

Supply Chain Management Performance



2025 Performance

100%

Suppliers were assessed on ESG, covering all suppliers within the operating scope.

Goal

100%

By 2030, assess suppliers in project development and operations.



2025 Performance

100%

Conduct on-site assessments for suppliers with significant risks.

Goal

100%

By 2030, suppliers with significant risks will receive on-site assessments.

01. 2025 Supply Chain Management Performance

Supplier Screening	Unit	2025	Percentage
Supplier Tier 1	Suppliers	4,614	100
Critical Tier 1 Suppliers	Suppliers	156	3.38
High Potential ESG Risk	Suppliers	44	0.95
Critical suppliers and suppliers with ESG risks	Suppliers	154	3.34
Critical Non-Tier 1 Supplier	Suppliers	5	-
Procurement value with critical suppliers in operations	Million baht	4,778	72
Supplier Assessment and Supplier Development			
Number of Critical Tier 1 Suppliers and suppliers with potential negative ESG impacts that received Desk Assessments or On-Site Assessments	Suppliers	156	100
Number of suppliers with significant actual and potential negative impacts that implemented corrective or improvement action plans	Suppliers	37	84
Number of suppliers with significant negative impacts whose contracts were terminated or may be terminated	Suppliers	0	0
Number of new suppliers screened using environmental and social criteria	Suppliers	2,857	100
Number of suppliers that received capability building or joint performance development	Suppliers	3.38	0.1

02. Systematic and Data-Driven Supplier Management

In 2025, the Company enhanced supply chain management through a systematic supplier management approach by integrating ESG data, strategic importance, and operational risks. This strengthens transparency, enables proactive risk control, and sustainably increases resilience across the value chain.

Key Performance Highlights

- **ESG screening of new suppliers** **2,857** new Critical Tier 1 Suppliers and **4,614** cumulative Supplier Tier 1 suppliers completed **100%** screening under environmental, social, and governance (ESG) criteria, reflecting the foundation of sustainability from the first day of collaboration.
- **In-depth assessment** A total of **156** Critical Tier 1 Suppliers and risk-group suppliers received **100%** rigorous assessment through Desk Assessments and On-Site Assessments. The Company identified **44** suppliers with potential negative ESG impacts. All of them prepared Corrective Action Plans, and **37** suppliers successfully completed risk management actions, representing **84%** of the risk group, with no supplier contracts terminated.
- **Strategic procurement focus** Procurement value from critical suppliers in operations totaled **4,778** million baht, or **72%** of total procurement value, reflecting the commitment to building long-term relationships with stable business partners whose policy direction aligns with the organization.
- **Expanding care to secondary supply chains and SMEs** The Company began extending proactive management to **5** Critical Non-Tier 1 Suppliers, while supporting small and medium-sized enterprises (SMEs) through working capital financing and crowdfunding programs totaling **170** million baht. This strengthens liquidity and builds long-term readiness to withstand volatility across the business ecosystem.