strategic risks, 1 operational risk, 1 financial reporting and quantitative risk, and 2 compliance, regulatory, and legal risks. The risk assessment for the year indicated 6 risks at a very high level and 6 risks at a high level. Accordingly, the Risk Management Working Team has established mitigation measures and continuously monitors the implementation of risk reduction plans to ensure their effectiveness.

There are measures to reduce risks from very high to acceptable levels (moderate level) in total.	2024 Performance Results	
	Average	Low
	3	3

Future Plan

The Group will develop plans to implement risk management measures and clearly assign responsibility for managing each risk. These plans will include key performance indicators and additional controls to ensure risk levels are reduced to acceptable levels within appropriate timeframes and with suitable oversight.

Sustainability Reporting Approach

The 2025 Annual Sustainability Report for Bangkok Lab & Cosmetics Co., Ltd. (Public) aims to collect and disclose the company's policies, strategies, operations, and sustainability performance to all stakeholders. The report will assist in driving the business to grow alongside sustainable development. The performance data covers the period from January 1 to December 31, 2025, in line with the company's financial reporting timeline.

The report addresses key issues in the environmental, social, and governance (ESG) dimensions and has been prepared following the sustainability reporting guidelines and recommendations for the Stock Exchange of Thailand's (SET) sustainability reporting. The group intends to disclose these reports annually by March each year on the company's website (www.blcplc.com).

Scope of the Report

This report presents sustainability performance for the year 2025, marking the second year the company has officially prepared the sustainability report. The report covers the company's operations at seven locations, including subsidiaries involved in distribution and marketing:

- (1) Bangkok Lab & Cosmetics Co., Ltd. (Public), Ratchaburi Province
- (2) Bangkok Drug Co., Ltd. Ratchathewi District, Bangkok (Distribution and Marketing)
- (3) Pharma Alliance Co., Ltd. Ratchathewi District, Bangkok (Supply Support)
- (4) Pharma Line Co., Ltd., Ratchathewi District, Bangkok (Distribution and Marketing)
- (5) BeRich (Thailand) Co., Ltd., Ratchathewi District, Bangkok (Distribution and Marketing)
- (6) Bangkok Medica Co., Ltd. Ratchathewi District, Bangkok (Distribution and Marketing)
- (7) BKD Viva Co., Ltd., Ratchathewi District, Bangkok (Distribution and Marketing)

Contact Information



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Summary of Performance Based on SET ESG Metrics

Indicator	Sustainability Indicators	Unit	2023	2024	2025	Remarks
Environmental Dimension						
E1 Policy and Compliance with Environmental Management Standards	Number of cases of legal violations or environmental impacts with corrective measures explained	Total	0	0	0	
	Value of damages or fines from legal violations or environmental impacts	Baht	0	0	0	
E2 Energy Management	Energy Consumption (Total)	kWH	4,611,898.00	5,274,248.00	6,356,049.01	
	Renewable Energy Consumption	kWH	1,514,537.64	1,493,633.13	1,554,728.71	
	Energy Consumption per Unit (Energy Intensity)	KWh/kg	2.18	1.86	1.60	
E3 Water Management	Water Consumption	m ³	56,315	59,021	55,582	
	Water Consumption Target	m ³	154,560	194,880	194,880	

Indicator	Sustainability Indicators	Unit	2023	2024	2025	Remarks
	Water Consumption per Unit (Water Intensity)	m ³ /Unit	0.060	0.051	0.046	
	Percentage of wastewater treated before disposal	%	100%	100%	100%	Zero Discharge
E4 Waste and Waste Management	Waste and Waste Volume	kg	172,960	195,130	210,030	
	Waste and Waste Volume Processed for Reuse and/or Recycling	kg	48,454	51,932	50,680	
	Total Greenhouse Gas Emissions of	tCO ₂ e	356	398	556	
E5 Greenhouse Gas Management	- Scope 1	tCO ₂ e	356	398	556	
	- Scope 2	tCO ₂ e	2,111	2,256	2,401	
	- Scope 3	tCO ₂ e	2,978	3,309	3,953	
	Total Greenhouse Gas Emissions of Scope 1, Scope 2, and Scope 3	tCO ₂ e	5,445	5,963	6,920	
	Greenhouse Gas Emissions per Unit (Carbon Intensity)	tCO ₂ e/ Unit	0.00581	0.00514	0.00572	

Indicator	Sustainability Indicators	Unit	2023	2024	2025	Remarks
PPH-E1 Environmentally Friendly Products	Percentage of sales of environmentally friendly products (eco products) to total product sales	%	-	-	-	
PPH-E2 Use of Environmentally Friendly Packaging	Total weight of all packaging, classified by type and properties	kg	-	-	1,311,584.99	
	Reusable Packaging	%	19.95	19.23	7	General Definitions Packaging designed or reused for its original purpose, which does not undergo reprocessing into new materials and is not repurposed for other uses.
	Recyclable Packaging	%	80.03	80.65	91	Packaging that, at the end of its lifecycle, can be reprocessed into raw materials for use in the manufacture of new products.

Indicator	Sustainability Indicators	Unit	2023	2024	2025	Remarks
	Percentage of packaging with recycled materials	%	-	0.02	21	The calculation is based on packaging components, including WBB paperboard boxes (manufactured by Bang Len), inserts (manufactured by Burapha Daeng), and corrugated cardboard boxes.
	Percentage of biodegradable packaging	%	0	0	0	Packaging made from materials that can be broken down by biological processes through the action of microorganisms under suitable environmental conditions—such as humidity, temperature, and oxygen—into natural substances like water, carbon dioxide (or methane in the absence of oxygen),

Indicator	Sustainability Indicators	Unit	2023	2024	2025	Remarks
						<p>and biomass, without leaving behind harmful toxic residues in the environment. Degradation may occur under conditions like.</p> <p>Natural environment (depending on material type and how long it's exposed)</p> <p>Industrial composting system with controlled temperature, humidity, and oxygen levels.</p> <p>Remarks</p> <p>The term "biodegradable" should be supported by evidence or testing based on relevant standards, such as those for biodegradation or composting.</p>

Indicator	Sustainability Indicators	Unit	2023	2024	2025	Remarks
PPH-E3 Use of Environmentally Friendly Materials	Total weight of all materials, classified by type such as - Non-renewable materials - Renewable materials	kg	0	0	0	
	Percentage of recycled materials used in product development	%	-	-	-	
	Percentage of reclaimed materials (expired or degraded) used in product development	%	-	-	-	
PPH-E4 Animal Welfare Management	Number of disputes or complaints regarding the use of animal testing with corrective actions	Total	0	0	0	

Indicator	Sustainability Indicators	Unit	2023			2024			2025			Remarks
Social Dimension												
S1 Human Rights	Number of incidents related to human rights violations along with corrective and remedial measures	Number	-			-			-			
S2 Fair Labor Practices	Number of employees categorized by gender, age, position level, and region of residence		Female	Male	Total	Female	Male	Total	Female	Male	Total	
	Total number of employees	Person	695	362	1,057	709	398	1,107	760	410	1,170	
	Number of employees by age		Female	Male	Total	Female	Male	Total	Female	Male	Total	
	- Under 30 years	Person	229	131	360	239	137	376	229	142	371	
	- 30–50 years	Person	427	191	618	412	213	625	460	219	679	
	- Over 50 years	Person	39	40	79	58	48	106	71	49	120	

Indicator	Sustainability Indicators	Unit	2023			2024			2025			Remarks
			Female	Male	Total	Female	Male	Total	Female	Male	Total	
	Number of employees by position level											
	- Operational level	Person	544	290	834	555	317	872	617	333	950	
	- Managerial level	Person	147	55	202	144	61	205	133	57	190	
	- Executive level	Person	4	14	18	10	13	23	10	13	23	
	Senior executive level	Person	-	3	3	-	7	7	-	7	7	
Number Of Employees Categorized By Region Of Residence												
	Thai Nationality											
	- Ratchaburi	Person	359	226	585	382	255	637				In 2025, the publication distribution was changed from locations like Ratchaburi and Bangkok
	- Bangkok	Person	225	77	302	218	80	298				
	- Others	Person	111	59	170	109	63	172	118	58	176	
	Central Region	Persons							487	298	785	
	Northern Region	Persons							33	14	47	
	Southern Region	Persons							35	9	44	
	Eastern Region	Persons							49	17	66	
	Northeast	Persons							38	14	52	

Indicator	Sustainability Indicators	Unit	2023			2024			2025			Remarks
												to Bangkok and surrounding regions, based on geographical areas.
	Number of employees who are persons with disabilities and/or elderly	Person	2	6	8	4	6	10	5	7	12	
	Total employee compensation	Baht	393,200,266.09			428,322,928.37			459,422,132.21			
	Percentage of employees who are members of the provident fund	%	56.67			59.26			63.76			
	Gender pay gap	At: M = Calculation result: 1	0.83			0.95			1.82			

Indicator	Sustainability Indicators	Unit	2023	2024	2025	Remarks
	Average training hours per employee	Hour/ PERSON/Y EAR	56.05	83	115.22	
	Employee development expenses	Baht	921,592.30	3,565,501.68	4,213,308.41	
	Number of incidents or cases of work-related injuries leading to work stoppage	Time	1	-	1	
	Lost Time Injury Frequency Rate (LTIFR)	Time/ 1,000,000 Hours	0.436	0.000	0.41	
	Percentage of employees who resigned voluntarily (average per year)	%	8.23%	18.07%	12.00%	Total employees who passed or failed their

Indicator	Sustainability Indicators	Unit	2023	2024	2025	Remarks
						probationary period.
	Number of major labor disputes along with corrective measures	Number	0	0	0	
	Employee engagement assessment results	%	90.23	90.29	92.52	
S3 Responsibility to Customers/Consumers	Number of customer data breach cases with corrective measures	Number	0	0	0	
	Number of incidents or complaints related to consumer rights violations with corrective measures	Number	0	0	0	

Indicator	Sustainability Indicators	Unit	2023	2024	2025	Remarks
	Customer satisfaction assessment results	%	88.67	84.00	87.00	
S4 Responsibility to the Community/Society	Number of disputes with communities/society with corrective measures	Number	0	0	0	
	Total amount spent on community/social development and assistance projects or activities	Baht	1,001,920.00	1,028,414.80	1,346,543.60	
PPH-S2 Respect for Diversity and Equality	Employee data categorized by gender and nationality	Person	1,057	1,107	1,170	
	Number of incidents or complaints regarding violations of rights, equality, and unfair labor practices	Number	0	0	0	

Indicator	Sustainability Indicators	Unit	2023	2024	2025	Remarks
	with corrective and remedial measures					
PPH-S3 Promotion of Women Workers	Number of female employees by job level					
	Number of female employees categorized by job level - Operational level employees	Person	544	555	617	
	- Management level employees	Person	147	144	133	
	- Executives	Person	4	10	10	
	- Senior executives	Person	-	-	-	
PPH-S4 Fair Wage Determination	Percentage of employees receiving wages equal to or above the legal minimum wage	%	100%	100%	100%	

Indicator	Sustainability Indicators	Unit	2023	2024	2025	Remarks	
Governance Dimension							
G1 Policy, Structure, and Corporate Governance System	Total number of board members	Person	7	7	7		
	Number of independent directors	Person	3	3	3		
	Number of non-executive directors	Person	1	1	1		
	Number of FEMALE directors	Person	0	0	0		
	Audit Committee	Person	5	4	4		
	Executive Committee	Person	11	7	7		
	Nomination Committee	Person	1	1	1		
	Risk Committee	Persons	4	4	4		
	Number of YEARS in position for individual directors						
	1. Dr. Wanchai Suttanan	Year	3	4	5		
	2. Pharmacist Vorathep Kokitpoonpol	Year	3	4	5		
	3. Dr. Thanadon Raksaphon	Year	3	4	5		

Indicator	Sustainability Indicators	Unit	2023	2024	2025	Remarks
	4. Pharmacist Suwit Ngamphuphan	Year	31	32	33	
	5. Pharmacist Supachai Saibua	Year	31	32	33	
	6. Pharmacist Somchai Phisphahutharn	Year	31	32	33	
	7. Mr. Surasilp Ngampoopun	Year	3	4	5	
	Number of Board Meetings	Time	11	6	8	
	The number of meetings of the Audit Committee	Time	5	4	4	
	The number of meetings held by the Nomination and Remuneration Committee.	Time	1	1	2	
	Number of times the Risk Management Committee met	Time	4	4	4	

Indicator	Sustainability Indicators	Unit	2023	2024	2025	Remarks
	Number of times the Executive Committee met	Time	11	7	9	
	Individual director remunerations					
	1. Dr. Wanchai Suttanan	Baht	315,000	360,000	650,000	
	2. Pharmacist Vorathep Kokitpoonpol	Baht	275,000	360,000	430,000	
	3. Dr. Thanadon Raksaphon	Baht	365,000	395,000	540,000	
	4. Pharmacist Suwit Ngamphuphan	Baht	-	-	24,000	
	5. Pharmacist Supachai Saibua	Baht	-	-	24,000	
	6. Pharmacist Somchai Phisphahutharn	Baht	-	-	24,000	
	7. Mr. Surasilp Ngampoopun	Baht	-	-	16,000	
	Total remuneration of senior executives	Million baht	31.36	32.25	33.31	

Indicator	Sustainability Indicators	Unit	2023	2024	2025	Remarks
	Number of cases of business ethics violations or corruption, with corrective measures	Number	0	0	0	
	Percentage of new company suppliers screened for sustainability issues	%	-	15.61	7.69	
	Percentage of key suppliers signing and complying with the company's supplier code of conduct	%	-	66.29	96.23	The base of key trading partners in 2024 and 2025 differs. In 2024, there were a total of 89 key trading partners, of which 59 signed the Supplier Code of Conduct

Indicator	Sustainability Indicators	Unit	2023	2024	2025	Remarks
						<p>(SCoC), representing 66.29%. For 2025, there were a total of 53 key trading partners, of which 51 had signed the Supplier Code of Conduct (SCOC), representing 96.23%. The change in the database of key trading partners stems from incorporating</p>

Indicator	Sustainability Indicators	Unit	2023	2024	2025	Remarks
						ESG criteria into the key trading partner selection process, leading to adjustments in the number of partners listed.
	Research and development expenses for innovation	Baht	5,903,243.21	10,488,814.81	8,598,293.62	
PPH-G2 Quality and Product Recall	Percentage of technology infrastructure certified for cybersecurity standards, such as ISO 27001 or others	%	0	0	0	ISO 27001 implementation will begin in 2025.
	Percentage of employees trained in cybersecurity	%	None	None	BLC : 92.72 Subsidiary: 100	

Indicator	Sustainability Indicators	Unit	2023	2024	2025	Remarks
	and personal data protection					
	Number of cyberattack incidents on the company, with corrective measures	Number	0	0	0	
	Number of personal data leakage incidents, with corrective measures	Number	0	0	0	
PPH-G2 Quality and Product Recall	Number of product recalls, with corrective and remedial measures	Number	0	0	0	
PPH-G3 Emergency and Crisis Management	Number of TIMES emergency and crisis drills were conducted	Time	1	1	5	
	Number of business disruption incidents, with corrective measures	Number	0	0	0	

Reader Feedback Survey on Sustainability Report

We kindly ask for your cooperation in completing the survey by scanning the QR Code so that Bangkok Lab can use your feedback to improve and further develop its sustainability report.



1. Personal Basic Information

- Gender Male Female Prefer not to specify
Age Under 30 years 30–50 years Over 50 years

2. As a reader, please specify your perspective

- Customer Employee Government agency Educational institution/Research agency
 General public Business owner Other financial institutions
 Other, please specify

3. Purpose of reading this Bangkok Lab Sustainability Report

- To learn about Bangkok Lab To gather information for purchasing decisions regarding Bangkok Lab products
 To study socially and environmentally beneficial projects For research and studying sustainability practices

4. What do you think about this Bangkok Lab Sustainability Report?

- The completeness of the report's content covers key issues of your interest High Medium Low
The aesthetic design of the report High Medium Low
The interest of the content and presentation style High Medium Low
Clarity of the content, easy to understand, not confusing High Medium Low
Overall satisfaction with the report High Medium Low

5. What content in the sustainability report are you most interested in?

- Learn about Bangkok Lab Sustainability practices of Bangkok Lab Key sustainability issues
 Stakeholder engagement Economic and governance sustainability management
 Environmental sustainability management Social sustainability management

6. Do you think the content of this sustainability report covers the issues that interest you?

Complete

Incomplete

(Please specify the issues of interest that you would like to see added in the next Bangkok Lab sustainability report)

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7. Do you think Bangkok Lab should further develop or improve its sustainability practices in any areas?

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8. Do you have any additional comments or suggestions to improve the Bangkok Lab sustainability report?

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Thank you very much for your cooperation.

