



**HEALTHY  
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# 10 Years of SeaChange®

When Thai Union Group launched SeaChange® in 2016, we set out to change how a major seafood company operates and to push the wider industry to move with it. The decade since has been one of setting standards, building partnerships, and showing that environmental responsibility and commercial strength can advance together. Ten years on, the ambition remains, and so does the work still to be done: to keep leading the industry toward a more sustainable future.



## 10 Years



2016



- Launches SeaChange® comprised of four key programs – responsible sourcing, marine conservation, safe and legal labor, and caring for our communities.
- Commits to Zero Recruitment Fees Policy for migrant workers in its factories and processing plants.
- Publishes its first Modern Slavery Act Transparency Statement, in support of the UK Modern Slavery Act 2015, disclosing activities undertaken to eliminate slavery and human trafficking from its supply chain and business operations.
- Makes landmark commitment to source 100% of its branded tuna from fisheries that are either Marine Stewardship Council (MSC) certified, or engaged in Fishery Improvement Projects to move them towards MSC certification.



2017



- Added to FTSE4Good Emerging Index.
- Introduces Fishing Vessel Improvement Program and Vessel Code of Conduct (VCoC) to provide clear guidance to the fishing vessels from which the company sources as well as improve labor and ethical performance in the fishing sector. An extension of the Business Labor and Ethics Code of Conduct.
- Partners with the U.S Agency for International Development Oceans and Fisheries Partnership (USAID Oceans) to combat illegal, unreported and unregulated (IUU) fishing, promote fair and ethical seafood supply chains, and improve the sustainability of fisheries in Asia-Pacific.
- Signs landmark agreement with Greenpeace, committing to more sustainable and socially responsible seafood sourcing.



2018



- Commits to the World Economic Forum's Tuna 2020 Traceability Declaration, which supports the United Nations Sustainable Development Goals (SDGs).
- Launches an innovative digital traceability pilot program, installing marine terminals on fishing vessels in Thailand to improve efficiency of traceability records while implementing a chat application that enables fishers at sea to connect with their families and peers, an industry first for Thai fisheries.
- Signs a groundbreaking pledge with the Seafood Business for Ocean Stewardship to improve operations, challenging the rest of the seafood industry to follow, all with the goal of helping the world achieve the SDGs.
- Completes its first industry collaborative third-party audit on some Thai commercial fishing vessels supplying Thai Union.
- Joins forces with the Global Ghost Gear Initiative (GGGI) to reduce the increasing problem of abandoned, lost and discarded fishing gear (ALDFG) worldwide, in line with a commitment to combat marine plastic pollution.
- Releases first annual Tuna Commitment Progress Report on Thai Union's ambitious strategy to ensure 100% of our branded tuna is sustainably sourced.
- Launches SeaChange® IGNITE in partnership with Chicken of the Sea and Monterey Bay Aquarium.



2019



- Along with WWF releases its first Sourcing Transparency: Wild Caught Fish and Shellfish report as part of a commitment to transparency across its operations.
- Ranked No. 1 on the inaugural Seafood Stewardship Index for contribution to the UN Sustainable Development Goals.
- Introduces its Combating Food Fraud and Food Defense Strategy to protect its food supply chains from intentional contamination.



2020



- Joins the Science Based Targets initiative (SBTi) to tackle climate change.
- Donates almost 4 million servings of food globally over two years as Covid-19 community support.
- Surpasses 2020 sustainable tuna commitment ahead of schedule.



2021



- Launches inaugural sustainability-linked loan, a first for the Thai seafood sector.
- Launches Thailand's first sustainability-linked bond – worth THB 5 billion; later launches an additional THB 6 billion sustainability-linked bond. Blue Finance is used for projects to benefit the oceans.
- Partners with The Nature Conservancy in a landmark supply chain transparency pledge covering tuna traceability.



2022



- Pilots satellite technology for shrimp farming operations with Sea Warden and Wholechain to advance seafood traceability and sustainability.
- Announces formal partnership with Sustainable Fisheries Partnership (SFP) to further improve transparency in supply chains.
- Completes first-ever at-sea assessment to strengthen fisher work and welfare standards.



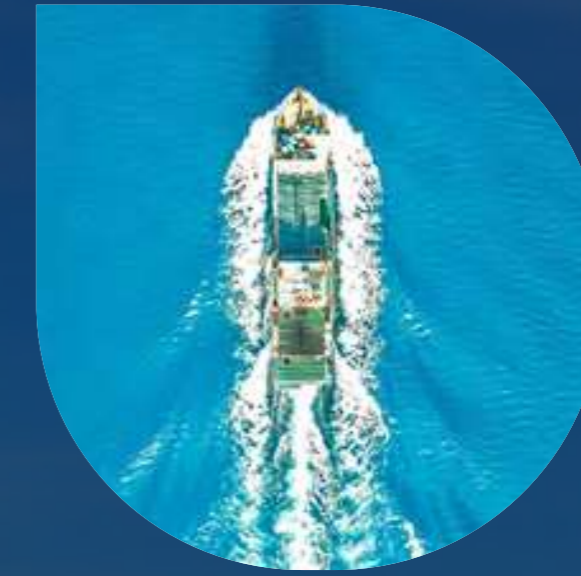
2023



- Launches SeaChange® 2030, the next stage of Thai Union's sustainability strategy to reshape the seafood industry with solutions across people and planet.
- Releases first Partnership Progress Report with The Nature Conservancy on full tuna supply chain transparency.
- Announces collaboration with the Aquaculture Stewardship Council on an Aquaculture Improvement Project for shrimp.
- Signs Sustainable Fisheries Partnership's Protecting Ocean Wildlife pledge to protect ocean wildlife.
- Listed on the Dow Jones Sustainability Indices for the 10th consecutive year.
- Secures THB 11.5 billion sustainability-linked loan under the Blue Finance program.



2024



- Ranked No. 1 on the Food Products Industry Index of the DJSI for the fourth time (also 2018, 2019, 2022).
- Updates Vessel Code of Conduct to meet Sustainable Supply Chain Initiative-recognized standards.
- Achieves CDP B rating for climate change performance.
- Thai Union Feedmill achieves the first ASC Feed Standard certification in Asia.
- Launches Lower Carbon Shrimp initiative with The Nature Conservancy and Ahold Delhaize USA.



2025



- Receives landmark USD 150 million Blue Loan from the Asian Development Bank, the first of its kind for the Thai seafood sector, to advance sustainable shrimp and climate goals.
- Surpasses 2025 Blue Finance target of securing 75% of its long-term financing from sustainable sources by 2025, with THB 24 billion in sustainable financing



# About This Report



This is the 13th sustainability report published by Thai Union Group, reflecting our continued commitment to transparency, accountability, and responsible business practices across our global operations and supply chain. The report covers Thai Union’s performance from 1 January 2025 to 31 December 2025 and tracks progress against the key performance indicators (KPIs) and targets outlined in SeaChange®, the Company’s global sustainability strategy.

This report is published in a digital-only format, in both English and Thai, supporting greater accessibility while reducing environmental impact. Complementing this report, Thai Union’s SeaChange® website provides regular updated information on our sustainability strategy, progress, initiatives, and performance, ensuring stakeholders have timely access to the latest data and insights.

This report was prepared in accordance with the Global Reporting Initiative (GRI) Standard 2021, the International Financial Reporting Standards S1 and S2 (IFRS S1 and S2) by the International Sustainability Standards Board (IFRS by ISSB), and the United Nations Sustainable Development Goals (SDGs).

In line with the intent of the GRI Guidelines, our reporting focuses on the GRI Standards, as described below.

- 100% of Thai Union companies and group of companies for economic dimension

- 100% of Thai Union companies and group of companies for people dimension
- 99% of Thai Union companies and group of companies for OHS dimension
- 98% of Thai Union companies and group of companies for environmental

A detailed breakdown of report coverage is provided in the Report Coverage section of this report.

## PRINCIPLES FOR DEFINING REPORT CONTENT

The content of this report was determined through an assessment of the impacts of Thai Union’s value chain on different stakeholders, including suppliers, customers, governments, local communities, and civil society. Insights from external experts and our global leadership team further informed the process. The resulting disclosures address topics of significance to stakeholders and those most relevant to Thai Union’s business strategy.

In assessing internal and external factors, we applied the Global Reporting Initiative (GRI) Standard 2021 and its Sector Standard for Agriculture, Aquaculture, and Fishing, AA1000 Accountability Principles: AA1000AP (2018), the International Financial Reporting Standards S1 and S2 (IFRS S1 and S2) by the International Sustainability Standards Board (IFRS by ISSB), the United Nations Sustainable Development Goals (SDGs) for sustainability context, materiality, completeness, and stakeholder inclusiveness. Further details on

our materiality assessments can be found in the Materiality section on pages 16-17.

## WHAT IS REPORT QUALITY?

The GRI Standards define reporting quality via a set of quality aspects: accuracy, balance, clarity, reliability, and timeliness. Thai Union continues to strengthen its reporting processes to meet these principles and improve the consistency and usefulness of disclosed information.

We aim to publish our sustainability report in a timely manner so stakeholders can effectively integrate the information into their decision-making. Stakeholder feedback, including employees, local communities and interest groups, non-governmental organizations, customers, suppliers, and contractors, continues to inform and improve the quality and balance of our reporting.

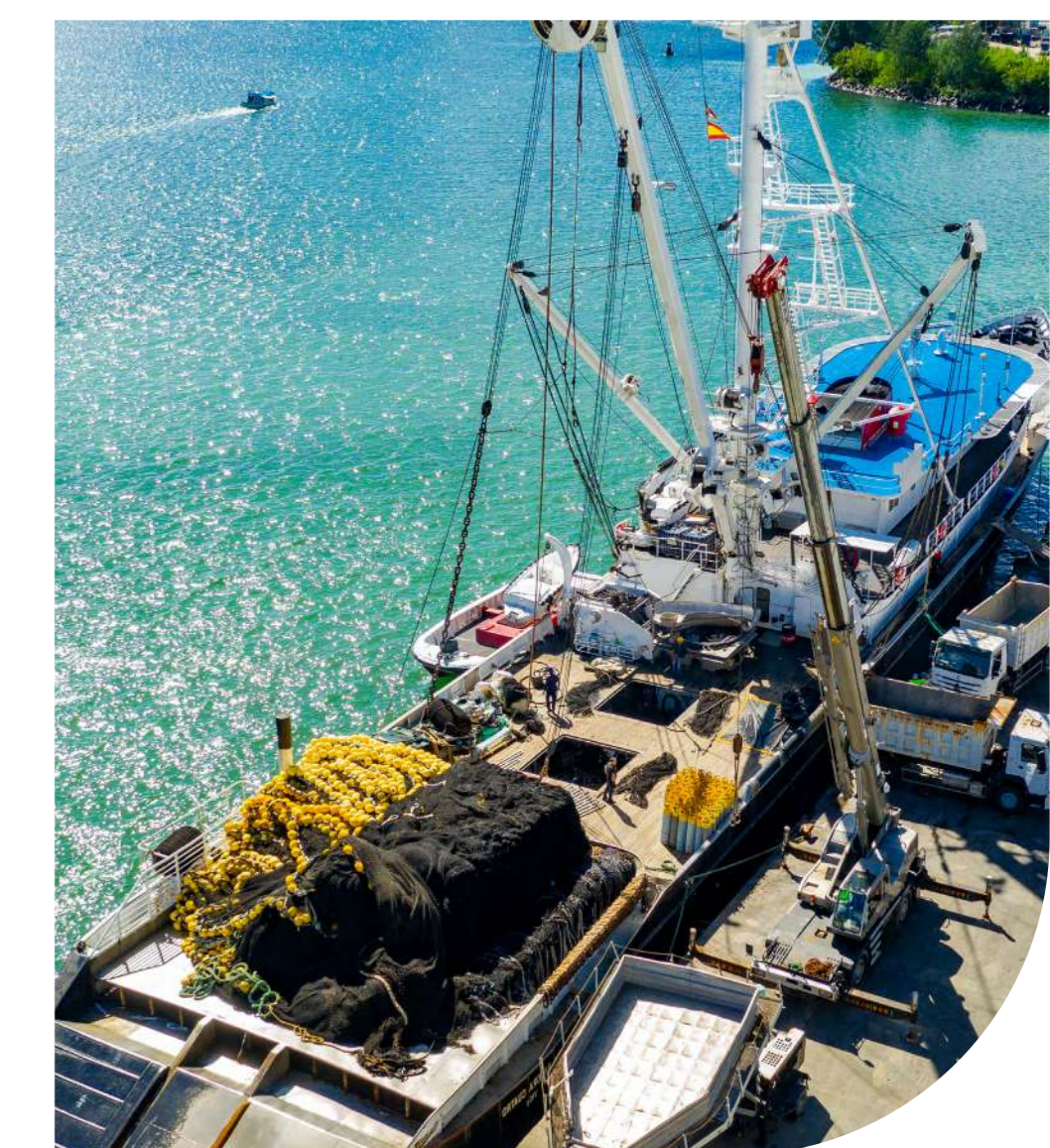
Across our value chain, we remain focused on enhancing operational efficiency while minimizing adverse social and environmental impacts. We also regularly disclose progress on key commitments and partnerships that support our sustainability objectives.

## UNGC COMMUNICATION ON PROGRESS

As a participant in the United Nations Global Compact, this report serves as our annual Communication on Progress (CoP) to stakeholders. It outlines our progress in implementing the Ten Principles of the UN

Global Compact within our sphere of influence and our contribution to advancing the environmental and social objectives of the broader UN Sustainable Development Goals (SDGs).

The content of this report has been reviewed and approved by the leadership of relevant business units at Thai Union. There has been no significant change in the materiality reported compared to the previous year.



# CEO Message

The companies that will define the next decade of global food production are those prepared to demonstrate through results that responsible business and commercial success are the same thing.



Seafood feeds billions of people. For Thai Union Group, this is not a market opportunity. It is a responsibility, and it shapes every decision we make. The companies that will define the next decade of global food production are those prepared to demonstrate through results that responsible business and commercial success are the same thing.

In 2025, we achieved something that matters far beyond our own operations. For the first time, 95% of vessels in our supply chain were monitored at sea through human or electronic observer coverage. That took years of investment and a firm conviction that full visibility was achievable at commercial scale. And in an industry where transparency has too often been aspirational, we believe it sets a standard that others will be measured against.

Thai Union received a USD 150 million Blue Loan from the Asian Development Bank, the first of its kind for a seafood company in Thailand. That loan is proof that sustained sustainability performance earns institutional confidence. This is what a decade of disciplined sustainability strategy produces.

These were just two milestones in a year of progress across the 11 commitments of SeaChange® 2030. Our lower carbon shrimp program, developed with The Nature Conservancy and Ahold Delhaize USA continued to demonstrate that aquaculture emissions reduction is achievable at commercial scale, advancing our commitment

to reduce Scope 1, 2 and 3 emissions by 42% by 2030 and reach net-zero by 2050. Our manufacturing operations continued their transition toward best-in-class environmental performance across energy, water and waste. In this report, we also detail our work on nutrition, packaging innovation and our work to protect the oceans that are the foundation of our business.

The people in our supply chain, on vessels, in farms and in processing facilities, also remained at the center of our commitments. Safe, decent, and equitable working conditions are not a box to tick for Thai Union, they are a business and moral imperative. Thai Union has become the first global seafood processor to commit to providing free Wi-Fi access on our partners' fishing vessels, recognizing that connectivity is not a peripheral concern for people who spend extended periods at sea. It is a basic enabler of wellbeing, transparency and worker voice.

When a 7.7-magnitude earthquake struck Myanmar, Thai Union responded immediately, donating THB 1 million to the International Organization for Migration and contributing 40,000 cans of Sealect canned fish through the Royal Thai Armed Forces for distribution to displaced communities. It was a reminder that our purpose extends beyond our supply chain. When southern Thailand was impacted by a major flood, Thai Union and its subsidiaries provided THB 6 million worth of food and daily necessities.

The challenges facing global food systems are not easing. Climate volatility, regulatory change, geopolitical uncertainty, and the mounting pressure on ocean health will all intensify through this decade. Thai Union's answer to that complexity is the same as it has always been: sustained commitment, transparent reporting, and a willingness to be held accountable for what we say we will do.

The progress in this report reflects the work of thousands of people across our business and supply chain. To our employees, partners, customers and communities, I want to thank you for your continued partnership and support. We remain clear-eyed about the distance between where we are and where we need to be, and we will keep moving forward.

**Thiraphong Chansiri**  
President and CEO

# CSO Message

In 2016, we made an unprecedented commitment to protect People and Planet. A decade on, it is worth being honest about what that decision has meant and what it still requires from us.



Ten years ago, Thai Union made a public commitment that was almost without precedent in the global seafood industry. SeaChange® was not a set of aspirations grouped together for a report. It was a structured, time-bound accountability framework, built around science, designed to be measured, and intended to change how a major seafood company operates at every level. A decade on, it is worth being honest about what that decision has meant and what it still requires from us.

Looking back, we are proud of what SeaChange® has achieved but we are realistic about what is still required.

Across the 11 commitments of SeaChange® 2030, the progress has been real, and in some areas, remarkable. Achieving full observer coverage across our tuna supply chain did not happen because we set a target. It happened because over several years, with support from our partners, we built the sourcing standards, supplier relationships and monitoring infrastructure required to make it operationally possible. The milestone reflects a philosophy that has guided SeaChange® from the beginning: that transparency is not a reporting exercise but a supply chain discipline.

Our Tuna Commitment 2025 concluded, and the results reflect what five years of sustained work with our suppliers and partners can deliver. More than 96% of the tuna we source is now MSC certified or on a credible pathway there, and almost every vessel in our supply chain sits within our Fisher Work & Welfare Program. Observer coverage reached 95%, short of the 100% we had set, after tariff volatility narrowed our sourcing options during the year. The targets that shaped TC25 remain central to the work ahead under SeaChange® 2030.

On climate, we were the first seafood company to commit to the Science Based Targets initiative's 1.5°C pathway, and we have continued to build the operational and supply chain infrastructure that commitment requires. Our Scope 1 and 2 reductions reflect genuine structural change in how our facilities use energy. Thai Union has reduced greenhouse gas emissions by 29% compared with the 2021 baseline, equivalent to approximately 147 million kilograms of CO<sub>2</sub>e.

The harder work of reducing Scope 3 emissions across a globally dispersed supply chain is advancing but remains a challenge. The lower carbon shrimp program developed with The Nature Conservancy and Ahold Delhaize USA is among the most promising demonstrations we have seen that aquaculture emissions reduction is achievable at commercial scale.

Our manufacturing operations continued to advance against best-in-class environmental benchmarks across energy intensity, water stewardship and waste diversion. In 2025, 69% of the company's manufacturing and distribution sites achieved zero waste to landfill status, while intensity of waste sent to landfill fell by 15%. These are not peripheral metrics. They are the operational foundation on which our broader sustainability credibility rests, and they reflect consistent year-on-year improvement.

Ocean health sits at the center of everything Thai Union does. In 2025, we partnered with the Aerial Recon & Recovery Initiative, using drones and artificial intelligence to locate and remove more than 3,400 kilograms of ghost gear from coastal waters around Koh Phangan in Thailand. Abandoned fishing gear is among the most destructive forms of marine debris, and technology is changing what recovery at scale looks like. That work sits alongside

our broader commitments through the Global Ghost Gear Initiative and the International Seafood Sustainability Foundation to address marine debris.

Sustainable packaging continued to advance through our Innovation Hub in Wageningen, where food technologists and materials scientists work together on the next generation of low-impact packaging across our brands. That work takes time, but it is the kind of sustained investment in materials and design that eventually shifts what is possible across an industry.

What a decade of SeaChange® has taught us is that the initial commitments that felt ambitious have in many cases been met, and in meeting them we have learned how much further there is to go. The expectations from customers, regulators and society will be higher. The science on climate, biodiversity, and ocean health leaves no room for ambiguity about what the next decade requires.

Thai Union will not determine the trajectory of the global seafood industry alone. But we are a company of sufficient scale that the standards we hold, the partnerships we build, and the transparency with which we report carry influence that extends well beyond our own operations. We take that seriously, and that is what drives the work detailed in this report.

To the partners, suppliers, workers, customers and communities who have been part of this decade: the results belong to all of us. So does the work still ahead.

**Adam Brennan**  
Chief Sustainability  
and Communications Officer

# Sustainability at Thai Union – SeaChange® 2030

Sustainability at Thai Union is guided by SeaChange® 2030, the Company's long-term framework for managing the environmental, social and governance issues most critical to our business and the global seafood sector. Building on nearly a decade of action, SeaChange® 2030 consolidates our priorities, targets, and delivery mechanisms into a single, integrated strategy aligned with long-term value creation and business resilience.

SeaChange® 2030 sets out 11 interconnected goals that address climate and emissions,

responsible sourcing and production, waste and resource efficiency, protection of ecosystems, and safe, decent, and equitable work across our value chain. These goals provide structure and accountability across Thai Union's global operations and supply chain, ensuring sustainability considerations are embedded into decision-making, risk management, and performance monitoring.

The strategy is organized around two core pillars, For Our People and For Our Planet, reflecting Thai Union's view that strong social

foundations and healthy ecosystems are essential to the long-term sustainability of the seafood industry.

For Our People focuses on safeguarding human rights, improving working conditions, and supporting well-being across Thai Union's value chain. This includes strengthening due diligence processes, promoting safe and decent work, and reinforcing standards that protect dignity, fairness, and inclusion for workers in diverse operating contexts.

Beyond the workplace, Thai Union remains committed to delivering nutritious, safe, and high-quality food products that support healthier diets for consumers worldwide. We also engage with and invest in the communities where we operate and source, working with partners to strengthen livelihoods, support local development, and build long-term resilience. Together, these efforts contribute to more stable supply chains and shared social value.

The For Our Planet pillar addresses the environmental impacts associated with seafood production and the need to protect and restore marine and terrestrial ecosystems. Under SeaChange® 2030, Thai Union continues to advance its pathway toward net-zero greenhouse gas emissions, supported by initiatives to improve energy efficiency and reduce carbon emissions across all scopes.

Circularity is a key focus area, with actions to reduce waste, improve resource efficiency, and address ocean plastic pollution across operations and supply chains. Responsible aquaculture and responsible wild-caught seafood remain central to the strategy, underpinned by science-based approaches, verified standards, habitat protection and restoration efforts, and collaboration with NGOs, industry alliances, and research partners. These actions are designed to support biodiversity and the long-term health of ecosystems on which the seafood industry depends.

SeaChange® 2030 aligns with 10 of the United Nations' Sustainable Development Goals, reinforcing Thai Union's commitment to contributing to broader global sustainability priorities. Recognizing that systemic challenges require collective solutions, Thai Union works with a wide range of partners, including vessels, farms, factories, suppliers, customers, and industry organizations, to extend impact beyond its own operations.

Sustainability at Thai Union is not treated as a standalone program, but as a core component of how the Company operates and grows. Guided by our corporate purpose, Healthy Living, Healthy Oceans, SeaChange® 2030 supports a disciplined, long-term approach to managing risk, strengthening resilience, and delivering value to stakeholders.

Through SeaChange® 2030, Thai Union continues to integrate sustainability into the way it does business – supporting healthy oceans, responsible supply chains, and communities that can thrive over the long term.





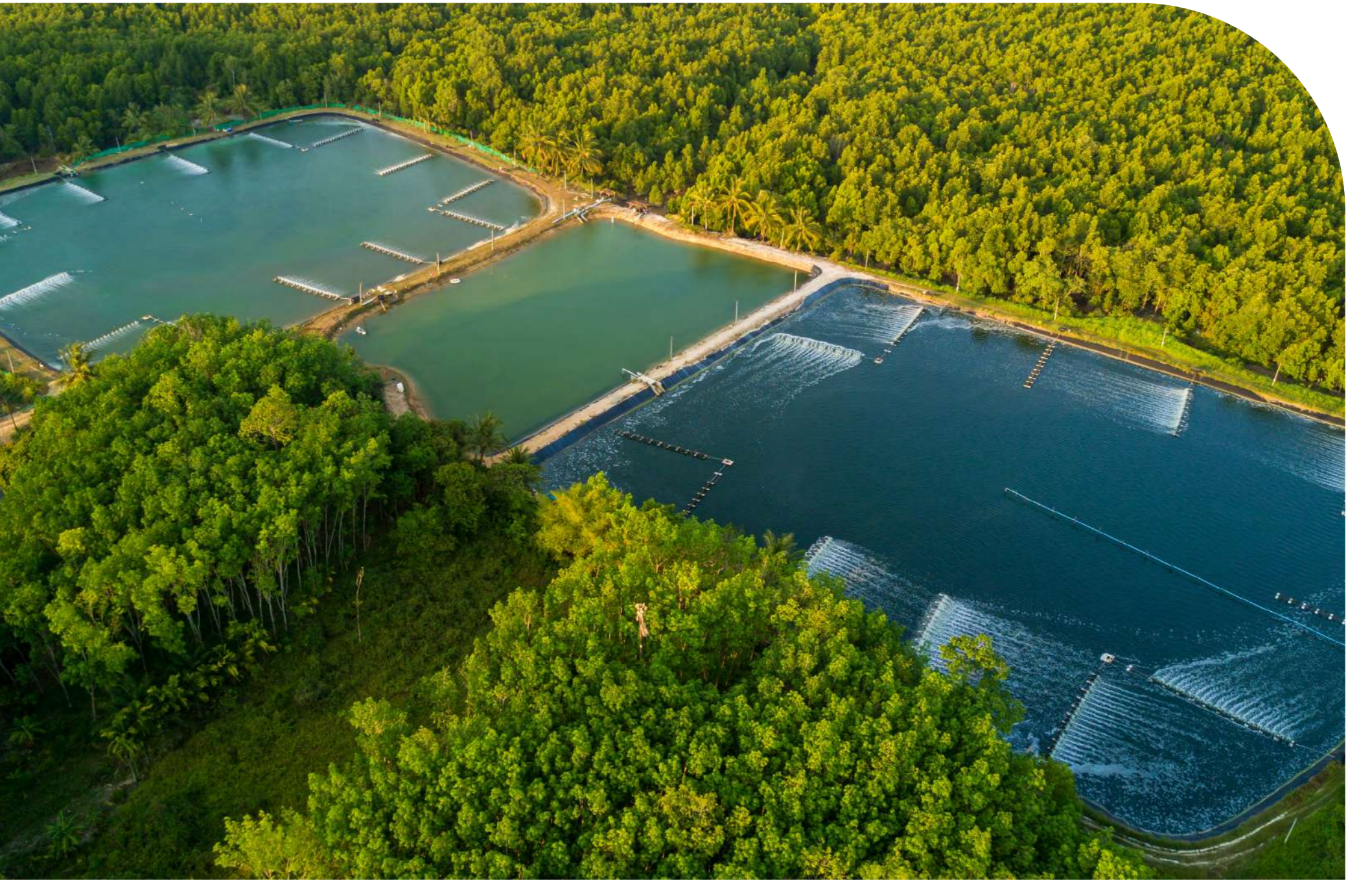
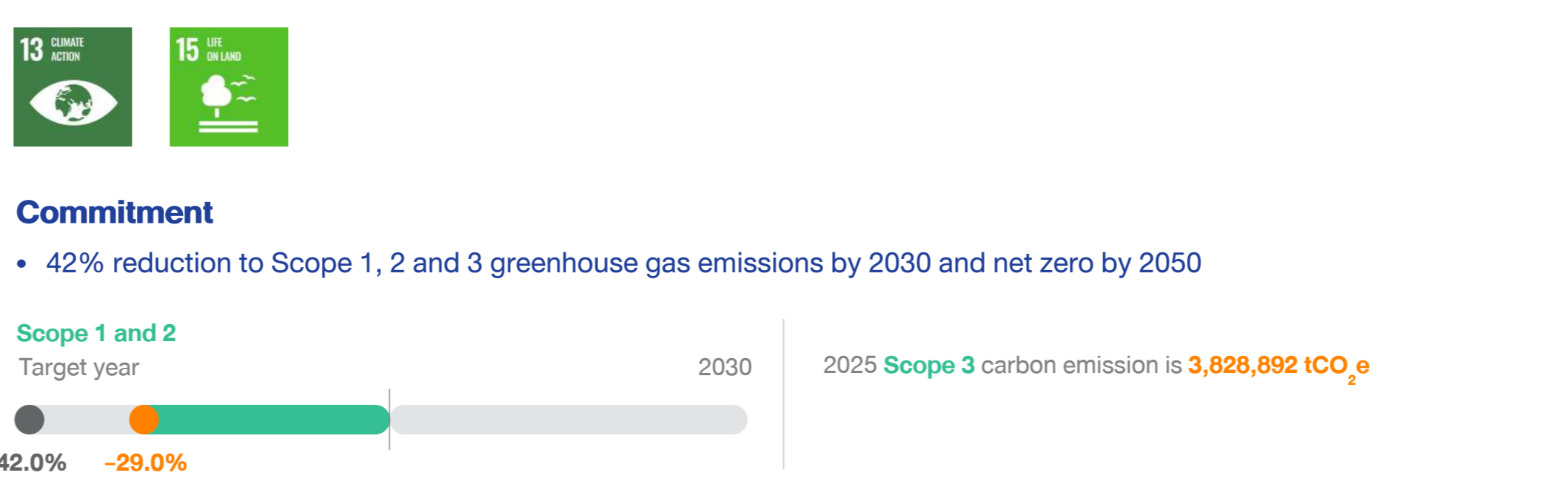
### Responsible Wild Caught Seafood



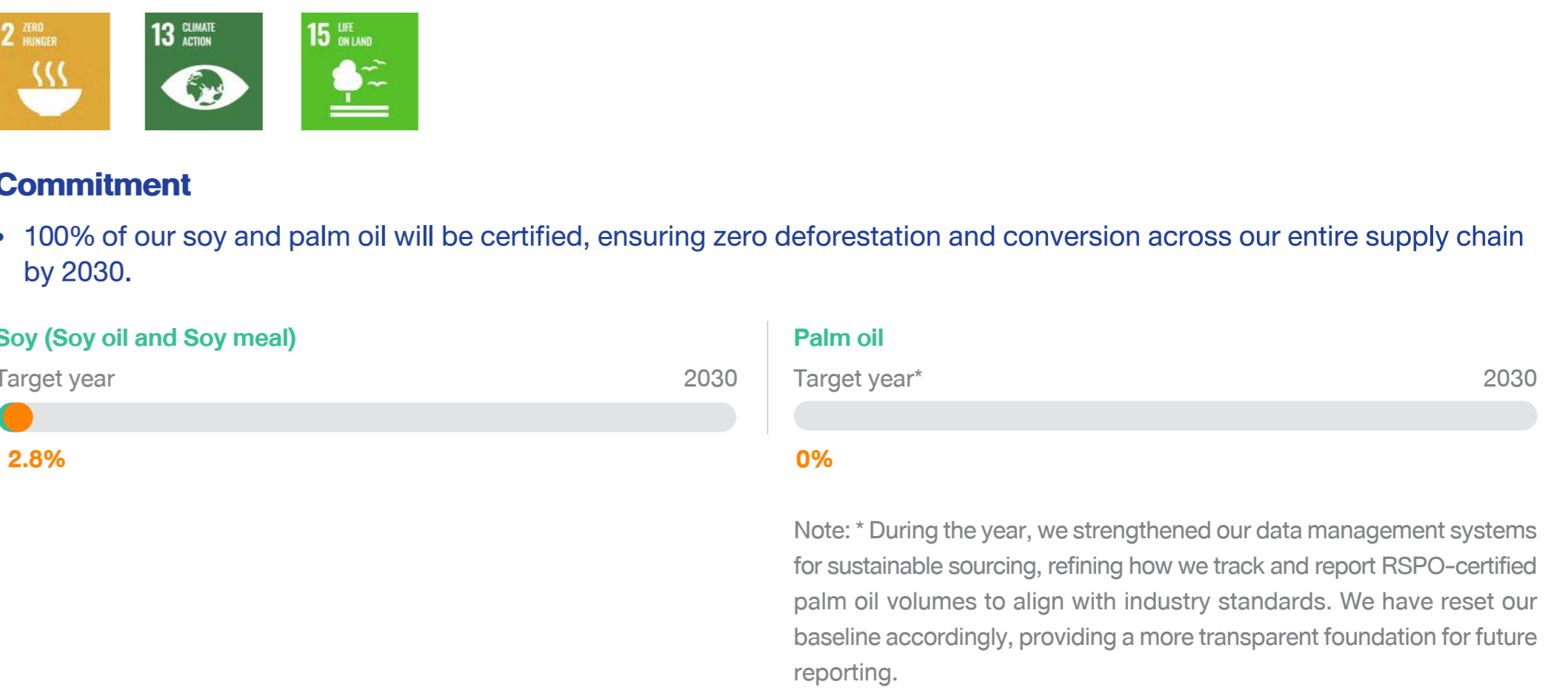
### Responsible Aquaculture



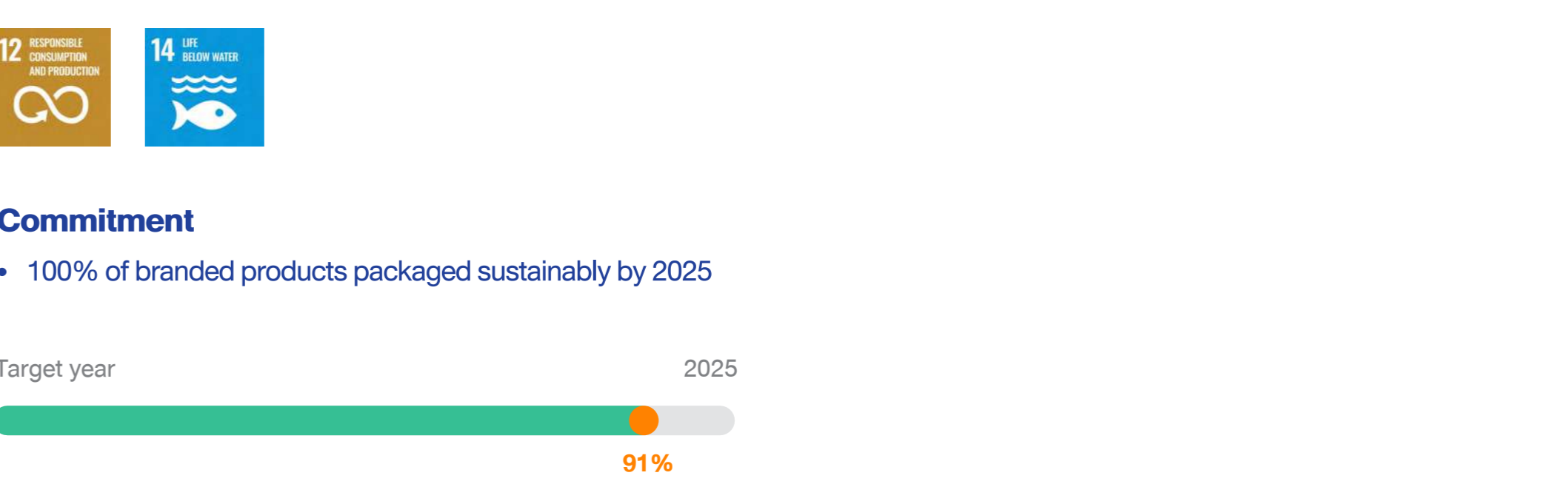
### Path to Net Zero Emissions



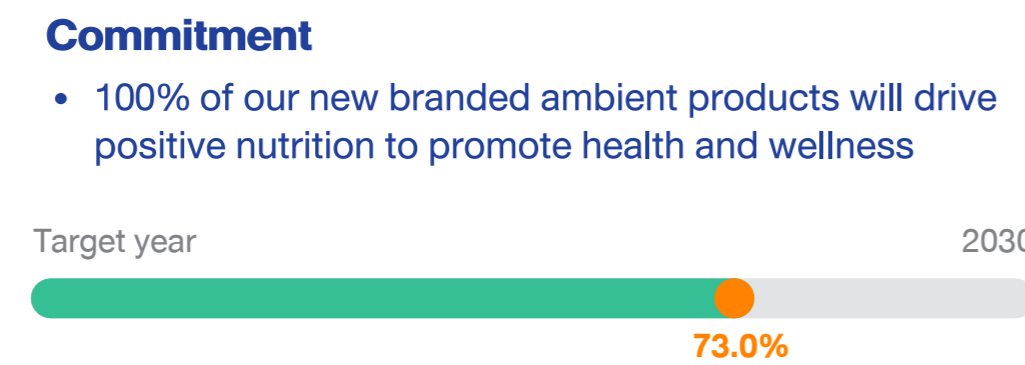
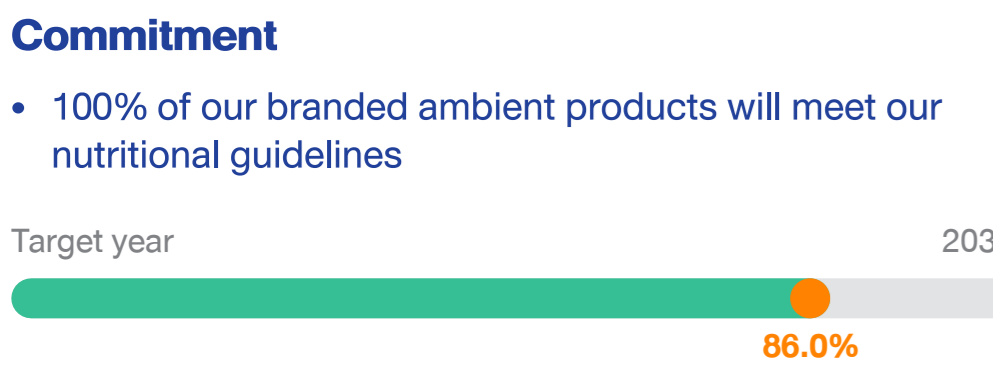
### Responsible Agriculture



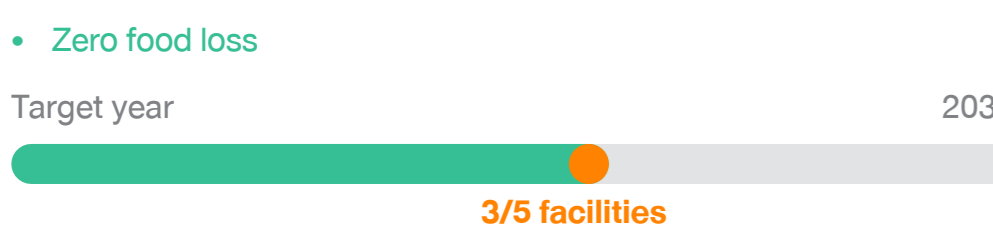
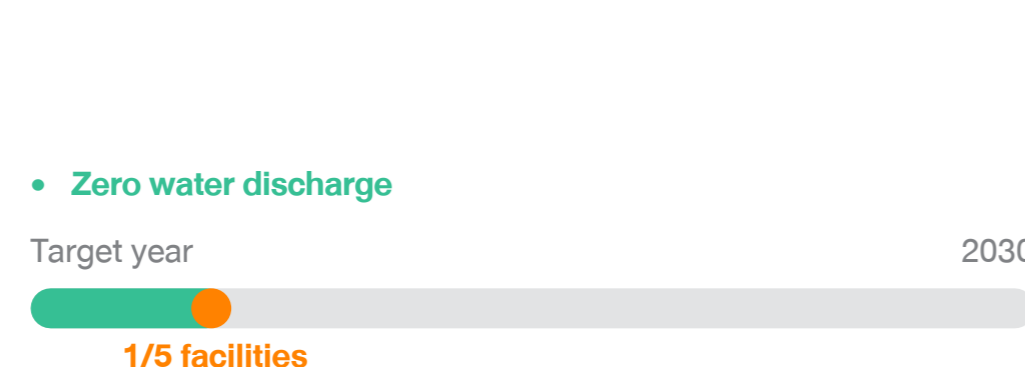
### Sustainable Packaging



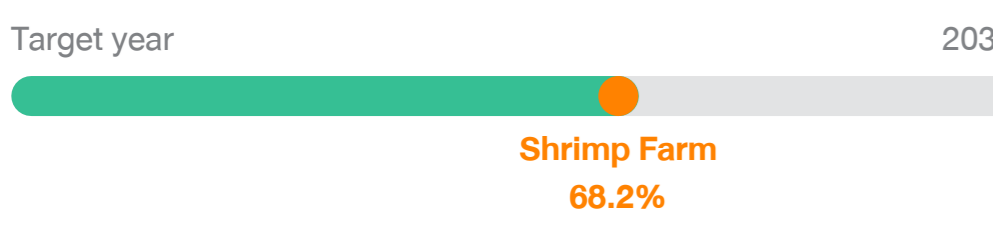
### Nutrition & Health



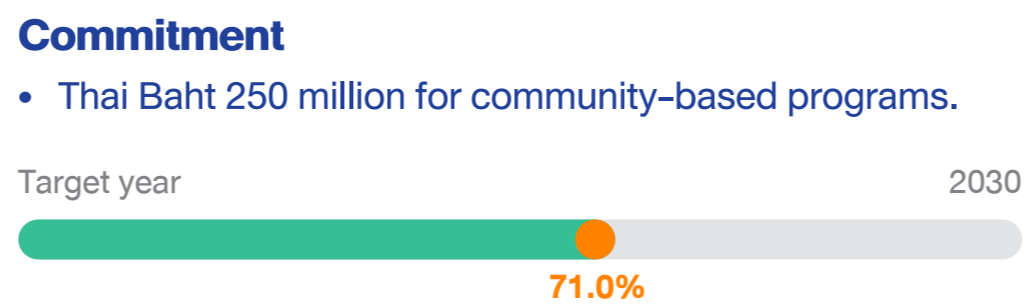
### Best-In-Class Manufacturing



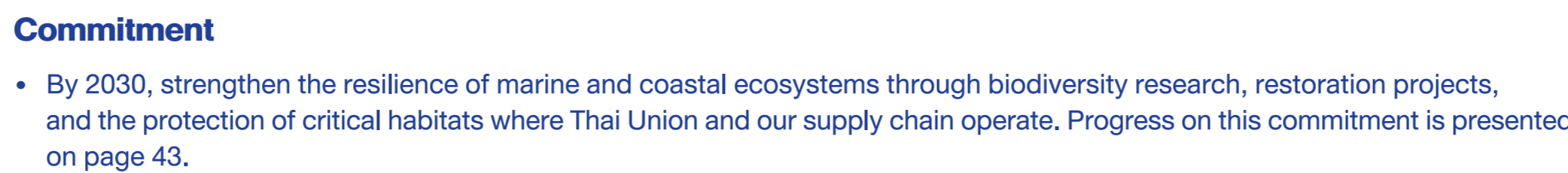
### Safe, Decent, and Equitable Work



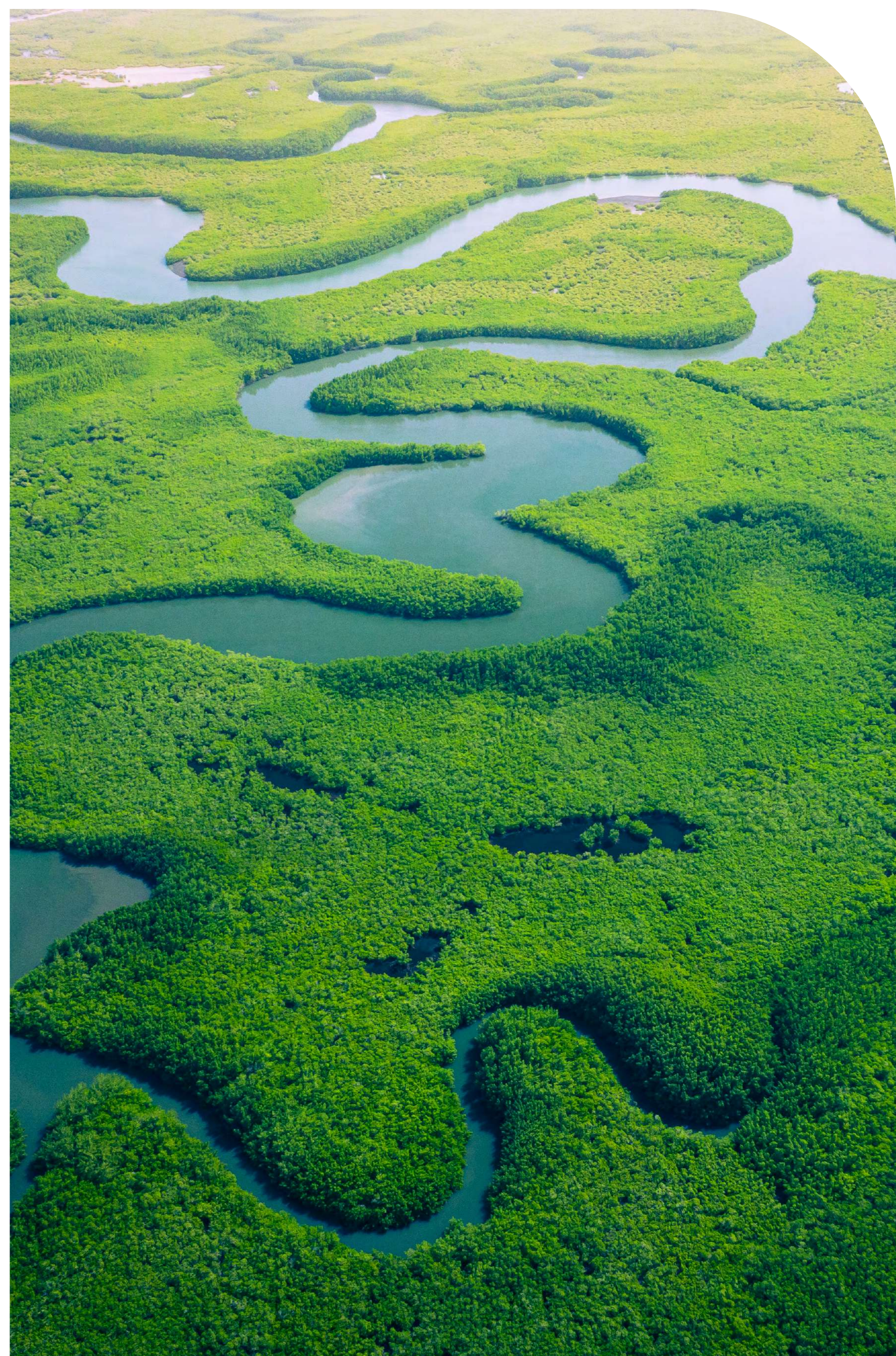
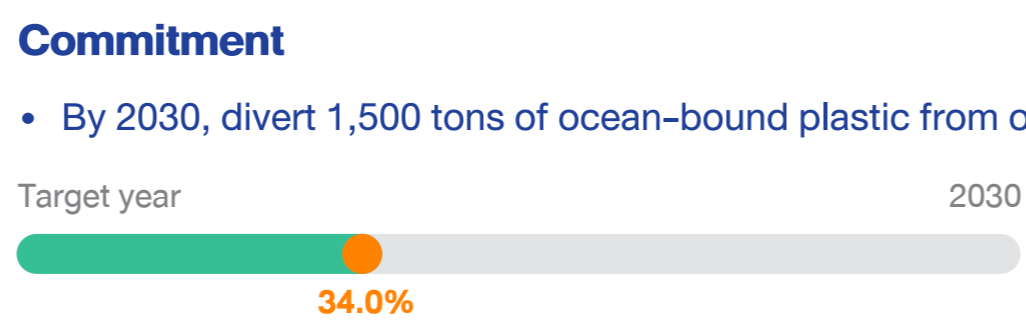
### Corporate Citizenship



### Ecosystem Restoration



### Ocean Plastics Reduction



# Sustainability Highlights 2025

Under our Tuna Commitment 2025, more than 99.9% of sourced tuna is MSC certified or on a pathway to MSC certification. 95% of vessels were monitored at sea through human or electronic observer coverage.



Donated THB 1 million to the International Organization for Migration (IOM) to support emergency relief efforts in Myanmar following an earthquake.

Received a landmark USD 150 million Blue Loan from the Asian Development Bank (ADB), a first for the seafood industry in Thailand, with proceeds to accelerate Thai Union's sourcing of responsible shrimp.

Exceeded its goal of securing 75% of its long-term financing from sustainable sources by 2025 after successful blue bond and sustainability-linked bond and loans issuance.

Volunteers from Thai Union collected 17 tons of marine debris across 11 countries and 4 continents on World Oceans Day.

Launched partnership with Aerial Recon & Recovery initiative (ARRI) to deploy drones and artificial intelligence (AI) to locate and remove abandoned, lost, or otherwise discarded fishing gear (Ghost Gear) around Koh Phangan.

# Awards and Recognition



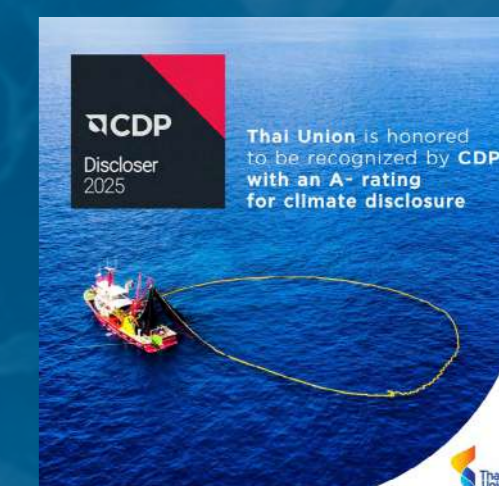
Received Gold Recognition at the 2025 AMCHAM Corporate Impact Awards for ongoing leadership in sustainability, responsible business conduct, and meaningful social impact.



Received the “Gold-Level Model Enterprise Award for 2024” under the Happy and Productive Workplace program, from the Department of Industrial Promotion, Ministry of Industry, and Thai Health Promotion Foundation.



Recognized as one of the world’s most sustainable companies in the food products industry, ranking in the top 1% of the S&P Global Sustainability Yearbook 2025.



Achieved an A- rating in CDP’s 2025 climate disclosure, in the “Leadership” category – improving from a B rating a year earlier.



Named Overall Winner of the Adam Smith Best in Class Treasury Solution Award – ASEAN by Treasury Today, for setting new standards for innovation, sustainability, and strategic leadership.



Received the 2025 Sustainability Disclosure Award by the Thaipat Institute.



Thai Union Group received the “Gold Outstanding” award in the Large Business category from Thailand’s Ministry of Justice. Thai Union Seafood, Okeanos Food and Pakfood received “Outstanding” awards, while Thai Union Feedmill received the “Excellent” award.



Achieved an AA rating in the Agro and Food Industry category in the Stock Exchange of Thailand’s SET ESG Ratings.



Strengthened its FTSE Russell ESG Score to 4.3 out of 5, up from 4.1 a year earlier, placing it in the 92<sup>nd</sup> percentile.



Awarded a 5-Star (“Excellent”) rating in the Corporate Governance Report of Thai Listed Companies 2025 by the Thai Institute of Directors Associated with support from the Stock Exchange of Thailand.

# Corporate Governance and Risk Management



The Board of Directors has established a good corporate governance policy by adhering to the Corporate Governance Code for listed companies of 2017 (CG Code) of the Stock Exchange of Thailand, Corporate Government Recommendations for Thai listed companies (CGR), recommendations for listed companies at the ASEAN level (ASEAN CG Scorecard) and the Dow Jones Sustainability Indices (DJSI) and has consistently reviewed, adjusted and improved this for suitability to ensure that the duties of the Board of Directors are performed with effectiveness and constant good corporate governance. In addition, the Company reviewed the policy to comply with legal, economic and social change in 8 Principles as follows:

1. Awareness of the Board’s leadership role and responsibilities for sustainable value creation

2. Defining key business objectives and goals for sustainability
3. Strengthening Board Effectiveness
4. Ensuring Effective CEO and People Management
5. Nurturing Innovation and Responsible Business
6. Strengthening Effective Risk Management and Internal Control
7. Ensuring Disclosure and Financial Integrity
8. Ensuring Engagement and Communication with Shareholders

To define these policies, there is an oversight process as follows:

- Approval from the Board
- Enforcement with directors, executives and employees of Thai Union and its subsidiaries in every location
- Reviewed at least once annually



The Company’s corporate governance policy adheres to legal compliance as a basis and is developed to be transparent, credible and acceptable according to guidelines of excellence in business operations with criteria, governance and sustainable growth both at the national and international level. The Board of Directors has approved the Company to define a policy to control operations in various areas to be according to the principles of good corporate governance. The Company’s policies and operational guidelines cover the placing of directors and specify compensation, the independence of the Board of Directors from management, developing directors and evaluating their performance, the governance of subsidiary companies and joint ventures, as well as policies and guidelines concerned with shareholders’ and stakeholders, looking after shareholders, equal treatment for all shareholders, promotion and exercise of shareholders’ rights, protection and use of internal data, preventing conflict of interest, responsibility to stakeholders, being anti-corruption as well as other relevant policies and guidelines. In the case that the Company discovers that any criterion in any matter has not been defined as a policy or has not been carried out, management will propose that the Board of Directors consider reviewing this to be consistent with principles.

Thai Union’s corporate governance efforts were recognized during the year. The Thai Institute of Directors awarded Thai Union an “Excellent” (5-star) rating in the Corporate Governance Report of Thai Listed Companies

2025. Thai Union Group received the “Gold Outstanding” award from Thailand’s Ministry of Justice, while subsidiary companies Thai Union Seafood, Okeanos Food Company Limited and Pakfood Company Limited received the “Outstanding” award, and Thai Union Feedmill received the “Excellent” award.

## SUSTAINABLE DEVELOPMENT GOVERNANCE

Thai Union’s unwavering commitment to sustainability is also demonstrated through the Company’s Sustainable Development (SD) Committee, which is chaired by Thai Union CEO Thiraphong Chansiri, with Adam Brennan, Chief Sustainability and Communications Officer, as Co-Chair.

The SD Committee is a Board-level mechanism for advancing and monitoring Thai Union’s sustainability strategy, in support of our corporate purpose of “Healthy Living, Healthy Oceans.” The committee brings together key senior executives and meets several times throughout the year to review the progress toward our sustainability commitments, discuss emerging issues and new policy proposals, and make strategic decisions to drive Thai Union’s sustainability programs. The decisions of the SD Committee are communicated to relevant business units and functions for implementation in collaboration with our global Sustainable Development team.

Importantly, sustainability is also represented at the highest level of the business, with Mr. Brennan a member of the Global Leadership Team.

The mandates of the SD Committee are as follows:

1. Provide strategic guidance and direction on the overall sustainable development strategies, policies and programs, in support of Thai Union’s corporate purpose of “Healthy Living, Healthy Oceans” and sustainability strategy, SeaChange® 2030.
2. Determine key changes of sustainability policies and practices that will help Thai Union deliver against global sustainability goals and standards and maintain our industry leadership position in sustainability.
3. Review the progress of implementation of critical sustainability-related commitments, including but not limited to: the Tuna Commitment, Packaging Commitment, Climate Change Commitment, and Human Rights-related Policies.
4. Establish sub-committees, as appropriate, to drive the implementation of key sustainability commitments across the organization.

Board of Directors (BoD) promotes risk management as part of the organizational culture, is aware of existing risks and mitigation plans, and has appointed the Risk Management Committee (RMC) to oversee risk management implementation. The RMC is diverse, composed of independent directors and top executives,



while the chairman of RMC is an independent director.

Apart from the risk management structure, Thai Union’s risk management framework is in accordance with the international standards of COSO ERM. It is a guideline for management and employees to operate consistently. The framework is designed to identify, assess, manage, monitor, and communicate systematically and consistently in order to minimize the probability of risks occurring and limit their potential impact on Company business.

The Group Risk Management function, led by the Chief of the Group Risk Management and Internal Control, plays an important role in implementing the risk management program at a Group level, while providing advice and guidance on the risk management framework and process to subsidiaries.

Risk coordinators at a subsidiary level coordinate and implement risk management according to Thai Union’s guidance. Management and employees are responsible for managing risks in their areas of responsibility.

The RMC reports quarterly on significant risks, mitigations, and improvements to the BoD. For current and emerging risks, more details can be found in the 2025 Annual Report, in the Risk Management section.



# Materiality Assessment

Understanding what matters most, to the business, to stakeholders, and to the world, is the foundation of meaningful sustainability reporting. In 2025, Thai Union conducted a double materiality assessment review to evaluate whether the material topics identified in the previous assessment cycle remain material, and to identify any new or emerging topics relevant to the Company and its stakeholders. The review evaluates each issue across two dimensions: its impact on society and the environment, and its financial and strategic relevance to the business.

Thai Union's materiality process is aligned with leading global frameworks, including the Global Reporting Initiative Standards 2021 and its Sector Standard for Agriculture, Aquaculture, and Fishing; the European Union's Corporate Sustainability Reporting Directive in line with the European Sustainability Reporting

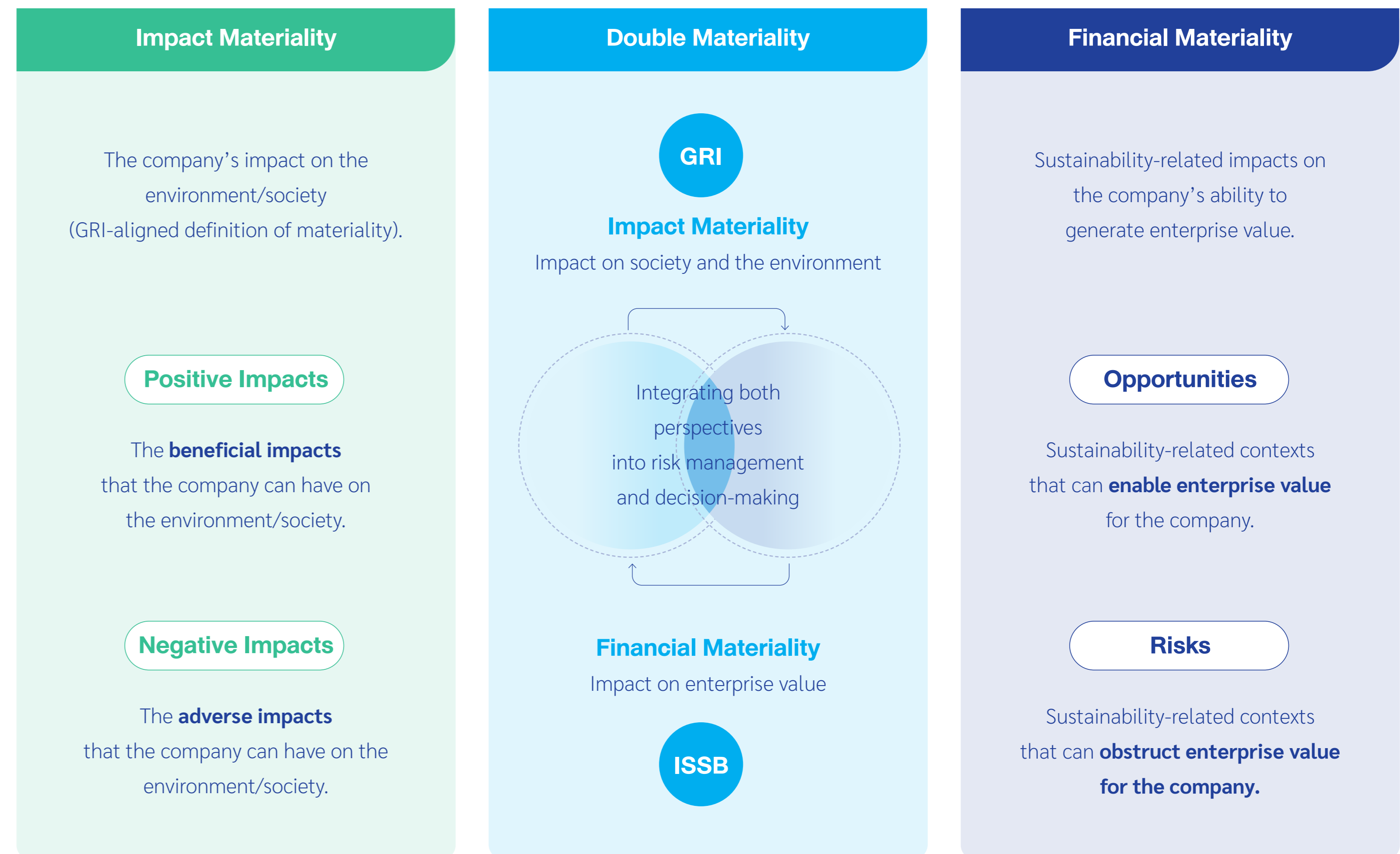


Standards developed by EFRAG; the International Financial Reporting Standards S1 and S2 by the International Sustainability Standards Board; the Task Force on Climate-related Financial Disclosures; the United Nations Sustainable Development Goals; and the S&P Global Corporate Sustainability Assessment. These alignments ensure Thai Union's reporting is consistent with emerging

global disclosure requirements and reflects the expectations of investors, customers, and regulators across its key markets.

The double materiality assessment review was conducted at the organizational level under the oversight of the Sustainability Committee. The process concept for determining material topics follows four stages as follows:

## Double Materiality Concept



## Understanding the Organization's Context

Thai Union takes a holistic approach by considering its activities across the entire value chain, its business relationships, its stakeholders, and the associated ESG impacts, risks, and opportunities relevant to each. The Company applies stakeholder analysis in line with the AA1000 Stakeholder Engagement

Standard, adhering to its three core principles of inclusivity, materiality, and responsiveness. Each business unit is accountable for conducting stakeholder analysis relevant to its operational scope.

For the identification of material sustainability issues, Thai Union gathers insights from multiple sources, including the GRI 13:

Agriculture, Aquaculture, and Fishing Sectors Standard, industry peer reviews, and analysis of global trends. References used in this process include publications and guidelines from the World Economic Forum (WEF), Environmental Resources Management (ERM), World Business Council for Sustainable Development (WBCSD), Organisation for Economic Co-operation and Development

(OECD), S&P Global, Sustainalytics, CDP, the United Nations Sustainable Development Goals (SDGs), the United Nations Global Compact (UNGC), the Sustainability Accounting Standards Board (SASB), and the Stock Exchange of Thailand (SET).

**Identification of Impacts, Risks, and Opportunities**

Thai Union identifies both actual and potential impacts, as well as related risks and opportunities, across its operations and value chain. This process covers environmental, social, and human rights dimensions and considers both positive and negative impacts over the short, medium, and long term.

Stakeholder engagement plays a central role in this process. Both internal and external stakeholders were engaged in the identification and assessment of impacts, risks, and opportunities. Internal stakeholders across functions including Human Resources, Digital, Finance, Legal and Tax, Innovation, Strategy, Fish Procurement, the Risk Management Committee, Nomination, Remuneration and Corporate Governance, Group Corporate Shared Services, and Sustainability Development & Corporate Communications were consulted to validate identified IROs and to draw on the Company’s past experiences and anticipated future impacts. External stakeholders, including investors, suppliers, customers, communities, government representatives, and NGOs, were engaged through in-depth interviews to ensure a comprehensive range of perspectives is reflected in the assessment.

**Assessing the Significance of Impacts**

The significance of identified impacts is assessed based on two key dimensions, in alignment with GRI and CSRD/ESRS requirements:

- Severity, considering the scale, scope, and irremediability of impacts
- Likelihood, reflecting the probability of occurrence

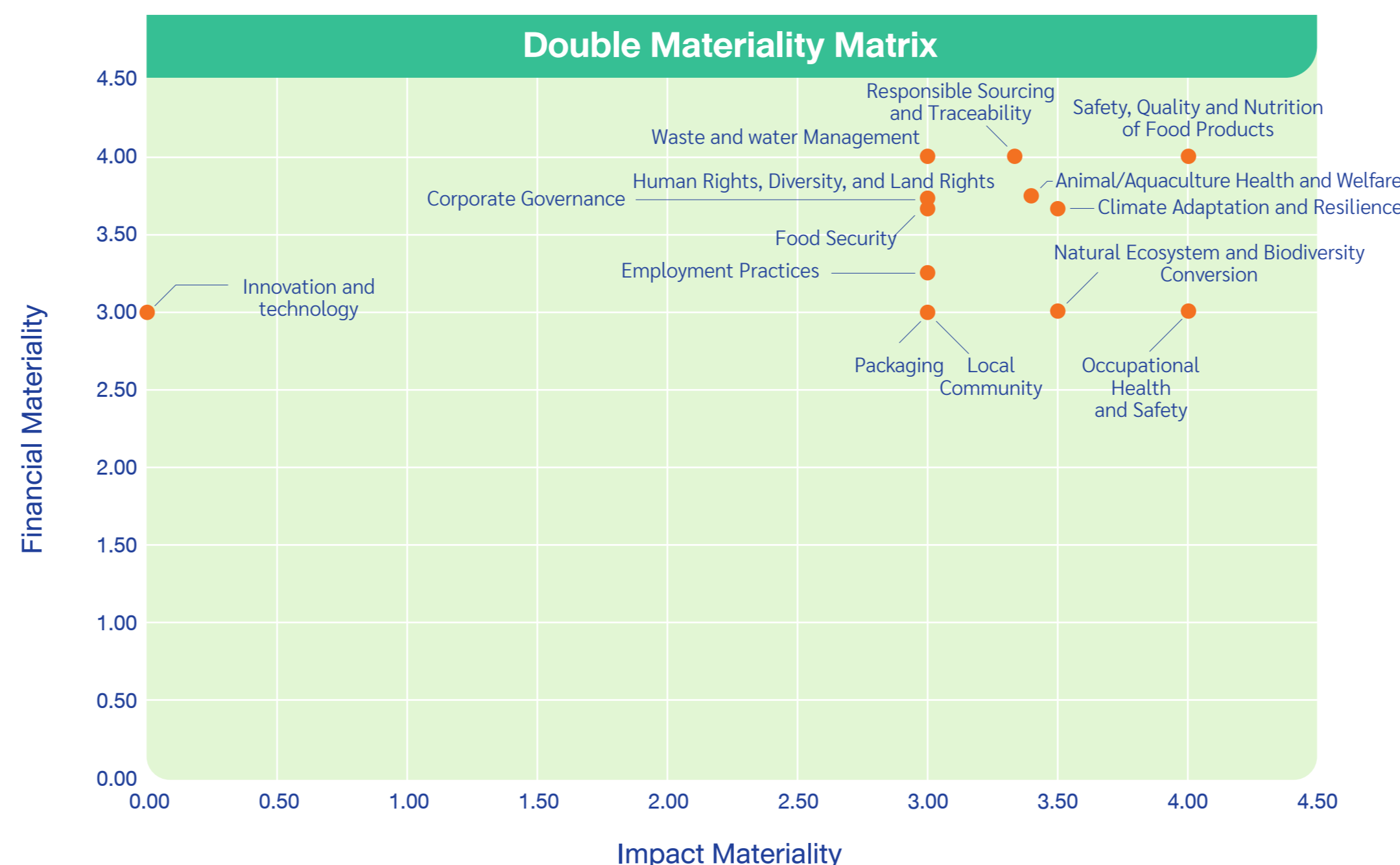
This assessment applies to both negative and positive impacts, ensuring a balanced evaluation of risks and opportunities. The results are used to support the prioritization of material topics and are mapped against a materiality matrix for further analysis.

**Double Materiality Perspective**

Thai Union applies a double materiality approach, integrating:

- Impact Materiality: the Company’s impacts on the environment and society (aligned with GRI)
- Financial Materiality: sustainability-related risks and opportunities that affect the Company’s financial performance and long-term enterprise value (aligned with IFRS/ISSB)

By combining these two perspectives, Thai Union ensures that sustainability considerations are embedded into risk management, strategic planning, and decision-making processes.



**Prioritization and Validation of Material Topics**

Material topics are prioritized through a structured and multi-step process, including:

- Defining selection criteria
- Conducting expert interviews and stakeholder validation
- Reviewing ESG and economic issues against internal and external insights

To enhance credibility and transparency, the materiality assessment process is independently verified by a third party.

The Double Materiality Assessment (DMA) followed a structured methodology that combined stakeholder interviews and surveys conducted with a carefully selected and targeted sample of participants. Insights from

internal stakeholder engagement responses were used to complement and reinforce the findings obtained through interviews, forming the overall evidence base for the materiality assessment.

It is important to clarify that the absence of identified impacts, risks, or opportunities (IROs) for certain topics does not indicate that these topics were excluded or overlooked. Rather, it reflects their relatively lower level of relevance to stakeholders during this assessment cycle. Similarly, the absence of IRO scores suggests limited stakeholder concern at present, rather than a lack of inherent importance. These priorities remain dynamic and may evolve in future assessment cycles.

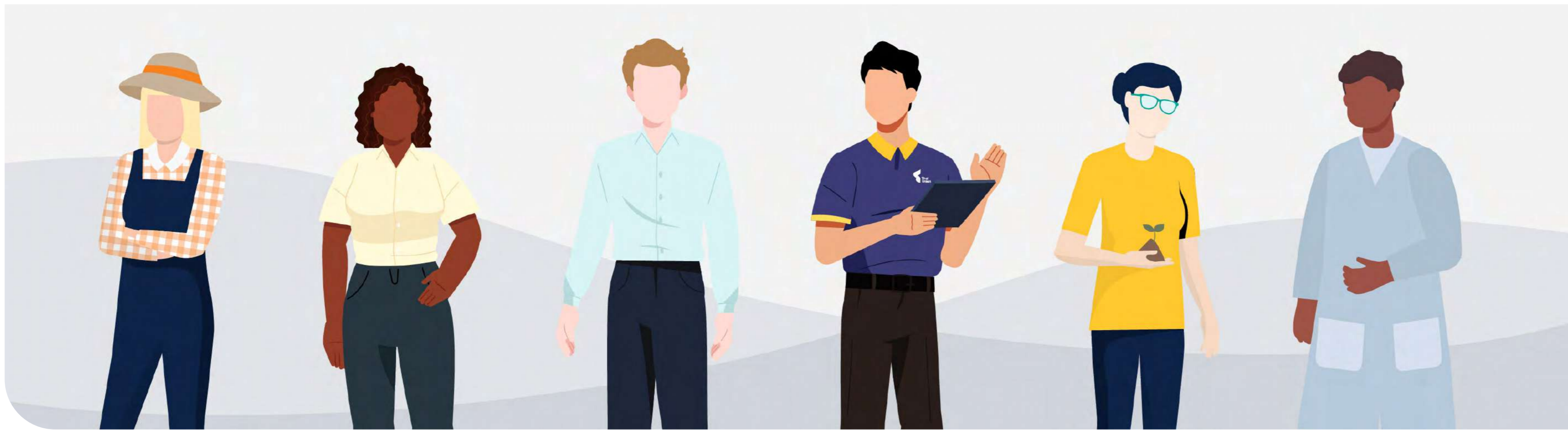
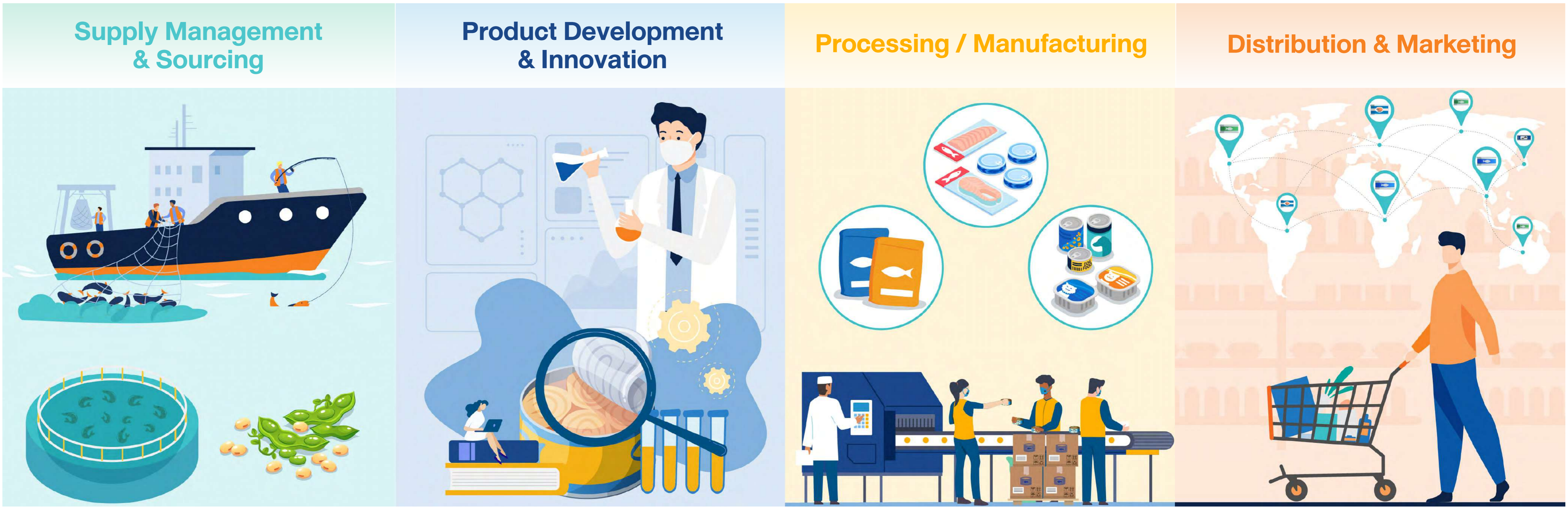
Safety, Quality and Nutrition of Food Products, Responsible Sourcing and Traceability, Animal/Aquaculture Health and Welfare, Climate Adaptation and Resilience, and Human Rights, Diversity and Land Rights emerged as the highest-priority critical topics, scoring strongly across both impact and financial materiality dimensions. Safety, Quality and Nutrition of Food Products and Responsible Sourcing and Traceability reflect the foundational expectations of Thai Union’s global customer base and directly underpin the delivery of SeaChange® 2030’s commitments to Best-in-Class Manufacturing, Responsible Wild Caught Seafood, and Responsible Aquaculture. Animal/Aquaculture Health and Welfare has been identified as a critical topic, recognizing the growing regulatory and customer scrutiny of farmed species welfare and its direct relevance to Thai Union’s aquaculture operations. Climate Adaptation and Resilience recorded the highest financial materiality score of any environmental topic, reinforcing the urgency of SeaChange® 2030’s net zero pathway.

Occupational Health and Safety, Waste and Water Management, Corporate Governance, Food Security, Natural Ecosystem and Biodiversity Conversion, and Employment Practices were identified as focus topics requiring sustained strategic attention.

Occupational Health and Safety remains a significant priority given Thai Union’s large workforce of over 40,000 employees and daily migrant workers across 32 global sites. Waste and Water Management reflects the environmental intensity of seafood processing operations and the Company’s recognized progress on zero-discharge initiatives, consistent with SeaChange® 2030 targets to achieve zero discharge, zero waste to landfill, and zero food loss at key facilities. Natural Ecosystem and Biodiversity Conversion remains a high priority to Thai Union, reflecting growing stakeholder and regulatory expectations around nature-related risks and the Company’s increasing engagement with frameworks. Corporate Governance and Employment Practices collectively underscore Thai Union’s responsibilities as a significant participant in global protein supply chains and a major employer across diverse geographies.

Local Community, Packaging, and Innovation and Technology were assessed as foundational topics forming the environmental and social foundations on which Thai Union’s broader sustainability ambitions rest. Packaging has been identified as a foundational topic, reflecting the progress Thai Union has already made under its SeaChange® 2030 packaging commitments, including its target that 100% of branded products will be packaged sustainably. Local Community and Innovation and Technology remain relevant to long-term competitiveness and community license to operate.

# Thai Union Value Chain



## Stakeholder Engagement

Stakeholder engagement is central to Thai Union's efforts to transform the seafood industry, from reducing ocean plastics and restoring ecosystems to improving labor conditions. Working with partners ensures long-term, measurable impact.

# Responsible Wild Caught Seafood



**SDG GOAL**  
SDG 2, SDG 8, SDG 10, SDG 14

**Commitment 1 – Fishery Status**



**Commitment 2 – Social Responsibility**



**Commitment 3 – Observer Coverage**



**Commitment 4 – ISSF Conservation Measures**



**Commitment 5 – Compliance**



**Commitment 6 – Traceability**



The ocean is not an unlimited resource. One in every 12 people on the planet depends at least partly on small-scale fishing for their livelihood, nearly half of them women. Weak governance, insufficient monitoring and opaque supply chains remain persistent threats, not just to fish stocks but to marine diversity and the men and women who work at sea, often in some of the most remote and least regulated conditions on the planet.

Thai Union’s SeaChange® 2030 sustainability strategy is our response to those risks. We have committed to sourcing 100% of our wild-caught seafood from fisheries operating within biologically sustainable limits or actively progressing through credible improvement programs. Full traceability, protection of endangered and threatened species and complete transparency at sea are baseline requirements, not aspirations. We hold our suppliers to the same standards, and we invest in building the capacity of those who need support to reach them.

Delivering on that commitment demands genuine collaboration, with NGOs, governments, regional management bodies and the fishing communities most directly affected by the decisions made further up the supply chain. Independent verification underpins everything. By 2030, we expect every vessel that Thai Union sources from will meet best practices for seafarer welfare and working conditions or verifiably improving.

2025 was a landmark year in that journey. It marked the conclusion of the Tuna Commitment 2025 (TC25), the five-year science-based sourcing framework Thai Union introduced in 2020, and one of the most rigorous supply chain commitments of its kind in the global seafood industry.

**Tuna Commitment 2025**

Thai Union’s Tuna Commitment 2025 (TC25) was launched in 2020 as a landmark step in responsible tuna sourcing. It built on the Company’s 2016 pledge that at least 75% of branded tuna would come from MSC-certified fisheries or those engaged in credible Fishery Improvement Programs (FIPs) by the end of 2020 – a goal Thai Union exceeded – and went significantly further.

TC25 set out six science-based commitments spanning Thai Union’s four key commercial tuna species – albacore, bigeye, skipjack and yellowfin – addressing stock health, ecosystem impacts and social responsibility across the full length of the supply chain. Together, they defined what Operational Best Practice looks like for the vessels and suppliers Thai Union works with, establishing a clear standard to prevent IUU fishing and protect the rights of workers at sea.

Five years on, this chapter looks at what TC25 achieved, where targets were met and where work continues, and how the commitment’s principles will carry forward under SeaChange® 2030. To ensure rigor and transparency

throughout, Thai Union engaged independent experts Key Traceability (KT) to analyze procurement data annually from 2020 through 2025 and publicly report progress against every commitment. Their findings provide the foundation for the results presented below.

The six commitments measured under TC25 were:

1. Fisheries are engaged in FIPs towards MSC certification, are in MSC assessment or are MSC certified.
2. For social responsibility, vessels meet the Thai Union Vessel Code of Conduct (VCoC) or equivalent, or are in a Vessel Improvement Plan (VIP).
3. Vessels are monitored at sea and have either human or electronic coverage.
4. Suppliers and Thai Union operations meet the International Seafood Sustainability Foundation (ISSF) Conservation Measures (CMs).
5. Vessels report data, meet quota allocations and conservation measures according to Regional Fisheries Management Organization (RFMO) resolutions.
6. Tuna is traceable to vessel (or a group of vessels) and the Global Dialogue on Seafood Traceability (GDST) Standard 1.0 is implementable.

**Commitment 1 – Fishery Status**

Thai Union categorizes the tuna it sources into four status tiers:

- MSC certified
- in MSC assessment
- Fishery Improvement Project (FIP)
- Not in a FIP or MSC: fisheries not meeting the definitions above.

By the close of 2025, the results reflected five years of sustained supplier engagement and advocacy. More than 99.9% of Thai Union’s total tuna procurement was on a verified sustainability pathway: 79.51% of volume was MSC certified, with a further 16.71% sourced from fisheries in MSC assessment. A further

3.72% came from fisheries engaged in FIPs. Just 0.06% of volume fell outside a FIP or MSC framework, relating to non-target species incidentally caught within otherwise-certified fisheries; these will be addressed progressively through existing FIP and MSC processes.

At the time of writing this report, all fisheries that were in MSC assessment at the time of the previous Sustainability Report have since achieved full MSC certification, and all Thai Union FIPs have entered MSC assessment or achieved certification. Thai Union continues to work with suppliers, ISSF, MSC and other partners to sustain and increase the proportion of volume that is MSC certified or in assessment as sourcing evolves.

**Commitment 2 – Social Responsibility**

Thai Union’s Fisher Work & Welfare (FWW) program continued to expand across the 2025 reporting period, with the percentage of volume covered by a Vessel Improvement Plan (VIP), Thai Union Vessel Code of Conduct (VCoC) audit, or equivalent increasing year-on-year and reaching 99% by the end of 2025.

The program has driven meaningful, measurable improvement in social responsibility conditions across Thai Union’s tuna supply chain since TC25 was introduced. Closing the final 1% of volume requires resolution of specific supplier circumstances that Thai Union is actively working through, and the Company is confident the gap will be addressed in the near term. The Fisher Work & Welfare program, and the underlying



commitment to responsible labor practices across the supply chain, will continue under SeaChange® 2030.

**Commitment 3 – Observer Coverage**

This commitment requires that all tuna vessels Thai Union sources from have independent, on-the-water monitoring, either through a human observer onboard or an electronic monitoring (EM) system. Independent observer programs are central to demonstrating compliance with fisheries management measures, combatting IUU fishing and promoting responsible bycatch handling and release practices.

Thai Union has been a leader on this issue since its partnership with The Nature Conservancy (TNC) began in 2021, and key elements of that pioneering program were subsequently incorporated into TC25. In 2025, observer coverage reached 95%, with purse seiners approaching full human observer

coverage. For longline vessels, where the regional management minimum is 5% of trips by fleet, Thai Union achieved coverage across more than two-thirds of sourced volume through observer or EM systems, substantially exceeding the industry baseline.

Disruptions to global trade, including the impact of tariff volatility on supply chain flexibility, constrained sourcing options in ways that affected observer coverage during the year. Thai Union’s 100% coverage commitment remains firmly in place, and the Company is working to restore and build on coverage levels as market conditions stabilize. This commitment will be carried forward and further strengthened under SeaChange® 2030.

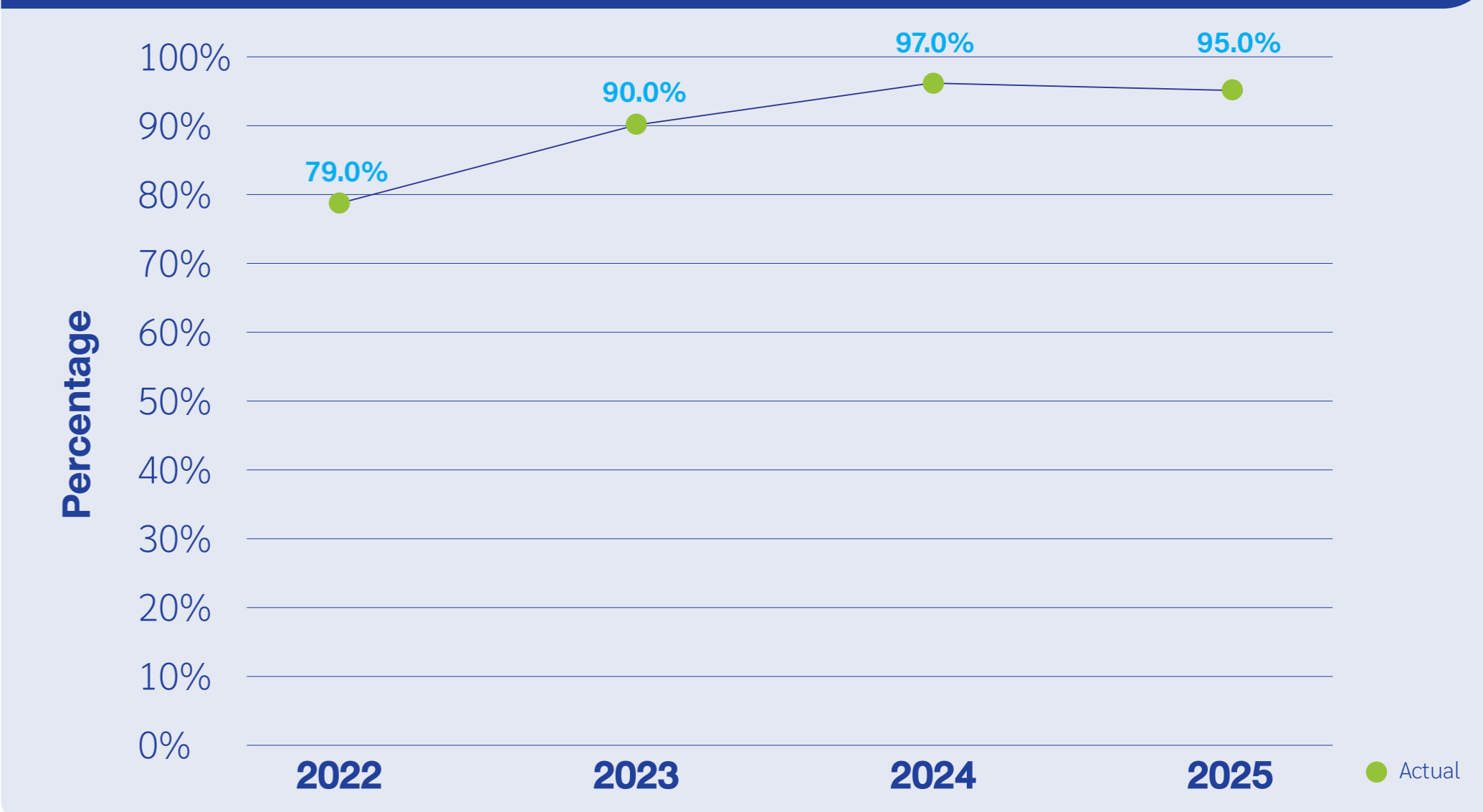
**Table 1. Total tuna volume for all of tuna sourced by Thai Union.**

Category	2023 Actual	2024 Actual	2025 Actual
MSC	39.40%	71.40%	79.51%
In-assessment	14.60%	14.10%	16.71%
FIP	31.40%	13.40%	3.72%
Total	85.50%	98.90%	99.94%
Not in FIP or MSC	14.50%	1.30%	0.06%

**Percentage volume from suppliers covered by a VIP or TU VCoC audit or equivalent**



**Table 3. EM and/or observer coverage.**



**Commitment 4 – ISSF Conservation Measures**

As a founding participating company of the International Seafood Sustainability Foundation (ISSF), Thai Union maintained 100% compliance with relevant ISSF Conservation Measures across all processing facilities in 2025, consistent with every previous reporting period under TC25. This was confirmed through independent third-party audit.

Thai Union gives sourcing preference to vessels listed on the ISSF Proactive Vessel Register (PVR), which subjects fishing operations to independent audits verifying adherence to best practice standards for sustainable tuna fisheries. In 2025, 92% of Thai Union’s tuna supply came from PVR-listed vessels, with all large-scale purse seiners and 97% of longliners meeting this requirement.

**Commitment 5 – RFMO Compliance**

Thai Union maintained its commitment to source only from vessels and fisheries with legal authorization to fish and full compliance with the resolutions of relevant Regional Fisheries Management Organizations (RFMOs). As in every year since TC25 was introduced, 100% of the tuna Thai Union sourced was free of any association with vessels on RFMO IUU blacklists. Combatting illegal fishing remains a critical priority, and this zero-tolerance approach to IUU-linked supply will continue under SeaChange® 2030.

**Commitment 6 – Traceability**

Robust traceability remains foundational to Thai Union’s tuna business, providing customers and consumers with assurance about where and how every fish was caught. All Thai Union processing facilities continue to hold MSC Chain of Custody certification, and independent analysis confirms that every tuna lot can be traced from production back to the originating vessel or group of vessels. The first element of this commitment, full vessel-level traceability, is firmly in place.

Progress toward alignment with the Global Dialogue on Seafood Traceability (GDST) Standard 1.0 continued throughout the TC25 period. A second external audit confirmed that the key data elements (KDEs) required for GDST compliance are now available across Thai Union’s systems. The work ahead involves mapping those data to the precise GDST format and standardizing them across all Critical Tracking Events (CTEs) throughout the supply chain. As a member of the GDST Board of Directors, Thai Union is actively engaged in shaping how the standard is implemented across the industry, and full GDST alignment is a defined objective under SeaChange® 2030.



**Partnership in Action: Thai Union and the Sustainable Fisheries Partnership**

Underpinning Thai Union’s progress across the TC25 commitments has been a sustained collaboration with the Sustainable Fisheries Partnership (SFP), combining rigorous science with on-the-water partnerships to set the pace for responsible wild-caught sourcing. Together, the partnership has advanced supply chain transparency through SFP’s Seafood Metrics system and the Ocean Disclosure Project, strengthened traceability for non-tuna species through SFP’s universal fishery identification system, and supported Thai Union’s commitment to source only from vessels adopting ocean wildlife protection practices, in alignment with the Protecting Ocean Wildlife Pledge and SeaChange® 2030 goals.

With TC25 now concluded, this collaboration enters its next chapter. The science, tools and relationships built with SFP over the past five years will continue to inform Thai Union’s sourcing decisions and supply chain improvement efforts as the focus shifts to the targets embedded in SeaChange® 2030. The goal remains unchanged: to help accelerate the transition to a sustainable blue economy and secure healthy oceans for people and for the planet, well beyond 2030.

**Looking Ahead**

Reaching the end of the TC25 commitment period is a genuine milestone, one that reflects five years of rigorous measurement, transparent



reporting and sustained effort across Thai Union’s supply chain and supplier relationships. The results demonstrate meaningful progress: the vast majority of Thai Union’s tuna is now sourced from MSC-certified or credibly improving fisheries, social responsibility programs reach nearly all supply chain volume, traceability to vessel level is universal, and compliance with ISSF and RFMO requirements has been maintained at 100% throughout.

Where targets were not fully reached, particularly on observer coverage and the final percentage of social responsibility program coverage, Thai Union is transparent about the gaps, clear on the reasons, and committed to closing them.

The principles and targets that have defined TC25 will be carried forward and built upon under SeaChange® 2030. The commitment to responsible tuna sourcing, science-based, independently verified and publicly reported, remains central to Thai Union’s purpose.

# Thai Union Sustainability Initiative: Global Traceability Project

Traceability has been central to Thai Union’s approach to sustainability since SeaChange® launched in 2016. The ability to verify where seafood comes from, how it was caught or farmed, by whom, and under what standards is the foundation on which every responsible

sourcing commitment rests. Without reliable data flowing from ocean to plate, claims about environmental performance and ethical supply chains remain disconnected from what actually happens at sea and at the point of harvest. For Thai Union, traceability makes sustainability credible and measurable, and the Company has invested in building that capability consistently over the past decade. The scale of that investment reflects the complexity of the challenge. Thai Union’s supply chains span multiple species, thousands of suppliers, and markets across Asia, North America, and Europe. Tuna is caught by vessels operating across vast ocean areas under multiple flags and processed through complex, multi-tier supply chains. Shrimp is farmed across hundreds of operations in multiple countries, with production conditions that are difficult and expensive to monitor consistently at scale. Managing the integrity and transparency of that entire system requires sustained engagement with suppliers, fishing partners, independent monitoring organizations, and international standard-setting bodies, and Thai Union has built that engagement over many years.

## A Decade of Progress in Tuna Traceability

Thai Union’s Tuna Commitment 2025 established specific and measurable targets across fisheries sustainability, vessel standards, observer coverage, and traceability. Achieving them required Thai Union to go well beyond its own operations, engaging suppliers, encouraging fishing vessel operators to register with international sustainability frameworks, funding Fishery Improvement Projects in fisheries around the world, and working with NGOs, governments, and science organizations to strengthen fisheries management in key sourcing regions.

By the end of 2025, 100% of the tuna Thai Union sources was traceable to each vessel, meeting the requirements of the Global Dialogue on Seafood Traceability Standard 1.0. Vessel-level traceability means that for every can of tuna produced under Thai Union’s brands and private label brands, the Company can identify the vessel or vessels from which the fish originated. Consumers can also track the journey of the fish they purchased by entering the can’s code into a platform on each brand’s website. Brands currently offering the can tracker include Chicken of the Sea, Genova, John West, Petit Navire and Mareblu.

Thai Union continues to expand traceability coverage beyond tuna through its broader digital traceability strategy. The Company’s long-term objective is to implement interoperable, end-to-end traceability across

priority seafood species and supply chains, covering vessel or farm-level traceability, transformation events, and shipment data aligned with GDST standards.

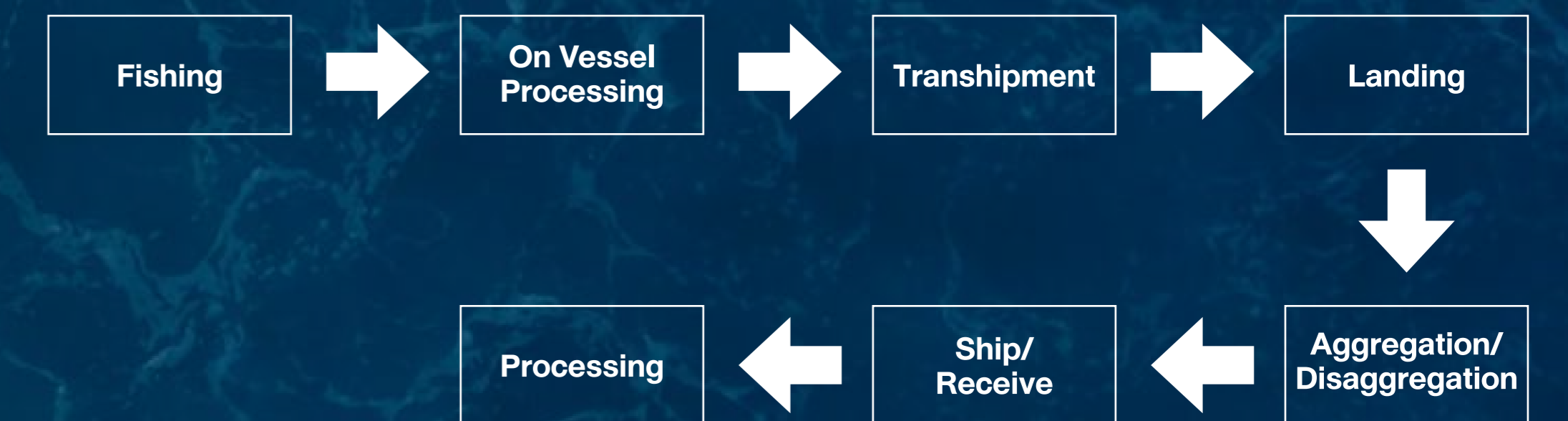
As of 2025, 95% of vessels were monitored at sea through human or electronic observer coverage, providing independent, real-time verification of fishing practices, while 99% of tuna was responsibly sourced from fisheries that were engaged in Fishery Improvement Projects working toward MSC certification, in MSC assessment, or MSC certified, and all suppliers and Thai Union operations met the conservation measures set by the International Seafood Sustainability Foundation.

Thai Union is also a signatory of The Nature Conservancy’s Tuna Transparency Pledge, committing to full supply chain transparency and monitoring for tuna on vessels. This includes contributing toward electronic monitoring, which uses cameras and sensors to record fishing activity at sea.

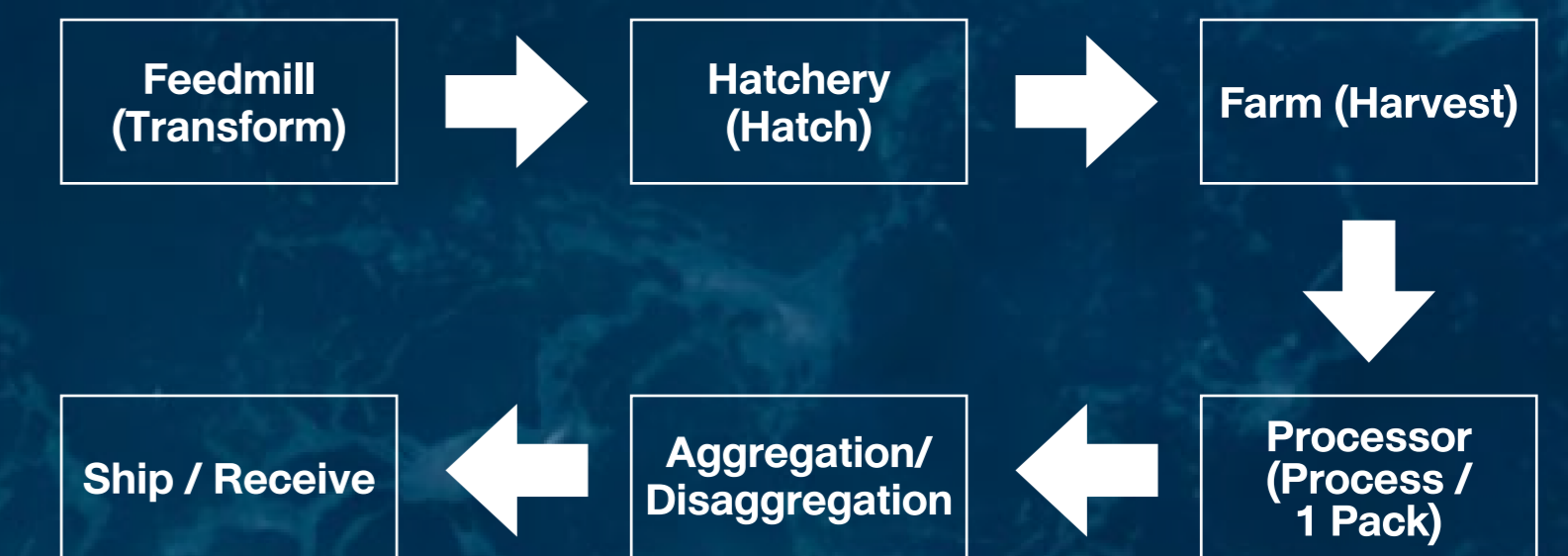
To support interoperability and standardized data exchange across seafood supply chains, Thai Union applies Key Data Elements (KDEs) and Critical Tracking Events (CTEs) aligned with GDST standards for both wild-caught and aquaculture products. These data elements capture traceability information across key stages of the supply chain, including fishing, farming, processing, aggregation, transformation, shipping, and receiving activities.



### Wild-caught



### Aquaculture



Through the Wholechain system, these traceability data points are digitally connected and managed through a standardized, interoperable platform, enabling more consistent, real-time visibility and information sharing across Thai Union’s operations, suppliers, and customers.

# Building End-to-End Digital Traceability with Wholechain

Despite significant progress on tuna vessel traceability and shrimp farm-level data, Thai Union's global supply chain continued to face a challenge common across the seafood industry: the fragmentation of traceability data across disconnected systems that cannot communicate with each other. Many suppliers, customers, and operating companies continue to rely on manual or proprietary processes that make consistent, real-time traceability difficult to achieve and harder to verify. Addressing this at the scale and complexity of Thai Union's global footprint required a new approach.

Thai Union has announced a strategic partnership with Wholechain, a leading supply chain traceability and transparency platform, to deploy standardized, end-to-end digital traceability across its global seafood operations. Wholechain is a standards-based platform built on global data frameworks including the Global Dialogue on Seafood Traceability and GS1 EPCIS, which create a shared language for traceability data that enables information to flow consistently between Thai Union's own systems and those of its suppliers and customers, regardless of the technology platforms involved.

The partnership moves Thai Union from manual, system-dependent processes to a fully digital, interoperable model capable of delivering real-time insight across the entire value chain, from vessels and farms through processing, distribution, and retail. Implementation of the Global Traceability Project follows a phased roadmap across Thai Union's global operations. The first implementation phase focuses on tuna and shrimp supply chains deploying event-based traceability across key operating companies in Thailand, the U.S., Europe, and pet food operations. Initial onboarding, supplier mapping, system integration, and user acceptance testing (UAT) activities commenced in 2025, with implementation and operational go-live beginning in 2026 for priority operations. Subsequent phases through 2027 and 2028 will progressively expand traceability coverage to additional species, suppliers, co-packers, and operating companies across Thai Union's global network.

The implementation roadmap also includes supplier onboarding, operational training, data validation, continuous improvement

reviews, and alignment with evolving customer and regulatory expectations.

Illustrative Global Traceability Project Timeline and Key Milestones

- 2025: Project governance established, implementation roadmap finalized, supplier engagement initiated, and system design completed for priority operations.
- 2025–2026: Data mapping, further supplier onboarding, and system testing conducted across initial tuna and shrimp operations.
- 2026: Go-live for selected tuna, shrimp, ambient, frozen, and pet food operations.
- 2026–2028: Expansion of traceability implementation across additional operations, suppliers, and seafood categories, alongside continued improvements in data quality, system connectivity, and regulatory readiness, including alignment with FSMA 204 requirements.

The benefits of the system extend across every function of the business. Enhanced vessel and farm visibility strengthens oversight of sourcing practices and adherence to Thai Union's standards throughout the supply chain. Automated integration of key data, including fishing area, vessel, and species information, reduces manual processes, improves data completeness and consistency, and enables faster and more reliable responses to customer requirements. For Thai Union's commercial and brand teams, the system also strengthens readiness for evolving regulatory requirements, most notably the U.S. FDA's Food Safety

Modernization Act Rule 204, which will require traceability data to be accessible within 24 hours by July 2028. Major retail and foodservice customers are already requesting this capability ahead of that deadline, and Thai Union's investment in standardized digital infrastructure positions the Company to meet those expectations reliably at scale.

Thai Union will monitor and report implementation progress annually through key indicators covering the scope, depth, and breadth of the traceability data. This includes reporting on traceable seafood volume coverage, percentage traceable to vessel or farm level, supplier onboarding progress, and implementation coverage across species and operating companies. Cross-functional governance between Sustainability Development, Digital, Procurement, and Operations teams supports milestone tracking, issue escalation, data quality monitoring, and continuous improvement throughout implementation.

The partnership will also further develop and scale the can tracker across Thai Union's full global brand portfolio, establishing a consistent content structure across all brands and deepening the verified sourcing information available to consumers in all major markets. By adopting global data standards consistently across a supply chain of this scale, Thai Union is contributing to the development of shared traceability infrastructure across the seafood industry, helping to accelerate the progress toward full supply chain transparency that the sector still needs to make.



# Responsible Aquaculture

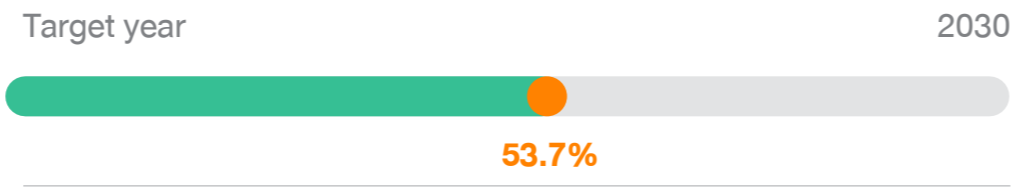


**SDG GOAL**  
SDG 2, SDG 8, SDG 10, SDG 13, SDG 14, SDG 15

**Commitment**  
• 100% farmed shrimp is produced responsibly, meeting industry credible standards, or is in an improvement program that minimizes impact on surrounding ecosystems by 2030



**Commitment**  
• 100% of shrimp feed used in shrimp products supplied to Thai Union is produced responsibly

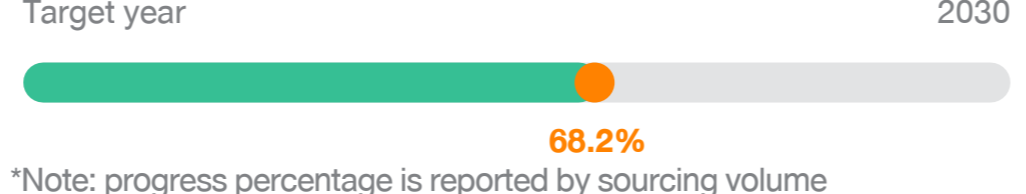


**Commitment**  
• 100% of farmed shrimp can be traced back to the farm level

**Paper-based traceability**



**Commitment**  
• 100% of the farms we source from are a safe and decent workplace by 2030



\*Note: progress percentage is reported by sourcing volume

Aquaculture is the fastest-growing source of seafood worldwide, and the decisions made today about how it is practiced will shape the health of ocean ecosystems and the livelihoods of farming communities for generations to come. At Thai Union, responsible aquaculture is not simply a supply chain consideration but a core part of the Company’s sustainability mission. Through SeaChange® 2030, Thai Union is working to ensure that by 2030, 100% of the farmed shrimp it sources, and its feed, is produced responsibly, minimizing ecosystem impacts and meeting credible industry standards. This means supporting farms in achieving recognized certifications, helping smaller farms build the capability to improve their practices, and investing in the innovation and partnerships needed to raise the baseline of sustainability across the entire industry.

### Decarbonizing Shrimp Farming

In 2025, Thai Union secured a USD 150 million Blue Loan from the Asian Development Bank, the first of its kind in the seafood industry in Thailand. The financing package includes an ADB A-Loan and a syndicated B-Loan with commercial co-financing from Bank of China (Hong Kong), HSBC, MUFG Bank, OCBC, Sumitomo Mitsui Banking Corporation, and United Overseas Bank. Proceeds will be used to scale Thai Union’s low carbon shrimp procurement in Thailand, a direct enabler of the Company’s ambition to reach net zero greenhouse gas emissions by 2050.

Through the Blue Loan, Thai Union will expand sourcing of shrimp certified under schemes



recognized by the Global Sustainable Seafood Initiative, including the Aquaculture Stewardship Council and Best Aquaculture Practices standards, or sourced from farms engaged in credible Aquaculture Improvement Projects. The program addresses both environmental and social dimensions: on the environmental side, this includes biodiversity protection, feed traceability, lower carbon emissions from renewable energy use and improved feed conversion, and prevention of deforestation; on the social side, it encompasses fair labor practices and community engagement.

Building on the commercial launch of lower-carbon shrimp in the U.S. market in 2024, developed in collaboration with The Nature Conservancy and Ahold Delhaize USA, Whole

Foods Market expanded its commitment to the initiative in 2025 after seeing demonstrated results. The program supports participating farms in adopting practical, science-based solutions to reduce their environmental footprint, including using deforestation and conversion-free soy in the feed, transitioning to renewable energy, improving energy efficiency, improving feed conversion rates, and deploying technologies that enhance farm performance while lowering emissions. Products from the program are fully traceable from hatchery to point of shipment and are available in U.S. stores under the Chicken of the Sea brand and Whole Foods Market’s private label brand, 365.

Modelling with the IDH Aquaculture Environmental Footprint Tool shows that the



program’s interventions can cut emissions by approximately 30% versus conventional shrimp farming practices. Within that total, feed-related land-use-change emissions drop by roughly 70% through the switch to deforestation and conversion-free soy. Thai Union anticipates even greater reductions as farms move to full production with solar panels fully integrated into their operations. The Company sees the potential for the program to expand to hundreds of farms across Thailand, and the ADB Blue Loan is designed not only to advance Thai Union’s own sustainability goals but to demonstrate a replicable model for sustainable aquaculture financing that can be adopted more broadly across the industry.

**Aquaculture Improvement Projects**

Thai Union continued to invest in Aquaculture Improvement Projects (AIPs) in 2025 to raise the baseline of sustainability across its supply chain. AIPs help farms that do not yet meet certification standards, often small and medium-sized operations, to adopt better environmental and social practices through technical guidance, training, and capacity building. Thai Union’s Farm Oversight Program ensures farms understand and comply with labor laws and provides second-party social audits, while farm workers continue to participate in health and safety training through the Seafood Task Force. Thai Union’s target is to source 15,700 metric tons of shrimp by 2026 from farms in Thailand participating in its AIP program, helping meet customer demand for certified or improving

shrimp while enabling more farmers to access international markets through verifiable sustainability credentials.

**Innovation in Farm Management**

Thai Union continued its pilot project with Minnowtech, a technology startup using sonar imaging to help shrimp farmers improve pond management. Traditional methods for estimating shrimp biomass can be inaccurate, leading to overfeeding, water quality issues, and resource waste. By using sonar waves to scan and measure shrimp biomass with greater precision, Minnowtech’s system offers the potential to optimize feeding strategies, improve water quality, lower greenhouse gas emissions, enhance disease prevention, and improve harvest planning.

Thai Union also continued to explore the role of insurance in enabling sustainable aquaculture, assessing how insurance products can be designed to support farmers implementing sustainable technologies and practices such as solar installations or advanced water treatment systems. By reducing the risk exposure associated with these investments, insurance has the potential to unlock new sources of financing and help farmers access the tools they need to transition to more responsible operations.

The progress made in 2025 reinforces Thai Union’s ambition to lead the global seafood industry toward a more responsible and resilient aquaculture sector. By 2030, Thai Union aims to achieve a fully certified and improving supply chain, broad adoption of lower-carbon and environmentally responsible farming practices, and meaningful improvements in labor rights and farm-level social conditions. Through continued partnership with farmers, customers, financial institutions, and civil society, the Company will advance innovation, deliver measurable impact, and work toward a seafood system that benefits both people and the planet.

# Fair Trade – Investing in People Behind the Product

## FACES OF seACHANGE®

“

*The Fair Trade premium provides computers to our local school. This gives my sister and other kids at the school more opportunities to learn.*

PONGTHORN, SHRIMP FARMER  
for Fair Trade  
Satun Province, Thailand

”



Fair Trade represents a commitment to dignity, opportunity, and shared prosperity for the workers behind Thai Union’s products, and it is a standard designed first and foremost to improve working conditions and worker well-being across the supply chain.

Through Fair Trade, Thai Union works to strengthen labor standards in its aquaculture supply chain by requiring compliance with

internationally recognized principles on worker safety, fair treatment, and decent working conditions. The standard advances human rights protections through enforced prohibitions on forced labor, child labor, and discrimination, while supporting freedom of association and collective bargaining. It enhances worker well-being and economic resilience through fair compensation mechanisms and Fair Trade premiums that supplement income and

improve financial stability. At the community level, Fair Trade mandates transparent, worker-led governance over how premium funds are invested in health, education, and local infrastructure. Compliance is verified through regular third-party audits, remediation requirements, and long-term capacity building for employers and worker organizations.

For shrimp farmer Pongthorn, the benefits were clear.

“The Fair Trade premium provides computers to our local school,” he said. “This gives my sister and other kids at school more opportunities to learn.”

Since 2022, Chicken of the Sea Frozen Food’s sourcing of Fair Trade certified shrimp has generated more than USD 500,000 in Fair Trade premiums paid for by a key COSFF customer. These funds go directly to workers, who decide how to invest them to improve their own lives and communities. Two examples from 2025 illustrate the tangible impact those investments are having.

At Mega Marine Pride, a Fair Trade partner farm in Indonesia, workers used premium funds to install six Wi-Fi access points across employee dormitories, providing free, stable internet access to 204 farm workers. Before the initiative, workers faced high mobile data costs, weak connectivity, and limited ability to contact their families. The results have been significant: 85.7% of workers now use Wi-Fi daily, 64.9% make regular video calls to their

families, and 89.6% now spend less than the equivalent of USD 6.10 per month on data, significantly reducing financial stress. Almost all workers surveyed, 98.7%, said they want the program to continue or expand, citing comfort, productivity, and reduced stress as key benefits.

At a partner shrimp farm in Thailand, workers used Fair Trade premiums to renovate aging farm housing that had become unsafe, with leaking roofs, cracked walls, an unsafe electrical system, and poor ventilation. The renovation included structural reinforcement, new roofing, upgraded electrical and plumbing systems, improved sanitation, and new flooring. Every worker surveyed after the renovation reported significant improvement in housing conditions. All workers reported feeling safer, and 60% reported their work performance improved significantly because of better living conditions. Workers also reported better sleep, reduced daily stress, and an improved sense of security.

These projects reflect how Fair Trade premiums, when placed in the hands of workers themselves, create meaningful and lasting social impact. They also demonstrate Thai Union’s broader view that responsible aquaculture must deliver value not only for the environment but for the people who sustain it.



# Path to Net Zero Emissions



**SDG GOAL**  
SDG 13, SDG 15

**Commitment**

- A 42% reduction in Greenhouse Gas (GHG) emissions across Scopes 1, 2 and 3 by 2030

Scope 1 and 2  
Target year 2030

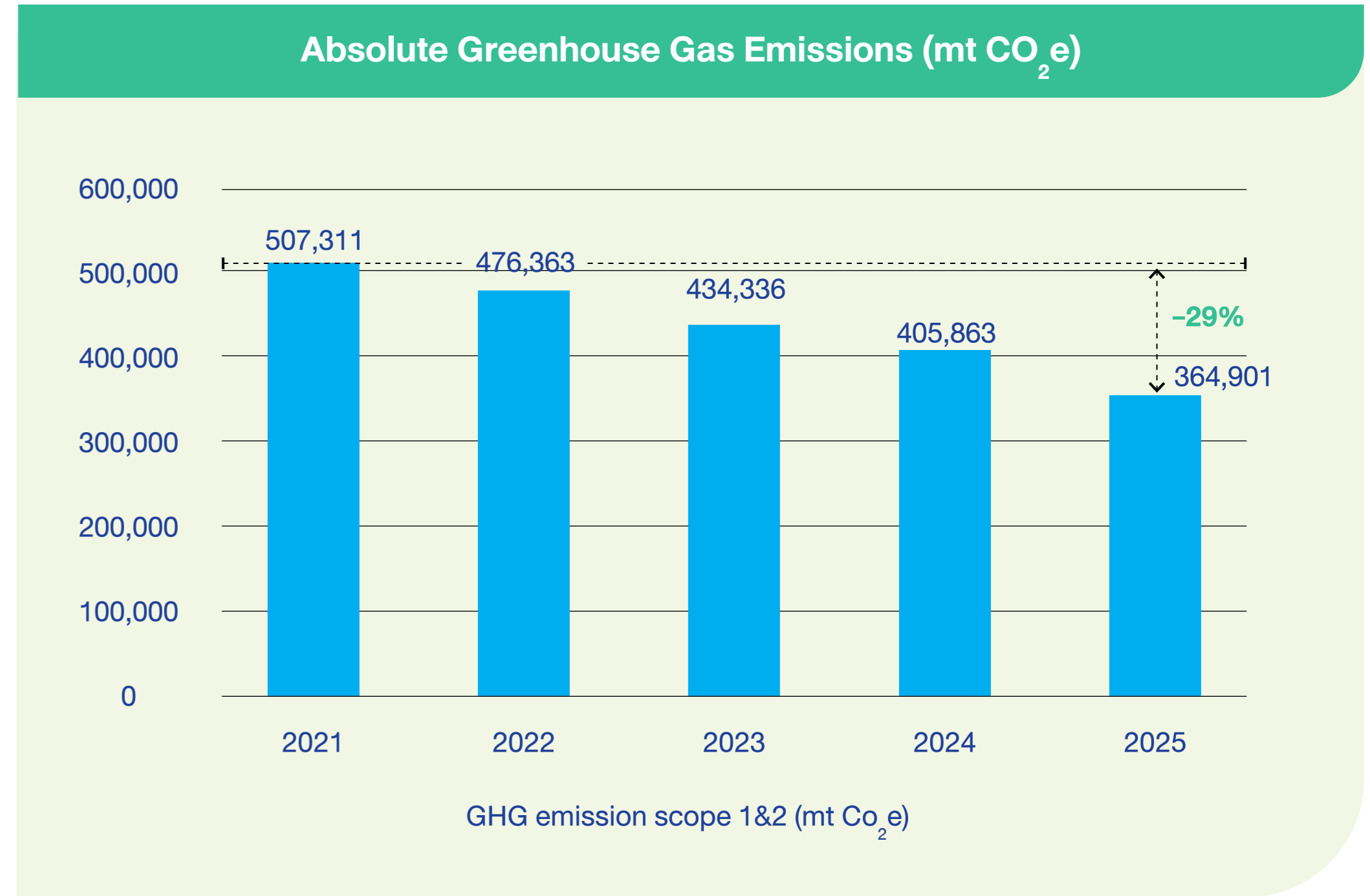
-42.0%    -29.0%

2025 Scope 3 carbon emission is **3,828,892 tCO<sub>2</sub>e**

The connection between climate change and the health of the world’s oceans is direct and well established. Rising ocean temperatures are disrupting marine ecosystems, threatening fish stocks, and placing increasing pressure on the aquaculture operations that the global seafood industry depends on. Extreme weather events, ocean acidification, and shifting precipitation patterns are also creating tangible risks to supply chains, production facilities, and the communities and livelihoods tied to them. For a company sourcing from and operating across some of the world’s most climate-vulnerable regions, the urgency of addressing emissions is not abstract.

Thai Union was the first seafood company to set a climate target aligned with the Science Based Targets initiative, committing to limit global warming to 1.5 degrees Celsius. Under SeaChange®, the Company is working to reduce greenhouse gas emissions by 42% by 2030 and to achieve net zero by 2050. Reaching those targets requires more than setting goals. It requires accurate data, robust systems, and the ability to track and act on emissions performance across a complex global value chain. Over the past year, Thai Union has made meaningful progress on all of these fronts.

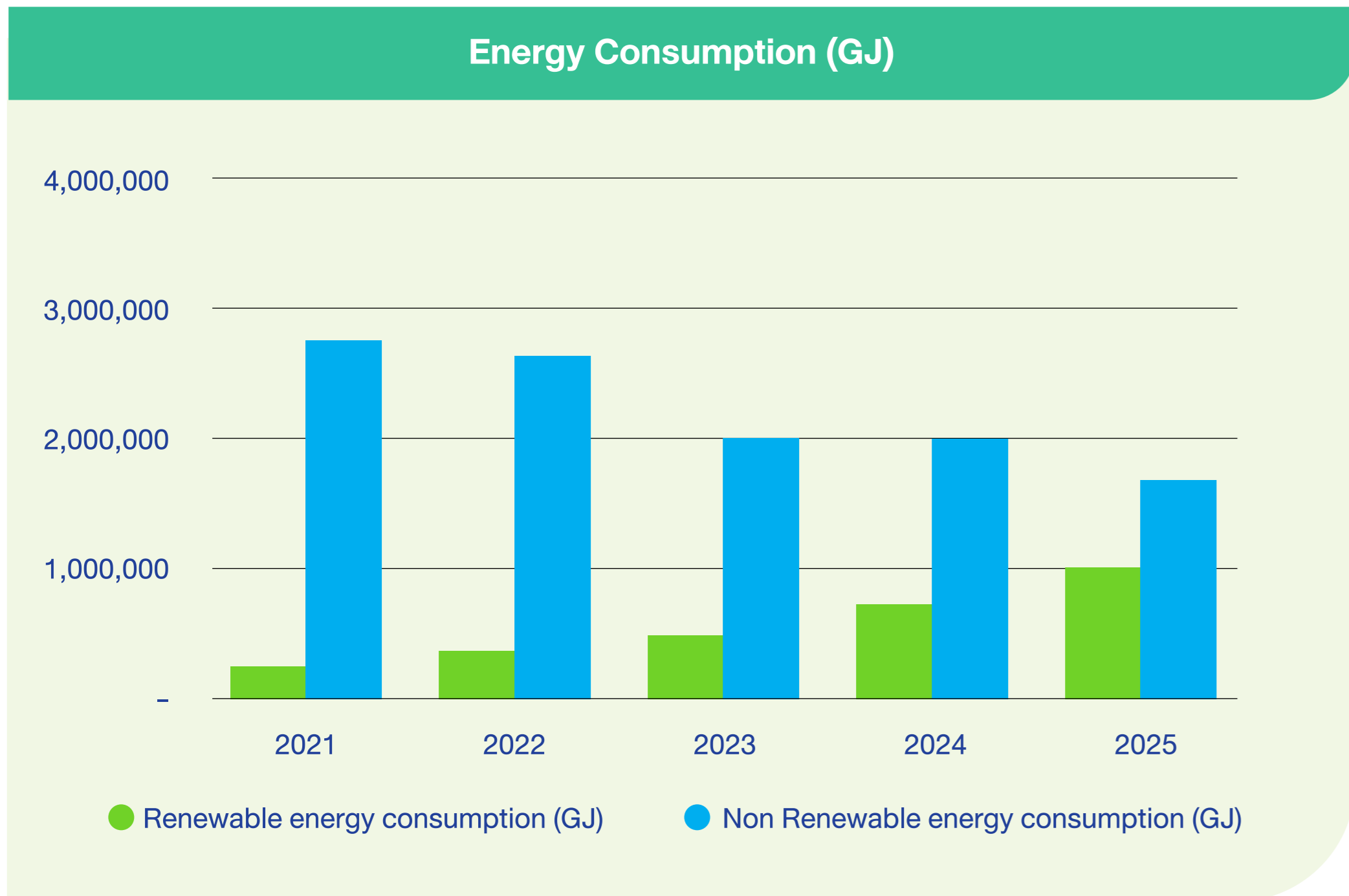
To deliver our climate commitments, Thai Union has implemented comprehensive decarbonization pathways that combine operational excellence with technological transformation. Our approach focuses on energy optimization, strengthened engineering



and administrative controls, and the deployment of low-carbon solutions, including high-efficiency machinery, expanded use of renewable energy, and the adoption of advanced technologies.

As a result of these efforts, Thai Union achieved a 29% reduction in greenhouse gas emissions in 2025 compared with the 2021 baseline, equivalent to approximately 147 million kilograms of CO<sub>2</sub>e.





In 2025, we invested approximately THB 216 million in low-carbon technologies, including biomass boilers, solar photovoltaic systems, and other energy-efficiency initiatives. Compared to 2021, these investments contributed to a 67% reduction in coal-based energy consumption, a 297% increase in solar energy utilization, the expansion of our electric vehicle fleet, and the transition of freezing systems from carbon dioxide to nitrogen.

Looking ahead to 2030, Thai Union will continue to accelerate its decarbonization roadmap by scaling energy efficiency initiatives, expanding renewable energy adoption, and deploying low-carbon technologies across its operations. The Company will prioritize absolute emissions reductions, operational resilience, and technological innovation, while

minimizing reliance on carbon offsets, in support of its long-term climate commitments.

While Thai Union is taking significant action within its own operations to reduce emissions, achieving the Company’s climate targets requires collaboration well beyond its own walls. Thai Union continues to work with external partners across government, finance, science, and industry to develop and implement programs that address emissions across the full value chain. To support this work, Thai Union has been working with Aligned Incentives, which identifies what is driving emissions in specific activities and industrial processes, provide product footprint transparency to generate higher demand for sustainable products, and improve collaboration across business functions. Thai Union continues to



strengthen its greenhouse gas (GHG) emissions assessment approach to support high-quality and transparent disclosures. In line with recognized reporting standards, GHG emissions have been calculated using updated data sources, enhanced data accuracy, and revised emission factors to improve the consistency

and comparability of reported information. This methodology will be applied across Thai Union’s SBTi commitment period. The GHG accounting approach remains aligned with the GHG Protocol. In 2025, Scope 3 GHG emissions totaled 3,828,892 tCO<sub>2</sub>e.

A central focus of this work in 2025 has been the decarbonization of shrimp farming. Building on the launch of its lower carbon shrimp program in 2024, developed in collaboration with The Nature Conservancy and Ahold Delhaize USA, the program supports participating farms in adopting practical,

science-based solutions to reduce their environmental footprint. This includes transitioning to renewable energy, improving energy efficiency, improving feed conversion rates, and deploying technologies that enhance farm performance while lowering emissions. Products from the program are now available in U.S. stores under the Chicken of the Sea brand.

Scaling this work requires not only operational change at the farm level but access to the financing that makes it possible. In May 2025, Thai Union secured a landmark USD 150 million Blue Loan from the Asian Development Bank, the first of its kind in the seafood industry in Thailand, to expand responsible shrimp procurement and accelerate the adoption of lower-carbon farming practices across its supply chain. The loan will support farms in meeting recognized sustainability certification standards, with a specific emphasis on reducing emissions through renewable energy use, improved feed conversion, and prevention of deforestation. Beyond Thai Union’s own supply chain, the Blue Loan is designed to demonstrate a replicable model for sustainable aquaculture financing that can be adopted more broadly across the industry, supporting Thailand’s national climate commitments and contributing to Thai Union’s goal of achieving net zero by 2050.

# Transforming GHG Data Management with AITrack Solutions by Bureau Veritas

Measuring and managing greenhouse gas emissions across a global seafood operation of Thai Union's scale is a significant undertaking. With manufacturing facilities across multiple countries, supply chains spanning multiple species and thousands of suppliers, and growing customer and regulatory demand for granular emissions data, the complexity of compiling an accurate, complete GHG inventory has historically been substantial. Until recently, consolidating emissions data across Thai Union's global operations took several months, and calculating the carbon footprint of an individual product SKU required a separate validation process that could take equally as long. For a management team seeking to make timely, data-driven decisions on decarbonization, and for customers increasingly requiring Scope 3 emissions data from their suppliers, that timeline presented a real constraint.

Since the end of 2024, Thai Union has been working with AITrack Solutions by Bureau Veritas to transform this process through digital automation. The partnership has delivered a centralized carbon management platform that Thai Union's sustainability and digital teams use to input and manage emissions data across the Company's global

plant network. The platform automates the carbon footprint calculation process to accelerate inventory processing. Data is validated twice a year to maintain accuracy and consistency with internationally recognized reporting standards.

Under the new system, Thai Union's management team can access up-to-date emissions performance data in real time, enabling faster and better-informed decisions. The platform also enables Thai Union to respond to the growing number of customers who require Scope 3 emissions data as part of their own supply chain reporting obligations. Where producing that data previously required a lengthy exercise, it can now be provided promptly and consistently. Once processed, the carbon footprint of any individual SKU across Thai Union's portfolio is now available immediately. The shift to automated, digital carbon management supports Thai Union's broader climate commitments under SeaChange® 2030, including its SBTi-aligned goal to reach net zero by 2050.

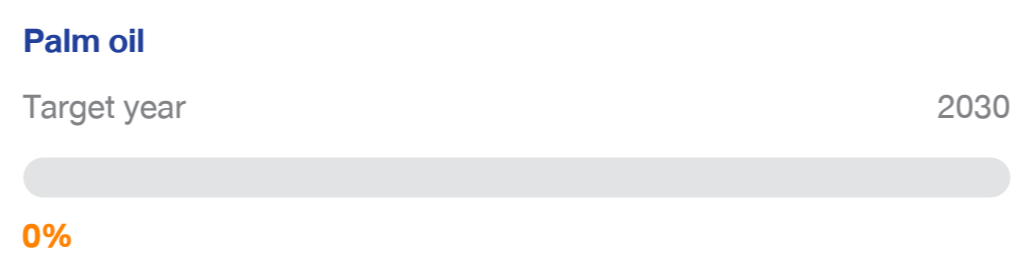
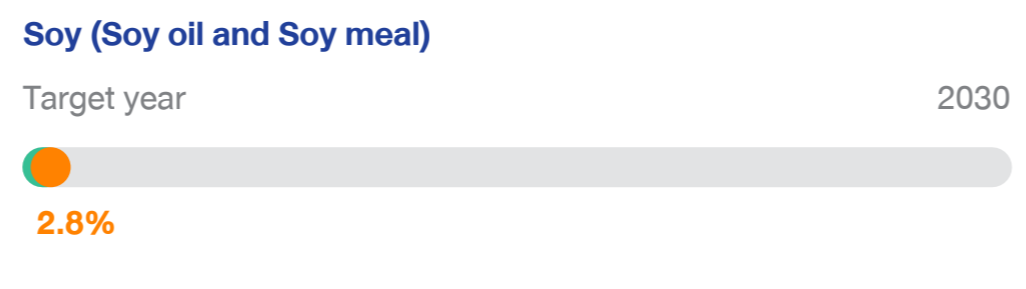


# Responsible Agriculture



### SDG GOAL SDG 2, SDG 13, SDG 15

- Commitment**
- 100% of our soy and palm oil will be certified, ensuring zero deforestation and conversion across our entire supply chain by 2030.



Note: \* During the year, we strengthened our data management systems for sustainable sourcing, refining how we track and report RSPO-certified palm oil volumes to align with industry standards. We have reset our baseline accordingly, providing a more transparent foundation for future reporting.

Agricultural commodities sit at the center of some of the world’s most urgent environmental challenges. Deforestation and ecosystem conversion driven by agricultural expansion remain a threat to climate stability and biodiversity, while the production of key inputs such as soy, palm oil, and fiber-based packaging continues to carry environmental costs. Poultry production adds further pressure through land use, water quality, and greenhouse gas emissions. For a company of Thai Union’s

scale and global reach, how we source and manage these agricultural inputs matters. Our approach to responsible agriculture is grounded in Thai Union’s SeaChange® 2030 strategy. We are committed to enhancing traceability, reducing environmental harm, and raising the standard of sustainable practice across our supply chains, from direct procurement to the embedded commodities within our broader operations, including the feed ingredients that underpin our aquaculture business.

2025 was a year of consolidation and policy development, focused on advancing the groundwork laid in prior years toward formal, Group-wide policy. That work culminated in two significant milestones early in 2026: the publication of Thai Union’s Deforestation and Conversion Free (DCF) Policy and our membership in the Roundtable on Sustainable Palm Oil (RSPO). These outcomes represent an important step forward in the credibility and accountability of our responsible agriculture agenda.

The DCF Policy applies across all Thai Union’s global operations, including subsidiaries, and covers both direct and indirect suppliers across the four commodity categories carrying the highest deforestation and conversion risk in our supply chains: palm oil, soy, soy embedded in shrimp feed, and pulp and paper-based packaging. The core commitment is to eliminate deforestation and conversion from these supply chains by 2030, aligned with the methodologies of the Consumer Goods Forum

Forest Positive Coalition and the Accountability Framework Initiative.

The policy sets commodity-specific cut-off dates and sourcing requirements for each material, and reflects Thai Union’s recognition that deforestation and conversion are systemic issues requiring action beyond our direct supply chain. We are committed to supporting suppliers in transitioning to fully deforestation and conversion free operations across their entire business, not only in the volumes they supply to Thai Union, and to upholding the land rights of farmers, local communities, and Indigenous peoples throughout our sourcing regions.

In early 2026, Thai Union became a member of the Roundtable on Sustainable Palm Oil (RSPO), the leading global standard for sustainable palm oil production and sourcing. This membership formalizes Thai Union’s engagement with the certified palm oil supply chain and signals our intent to align procurement practices with RSPO standards as we work toward our 2030 goal of sourcing 100% certified palm oil. It brings with it annual reporting obligations on sourcing volumes and certified supply proportions, and connects Thai Union with the broader network of producers, processors, and buyers working to raise the standard of palm oil sustainability globally.

Our commitments extend to the chicken used in our products, where all suppliers must meet minimum standards covering feed safety, responsible use of antibiotics, biosecurity,

animal welfare, labor practices, and traceability to farm of origin. These standards also cover requirements related to water & feed, bird housing environment, and health monitoring practices, in alignment with the Five Freedoms of animal welfare. A subset of suppliers also meets the more stringent Farm First certified standard. We are working to formalize oversight of our chicken supply chain to ensure compliance with these standards.

We continued through 2025 to build relationships with suppliers and strengthen traceability systems that will support our path to full certification for soy oil, soy meal, and palm oil across our global operations by 2030. Procurement teams and business units have been engaged in establishing supplier dialogues and reinforcing certification expectations. Uptake remains constrained by the price premiums attached to certified materials and by limited customer pull-through in certain markets, but the internal alignment work undertaken in 2025 has laid the groundwork for scaled progress as the DCF Policy is implemented.

We recognize that transformation at this scale requires sustained investment, supplier collaboration, and engagement across the industry. Thai Union’s commitment to responsible agriculture is part of what it means to operate as a responsible global food company, and we will continue to hold ourselves accountable to the standards we have set.

# Sustainable Packaging



## SDG GOAL SDG 12, SDG 14

### Commitment

- 100% of branded products packaged sustainably by 2025



Developing packaging for greater sustainability is a complex, long-term commitment, and one that Thai Union takes seriously. Packaging must do many things at once: preserve food safety, maintain product quality across long supply chains, meet evolving regulatory requirements, and increasingly, minimize environmental impact. There are no simple solutions, and progress requires sustained innovation, strong partnerships, and a willingness to test, learn, and adapt over time.

As part of SeaChange® 2030, Thai Union committed to having 100% of branded products in sustainable packaging by 2025 and advocating for our private label products to be in sustainable packaging by 2030. While 2025 saw technical progress and commercial validation, the Company did not fully meet its 2025 branded packaging target. The reasons reflect the genuine complexity of the work:

some of the most technically demanding formats in Thai Union's portfolio require solutions that are still moving through validation, regulatory alignment, and commercial scale-up. Thai Union is committed to communicating openly about its progress and the challenges that remain – including developing packaging solutions that can be used across the Group's highly diverse product range - and to continuing the work needed to deliver on its packaging ambitions.

The most significant advances in 2025 were in two of the most technically challenging packaging formats in Thai Union's portfolio: flexible pouches and multilayer lidding films.

On flexible pouches, Thai Union has successfully optimized mono-material structures that provide high-barrier protection equivalent to conventional multilayer films, passing rigorous stability testing and food safety requirements. European branded products, including Et Hop and Stir and Service, are expected to transition to technically recyclable mono-PP pouches in 2026. Work is also advancing on recyclable pouch solutions, with a commercial launch scheduled for Q4 2026 under the Chicken of the Sea brand in the U.S., and then John West and Sealect.

On multilayer lidding films, Thai Union has successfully validated a new recyclable lidding film designed for plastic cups. Trials confirm that the material meets required food safety standards, and the innovation is progressing toward commercial use in the OEM business, with an expected launch in Q3 2026.

Thai Union has also taken a proactive stance on the removal of restricted substances,

including PFAS and BPA, from its packaging portfolio, reflecting the Company's commitment to consumer safety and chemical transparency. Work is also advancing on the plastic wraps used on canned products. Thai Union conducted material trials at lab scale in 2025 to explore a transition from plastic to paper wraps, which would move this packaging format into the recyclable category. Factory trials are planned for 2026.

Despite this progress, several areas continue to present significant barriers, and these are the primary reasons the 2025 branded packaging target was not fully met.

Integrating post-consumer resin into food-contact packaging remains a global challenge. Thai Union faces two primary obstacles: regulatory compliance, specifically the stringent safety standards of the European Union's Packaging and Packaging Waste Regulation, and technical infrastructure, as the high-heat retort process used in food manufacturing requires high-purity recycled resins that currently command a significant price premium and are available in limited supply.

In the pet food sector, additional complexity arises from the need to validate the interaction between innovative materials and the wide variety of product ingredients used across the range. Ensuring packaging integrity is not compromised by pet food's unique fat and protein profiles requires extensive testing that is still underway.

More broadly, the transition to mono-material packaging narrows the operating window on existing high-speed manufacturing machinery,

and ensuring consistent performance in production processes while maintaining product quality is a significant technical hurdle. There is also a lack of global harmonization on recyclability definitions: a packaging design that is considered recyclable in one region may not be supported by the waste management infrastructure of another, creating complexity in making sustainability claims that are transparent, evidence-based, and compliant with local requirements across all markets.

Looking ahead, Thai Union's future packaging innovation strategy is focused on reducing plastic dependency through material diversification. The pipeline includes the development of fiber-based, paper alternatives for specific product categories, and the exploration of compostable and biodegradable packaging made from bio-based materials designed to break down safely in appropriate environments. These developments are currently in the research phase and form part of Thai Union's longer-term roadmap.

Thai Union remains committed to advancing its packaging goals, communicating openly about progress and limitations, and continuing to work with internal teams and external partners to develop packaging solutions that are safe, scalable, and genuinely sustainable. This work supports Thai Union's corporate purpose of Healthy Living, Healthy Oceans and contributes to the United Nations Sustainable Development Goal 12 on responsible consumption and production.

# Nutrition & Health



### SDG GOAL SDG 3

#### Commitment

- 100% of our branded ambient products will meet our nutritional guidelines



#### Commitment

- 100% of our new branded ambient products will drive positive nutrition to promote health and wellness



Seafood is one of the world’s most nutritious food sources, providing high-quality protein, omega-3 fatty acids, and a range of essential vitamins and minerals. As a global seafood leader with a vision to become the world’s leading marine health and nutrition company, Thai Union is committed to ensuring that the products it brings to market not only taste great but support consumer health and well-being.

Central to this commitment is the Thai Union Nutrition Guideline (TUNG), introduced in 2024 and aligned with recommendations from international bodies including the World Health Organization. TUNG establishes a Group-wide standard for the ambient branded

product portfolio, providing a consistent framework for product renovation and innovation across all regions. Sodium, added sugar, and saturated fat remain the primary nutritional gaps across the portfolio, and addressing these while preserving the taste profiles consumers expect continues to be the main challenge in this work.

By the end of 2025, Thai Union’s global portfolio of brands continued to demonstrate progress toward TUNG compliance. In Thailand, SEALECT achieved 76% compliance across 45 SKUs that are in scope, up from 65% the previous year. In the U.S., Chicken of the Sea, Genova, and Van Camp’s achieved 88% compliance across 109 SKUs, compared with 90% in the previous year. Across the European portfolio, which includes John West, Petit Navire, Parmentier, King Oscar, Rugen Fisch, Hawesta, and Mareblu and represents 826 SKUs that are in scope, compliance reached 85%, an improvement on the 82% recorded in 2024. These results reflect sustained and disciplined product renovation effort across a large and diverse portfolio.



### Internal and External Collaboration

Achieving these improvements requires close coordination across the organization. The R&D team integrates TUNG requirements into new product development from the outset, working with Marketing and Operations to ensure that nutrition targets, particularly those related to nutrients to limit, are embedded early in the product design process. This approach helps align innovation with nutrition commitments while maintaining product quality and consumer appeal.

Thai Union Europe continued its strategic partnership with Wageningen University and Research, one of the world’s leading agricultural and food science institutions. A significant milestone in 2025 was the launch of a multi-year research program designed to advance scientific understanding of how different dietary protein sources perform within typical meal contexts. Within this program, Thai Union is evaluating metabolic responses associated with its seafood-based products, with particular focus on how product characteristics and consumption conditions influence short-term physiological outcomes. Insights from this collaboration are expected to inform future product innovation, guide portfolio development strategies, and strengthen the scientific foundation for nutrition communication and positioning.

### New Innovations

Product innovation in 2025 showed that nutrition improvement and consumer appeal

can be achieved together. In France, Petit Navire Et Hop, and in Italy, Mareblu Frigo, were launched as convenient, ready-to-eat tuna solutions designed for consumers seeking ease and great taste. Both products are fully compliant with TUNG, and Petit Navire Et Hop achieved a Nutri-Score A rating, reflecting its strong nutritional profile.

In the U.S., the new Genova Bean Salad Bowl was introduced as the only product in the Genova range to provide a good source of fiber, alongside high-quality protein and naturally occurring nutrients from seafood including omega-3 fatty acids. The product reflects Thai Union’s broader innovation focus on delivering nutritional value across fiber, vitamins, minerals, and protein without compromising on taste.

### Looking Ahead

Managing sodium in seafood products remains both a challenge and an opportunity, given that consumer perception often closely links saltiness with taste and enjoyment. Thai Union continues to pursue technical solutions through its Reduce and Replace framework, with laboratory work underway to validate approaches for lowering salt content at the raw material stage and ingredient optimization continuing at the formulation level. Through sustained cross-functional collaboration and ongoing innovation, Thai Union is working to bring a greater share of its portfolio into compliance with TUNG targets and to reinforce its commitment to products that support long-term consumer well-being.

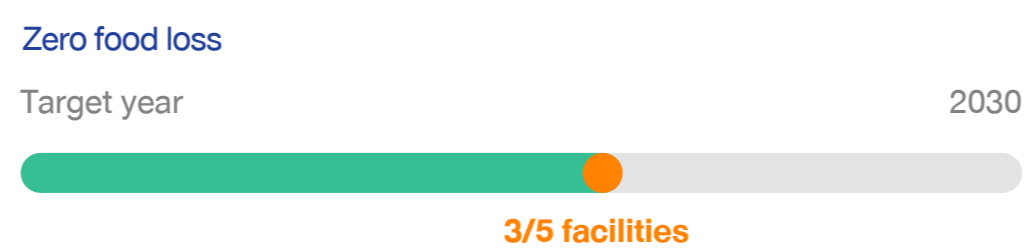
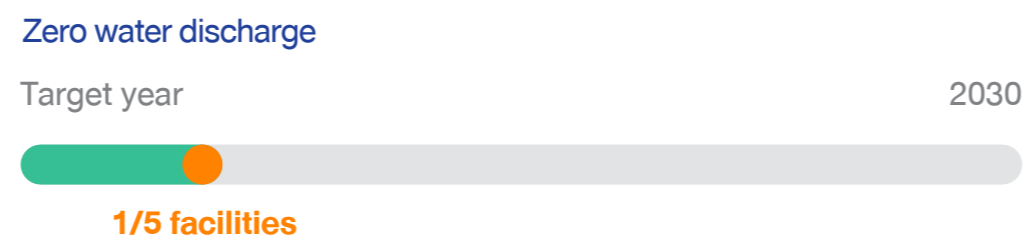
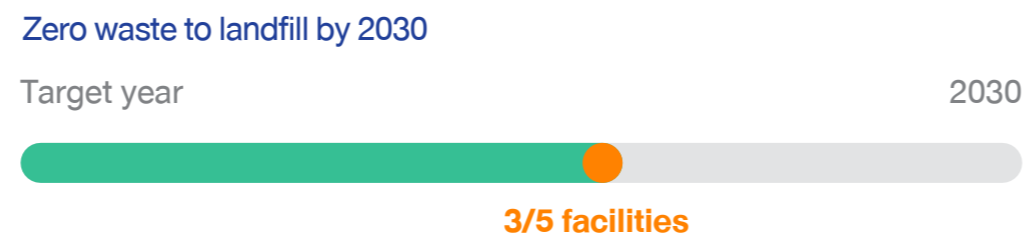
# Best-in-Class Manufacturing



### SDG GOAL SDG 9, SDG 12

#### Commitment

- Five key processing facilities will have implemented:



Thai Union recognizes water as a critical and increasingly scarce resource, essential to our operations and the communities we serve. Our water management approach is built on reducing consumption, maximizing recycling and reuse, and achieving zero water discharge at key facilities. These measures span water use assessments, efficiency tracking, reuse systems, wastewater treatment and monitoring, flood preparedness, and employee training.

Embedded within our Enterprise Risk Management framework and reviewed regularly at both site and corporate levels, our approach covers short, medium, and long-term time horizons to keep us agile and resilient in the face of evolving climate-related challenges. In alignment with the IFRS Sustainability Disclosure Standards S2: Climate-related Disclosures, we disclose how climate risks, particularly water-related risks, impact our operations.

Alongside water stewardship, Thai Union is committed to minimizing environmental impact through a robust and strategic waste management approach guided by the internationally recognized waste management hierarchy, with prevention at the source as our starting point. We promote the reuse and recycling of materials wherever feasible, collaborate with partners to unlock circular opportunities within our processes, and apply energy recovery methods for non-recyclable waste to extract maximum value before final disposal.

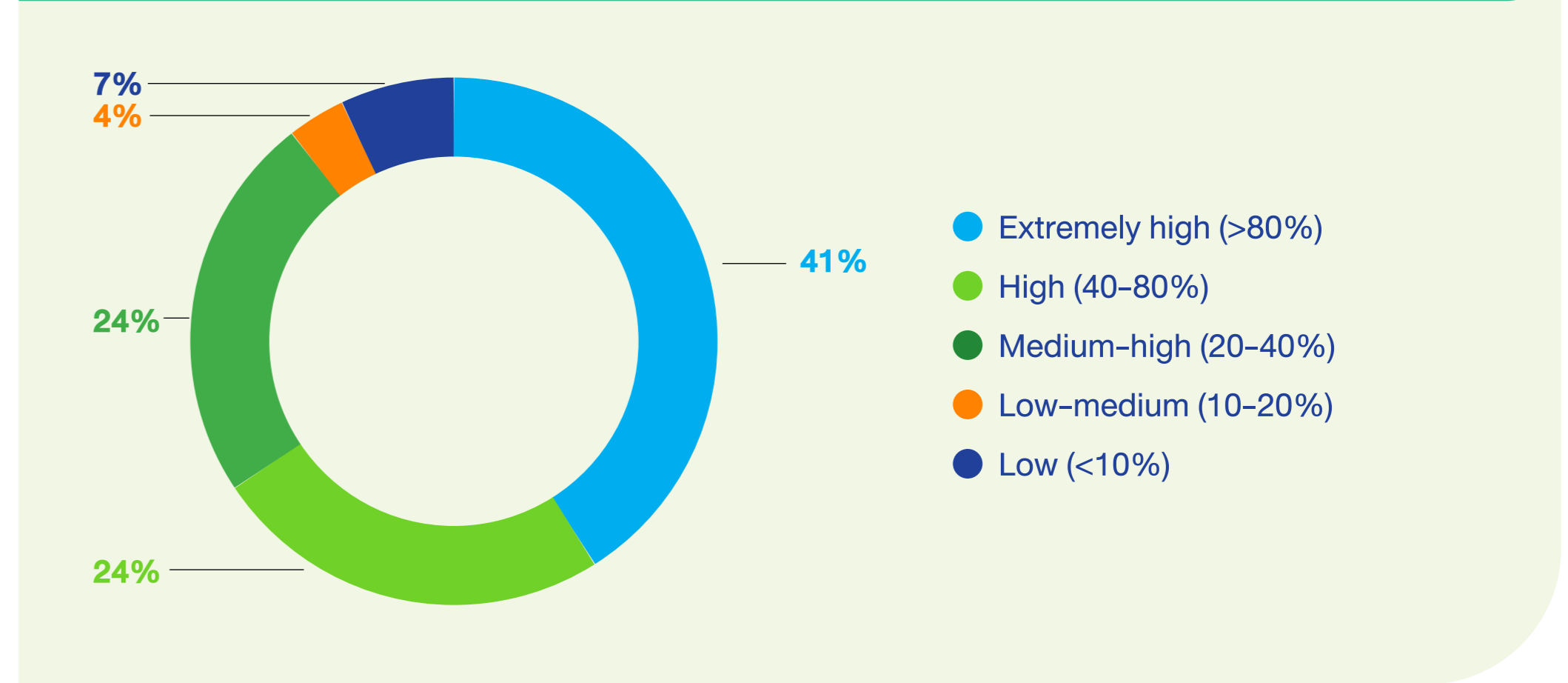
By embedding waste reduction into our operational culture and supplier expectations, and by proactively managing water risks through targeted strategies and innovative solutions, we continue to advance toward our SeaChange® 2030 commitments. Our goal of achieving zero waste to landfill, zero water discharge, and zero food waste reflects not only our environmental responsibilities but our broader commitment to best-in-class manufacturing.

### Water Resource Management

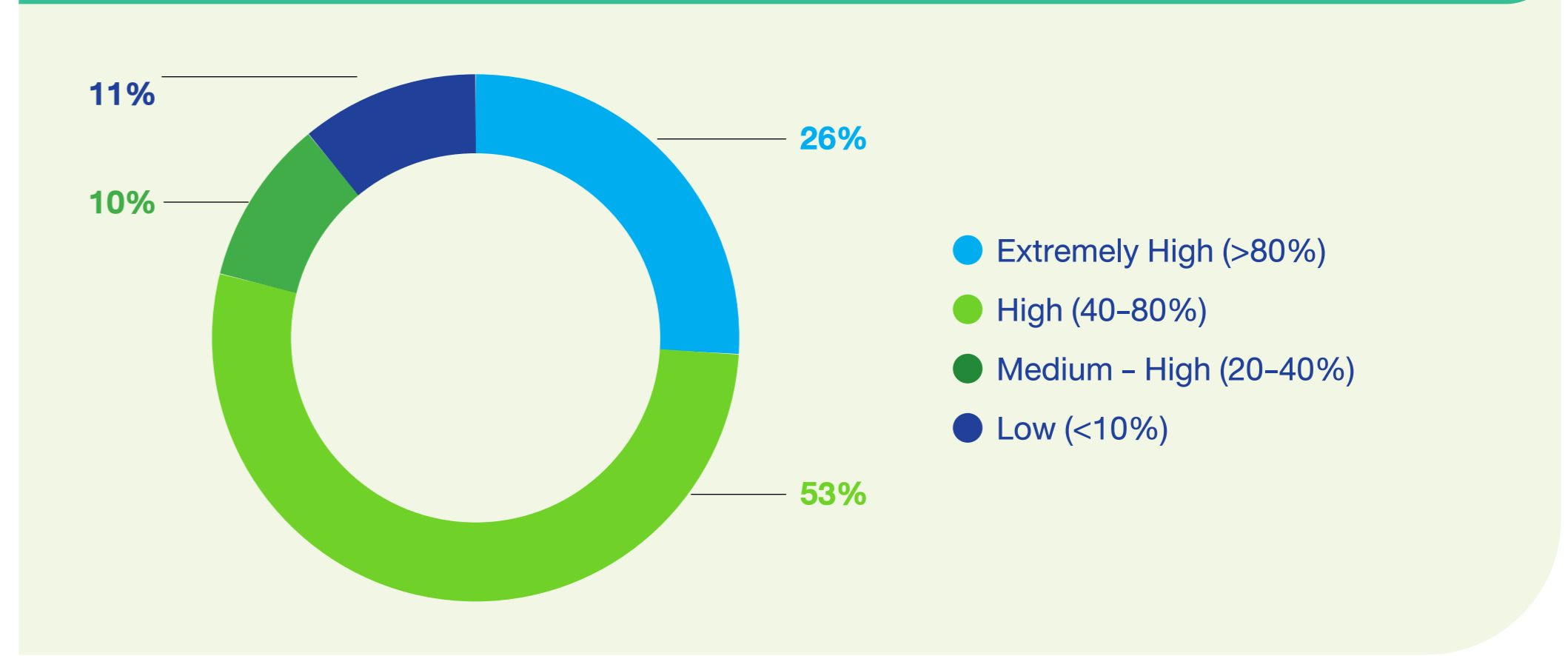
Responsible water stewardship is integral to our manufacturing excellence. In 2025, we conducted a comprehensive assessment of water-related risks using the Aqueduct Water Risk Atlas 4.0, developed by the World

Resources Institute (WRI).<sup>1</sup> The assessment evaluates key indicators, including baseline water stress, drought risk, physical water quality risk, and regulatory risk, across our manufacturing sites and key Tier 1 suppliers.

#### Water risk assessment 2025– TU operations



#### Water risk assessment for critical supplier–tier 1



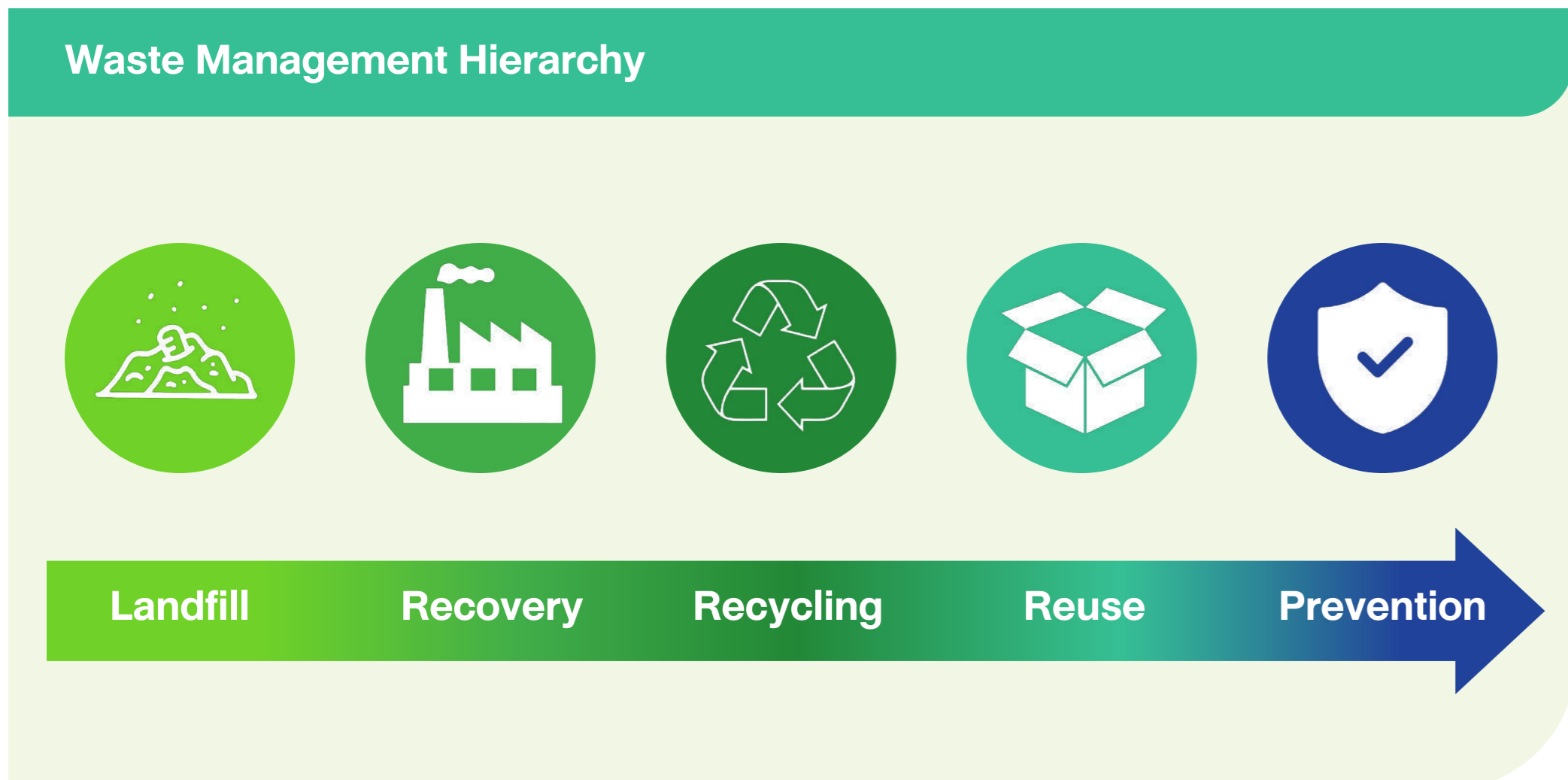
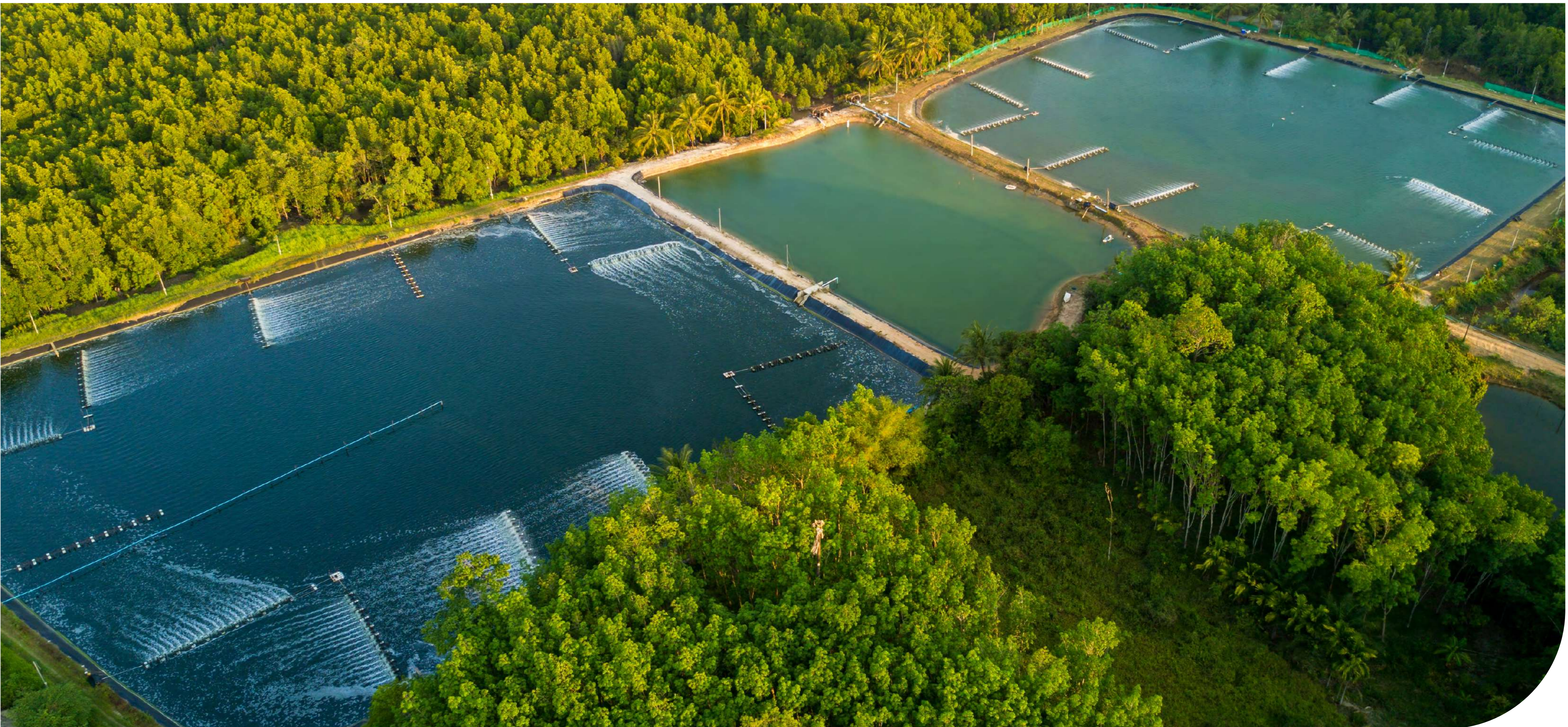
<sup>1</sup>World Resources Institute (WRI) is an independent, non-profit global research organization founded in 1982 that works to protect the environment, promote sustainable economic development, and improve lives.

The assessment showed limited exposure to water stress, with facilities located in stressed basins. To further reduce potential impacts, we continue to improve water efficiency, increase reuse and recycling, and explore alternative water sources. In 2025, alternative water collection supplied 22% of the Group’s total water consumption.

To address these risks, we manage climate-related water impacts using clear indicators and control measures. This includes quarterly monitoring of natural hazard impacts at Thai Union facilities, such as floods, droughts, tropical cyclones, earthquakes, and other extreme weather events, along with medium- and long-term assessments of key climate risks.

Water risk management is a core element of our climate adaptation strategy and operational resilience. In line with IFRS S2: Climate-related Disclosures, climate-related physical risks, including water scarcity, flooding, and other natural hazards, have been identified as material risks and are embedded into our operational decision-making and long-term strategic planning.

Our water risk management program is supported by defined key performance indicators (KPIs) to reduce water use, plans to secure and diversify alternative water sources, and site-specific emergency response plans, particularly for flood events. Together, these measures support proactive risk management, strengthen climate resilience, and help ensure continuity of operations under changing climate conditions.



**Eliminating Food Waste and Waste to Landfill**

Our waste management approach is grounded in circular economy principles, with a strong focus on waste prevention and resource efficiency across our operations. Guided by the waste hierarchy, prevention, reduction, reuse, recycling, and recovery, with landfill as a last resort.

We aim to eliminate waste at its source and keep materials in productive use for as long as possible.

This approach is supported by systematic waste audits and performance reviews that identify high-impact waste streams and enable targeted actions to reduce material losses and advance circular resource use.

**Waste Mapping and Circular Resource Use**

Through waste mapping, we apply manufacturing techniques and technologies to improve equipment efficiency and prevent food loss and waste during processing, in line with our closed-loop processing approach. This includes maximising the utilisation of

tuna co-products to ensure materials remain within the value chain.

We also divert wastewater sludge from landfill by converting it into soil conditioners and fertilizers, repurpose boiler ash for use in concrete and bricks, and recover value through waste-to-energy solutions, alongside ongoing recycling initiatives. As a result of these actions, the intensity of waste sent to landfill decreased by 15% compared to 2024.

In addition to achieving zero waste to landfill status in 3 of our 5 key facilities, we have also achieved this at 17 additional sites.

Furthermore, we achieved zero food loss sent to incineration without energy recovery, marking a significant milestone in advancing our circular economy and waste management journey.

<sup>2</sup>Zero waste to landfill status is defined and assessed in line with internationally recognized standards, including Carbon Trust and Eurofins Zero Waste to Landfill frameworks.

# Water Recycling Journey

Our water-saving journey began with a major milestone in 2023, when our first pilot Zero Discharge Project at a fish processing plant in Samut Sakhon, Thailand, achieved 100% zero discharge. Building on this success, we expanded the initiative to our i-Tail facility in Songkhla, where a dedicated water recycling plant was completed in October 2024.

In 2025, we commenced the implementation of a water recycling project at our shrimp processing facility (F2). The project is currently underway and is expected to be completed in 2026, further reinforcing our Group-wide commitment to water efficiency and long-term water stewardship.

These initiatives build on the momentum of our Dry Concept Strategy, which focuses on reducing freshwater dependency through rigorous water assessments and the integration



of water reuse and recycling for non-human and non-food-contact activities. The strategy is designed to maintain strict food safety standards while improving operational efficiency, reducing food loss, and lowering wastewater loads through targeted equipment and process upgrades.

In addition, we implemented water-saving programs at our feed facilities in Samut Sakhon and Songkhla by reusing water for cleaning processes in compliance with safety and hygiene standards. As a result, both facilities achieved zero discharge in 2025, marking an important milestone in our water stewardship journey.

Group-wide, water consumption intensity was reduced by 10% compared to 2024. Looking ahead, we will continue to scale the Dry Concept Strategy across our operations, including the completion of the F2 water recycling project in 2026, to further reduce water use and enhance process efficiency in pursuit of best-in-class manufacturing standards.

In parallel, we are upgrading wastewater treatment systems in Ghana and strengthening monitoring practices to improve treatment efficiency and enable greater water reuse.



# Safe, Decent, and Equitable Work



The global seafood sector continues to face complex labor and human rights challenges, from unsafe working conditions and long hours at sea to persistent discrimination and exploitation. Vulnerable groups, including migrant workers and women, often bear the disproportionate weight of these systemic issues. While women represent up to half of the seafood workforce, they remain underrepresented in leadership and overrepresented in low-paid, low-skilled roles. Inadequate legal enforcement and uneven industry oversight have allowed poor practices to persist across supply chains that span dozens of countries and millions of workers.

Thai Union recognizes that the long-term resilience of the seafood industry depends on protecting and empowering the people who sustain it. Safe, decent, and equitable work is not only a fundamental human right; it is essential to building trust, productivity, and lasting positive impact. The Company’s Human Rights Policy, aligned with the United Nations Guiding Principles on Business and Human Rights and the conventions of the International Labour Organization, reflects a zero-tolerance stance on forced labor, child labor, human trafficking, and all other human rights violations. It also affirms Thai Union’s commitment to fostering workplaces defined by fairness, equity, and respect, and to ensuring comprehensive human rights due diligence and accountability across its operations and supply chain through active collaboration with NGOs, governments, and other stakeholders.

Human rights are a key pillar of Thai Union’s SeaChange 2030 strategy, which aims to transform the seafood industry through sustainable, socially responsible practices. Under SeaChange®, Thai Union is committed to ensuring that 100% of the vessels and farms it sources from meet its criteria for safe and decent working conditions, and to achieving gender parity in management across its global operations, with a target of 50% of these positions held by women. The human rights component of SeaChange® is organized around three areas of focus: worker welfare, including upholding labor rights, ensuring safe working conditions, and providing access to grievance mechanisms and remediation processes for all employees and contract workers; ethical recruitment, including implementing the Employer Pays Principle, eliminating recruitment fees for workers to prevent debt bondage, and encouraging responsible recruitment practices across the industry; and supply chain transparency,

through enhanced visibility in supplier networks to actively ensure the protection of workers’ rights and compliance with ethical labor standards.

Thai Union has continued to leverage its commitments to drive industry-leading initiatives, including the following.

Strengthened ethical recruitment, grievance mechanism, and worker empowerment initiatives: Thai Union continued to implement the Employer Pays Principle and ethical recruitment policy alongside several worker voice and grievance mechanism programs. These include expanded multilingual, confidential reporting systems allowing employees and supply chain workers to share concerns, provide feedback, and participate in decisions that impact their workplace conditions, fostering accountability and trust.



Thai Union, in partnership with a major customer, engaged in an assessment of three of our pet food facilities to understand what can be implemented on site and scaled across the Group to continue efforts around ethical recruitment and employment. Results of the assessment (from December 2023 to July 2025) were positive and support future initiatives to further enhance worker safety and rights. The following statistics were provided by IOM, an independent partner conducting data analysis from the Ulula baseline and endline surveys, interviews, and document reviews during the project. Note that the survey was conducted in one facility due to time limitations.

- Fewer workers (<16%) reported having experienced or witnessed work-related incidents at the factories.
- The proportion of workers reporting paid recruitment fees dropped from 8.9% among those hired prior December 2021 to 1.7% among those hired after that date.

- Trust in the grievance mechanism increased from 26% to 82%.
- More workers (+8%) reported that they trust management.
- More workers (+10%) reported being satisfied with Thai Union and would consider the company a ‘good’ employer.

**Training and Awareness:** Thai Union provided ongoing training for management, suppliers, and workers on human rights issues, fostering a deeper understanding of ethical practices and standards. This included two key programs:

The Migrant Health Volunteer Program is a pilot initiative in partnership with the Samut Sakhon Provincial Public Health Office, the Faculty of Tropical Medicine at Mahidol University, and the Proud Association to train health volunteers from within the migrant worker community. These health volunteers now help workers access healthcare services, raise awareness of non-communicable

diseases, and promote preventive care, becoming a trusted bridge between migrant communities and healthcare providers. Since its launch in September 2024, 1,500 community members have benefited from the 109 volunteers that have been trained, of which 23 serve as translators in local hospitals. This helps address one of Thailand’s most pressing health challenges, with noncommunicable diseases accounting for 74% of all deaths in the country.

Through its continued collaboration with the Seafood Taskforce, Thai Union also rolled out first aid, CPR, and Health and safety training for workers on aquaculture farms and fishing vessels. Aquaculture training covered the periodic checking of safety equipment and the correct use of fire extinguishers. Training for fishing vessel crew focused on CPR and first aid skills for use at sea.

Connectivity and Worker Empowerment at Sea: For fishers working on long-distance vessels, extended time at sea means extended separation from family, support networks, and the basic means of communication most workers on land take for granted. Thai Union recognizes that access to communication is not a peripheral concern but a meaningful enabler of worker empowerment, transparency, and well-being. The Company has committed to providing free Wi-Fi access on its partners’ fishing vessels, becoming the first global seafood processor to make this commitment. The initiative specifically targets vessels engaged in longer voyages, where isolation

has the most significant impact on crew welfare. Thai Union’s target is for 50% of the tuna it sources from long-distance fishing vessels to be covered by Wi-Fi access by the end of 2026, rising to 75% by 2028. The phased approach reflects the technical complexities involved, including vessel diversity and uneven satellite coverage, and is designed to demonstrate operational feasibility before scaling further.

Beyond enabling fishers to stay connected with their families, the initiative supports Thai Union’s broader worker empowerment objectives. Reliable connectivity gives crew members greater ability to access information and report concerns through grievance channels, reinforcing the confidential reporting systems Thai Union has expanded across its operations and supply chain. In this way, the program directly supports the Company’s commitment to worker voice and supply chain transparency as core components of SeaChange® 2030.

Thai Union strengthened partnerships with stakeholders, including human rights organizations and industry peers to address systemic issues such as forced labor in global seafood supply chains. The Company’s involvement in the Seafood Task Force and similar collaborative platforms underscores its leadership in advocating ethical labor practices across the industry.

The Company is committed to upholding the fundamental human rights of all

workers and maintaining an equitable, safe, and inclusive workplace. Moving forward, the focus will be on strengthening human rights due diligence, deepening engagement with supply chain partners, advancing data-driven systems for monitoring remediation, and fostering a culture of transparency and accountability for respecting human rights. Thai Union’s dedication to human rights is a cornerstone of its mission to lead the global seafood industry toward a sustainable and responsible future.

**Safe, Decent, and Equitable Work**

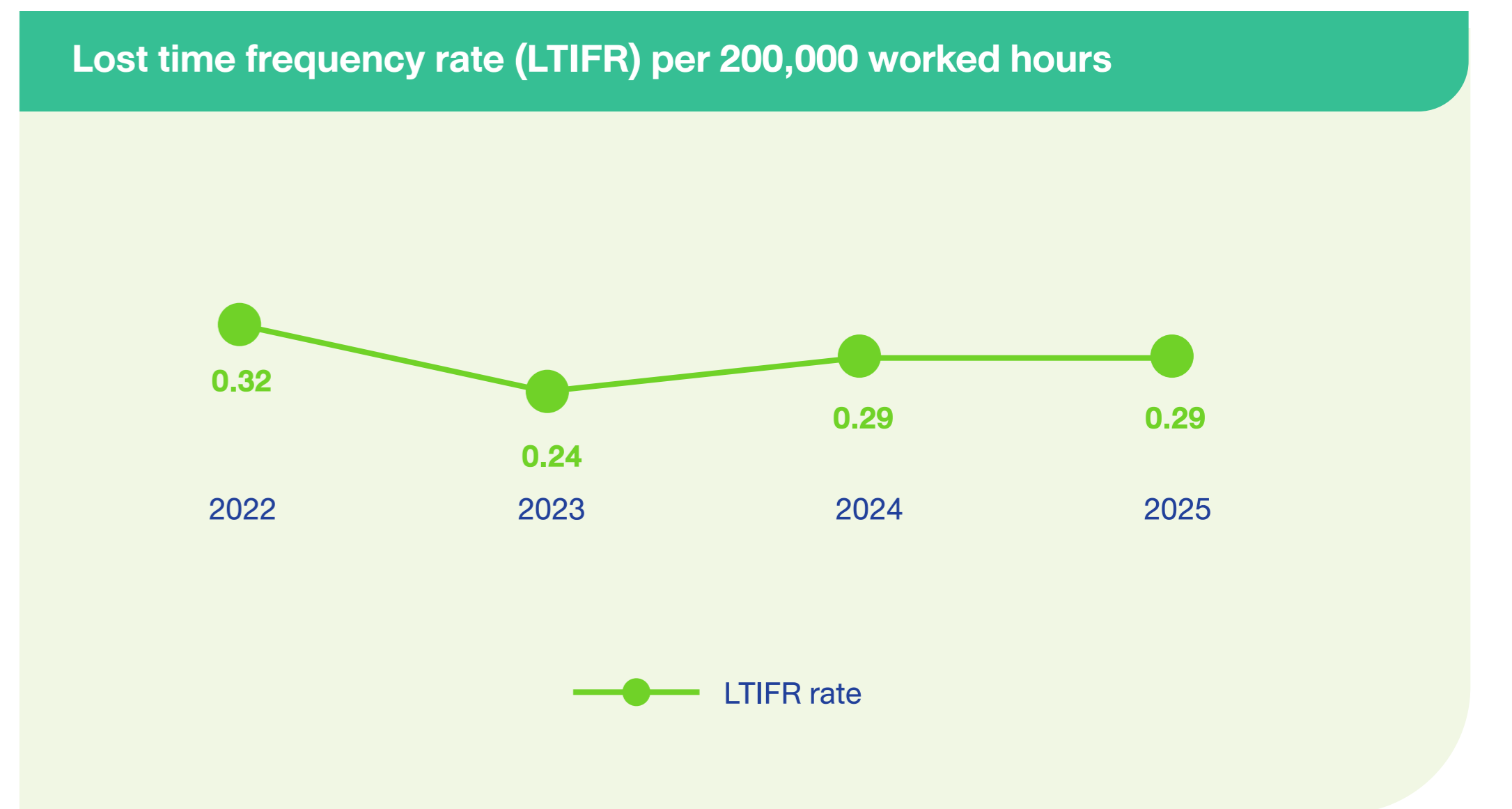
Our SHE framework is guided by three strategic commitments: Safe, Decent, and Equitable Work. We prioritise the health, safety, and well-being of our employees, contractors, and surrounding communities. Under our 2030 strategy, safety remains a core focus, with

a clear ambition to strengthen our safety culture and achieve zero lost-time incidents across our operations.

**Lost Time Injury Reduction (LTIFR)**

Thai Union Group remains committed to achieving its target of reducing the Lost Time Injury Frequency Rate (LTIFR) to 0.15 by 2030.

In 2025, the Group’s LTIFR remained at 0.29, unchanged from 2024. While overall performance was stable, internal reviews identified the need to further strengthen onboarding and induction processes, particularly to ensure new employees have a clear understanding of job-specific hazards and the effective application of safety control measures.



During the reporting period, a serious workplace incident involving an industrial powered vehicle occurred. Despite an immediate emergency response, the incident tragically resulted in a fatality. This event underscored the importance of maintaining consistent and robust safety practices across all operations and reinforced the Group’s focus on continual improvement in safety management.

Following the incident, a comprehensive investigation and review of operational and safety controls was undertaken. As a result, we immediately reinforced the critical importance of strictly adhering to standard operating procedures and identified preventative measures, including for: material-handling equipment, maintaining full situational awareness, and ensuring clear coordination and role clarity during shared tasks.

These actions demonstrate our commitment to learning from the incident, strengthening our safety management system, and preventing recurrence. We are now promoting a stronger and more proactive safety culture across all operations through initiatives such as:

- Programs to identify and address unsafe acts and unsafe conditions, reinforcing safety awareness and responsible behaviors
- Use of safety performance analytics and risk mapping tools to analyse leading, lagging, and behavioural indicators, enabling the identification of trends and prioritisation of improvement areas



- Delivery of comprehensive safety training programs to strengthen employee awareness and competencies
- Regular safety audits and inspections to identify and mitigate potential hazards based on risk assessments

**Safety Management Program (RACE):** Thai Union Group has developed its Safety, Occupational Health, and Environment (SHE) management system based on the RACE framework and aligned with relevant ISO standards, strengthening and continuously elevating our safety culture across the organization.

To guide this journey, we assess our safety maturity using a structured safety culture model, which ranges 5 levels from pathological, reactive approaches, calculative, proactive and generative safety culture, where safety is embedded as an integral part of daily operations and decision-making. By monitoring performance indicators such as Lost Time Injury Frequency Rate (LTIFR) alongside behavioural and leading indicators, we are able to track our progress and identify opportunities to further strengthen our safety performance.

Since 2024, we have continued to advance our safety culture by:

- Establishing a comprehensive safety management system to ensure consistent and effective safety practices across operations.
- Clearly defining roles and responsibilities to strengthen SHE accountability at all organizational levels.
- Implementing robust incident reporting and investigation systems to capture lessons learned and prevent recurrence. These systems cover not only lost-time injuries but also near misses, first-aid cases, medical treatment cases, and other incidents that may affect our employees, contractors, and surrounding communities.



Through these efforts, Thai Union aims to continuously move toward a more proactive and generative safety culture, where risk awareness, leadership commitment, and workforce participation collectively support the prevention of incidents and the protection of our people.

**Safety Temperature Map**

Thai Union Group has implemented a Machine Safety Improvement Program, validated by SHE personnel and relevant parties to reduce work-related injuries by embedding safety into engineering design. Key actions include:

- Conducting regular safety assessments and internal inspections to identify high-risk areas and strengthen ownership of safety responsibilities.

- Applying engineering controls and safety safeguards to eliminate or reduce identified hazards.
- Implementing risk mitigation and improvement measures based on assessment outcomes to further reduce safety risks.
- Providing comprehensive training on safe operations for relevant employees to enhance safety awareness and competencies.

We commit to health, safety, and environmental protection is fundamental to Thai Union’s long-term success and the achievement of our 2030 goals. We maintain a zero-tolerance approach toward serious incidents, particularly those resulting in fatalities or life-altering injuries such as amputations.

To uphold this commitment, we continue to strengthen our safety programs, management



systems, and technologies, ensuring a safe, healthy, and resilient workplace for all employees, contractors, and surrounding communities.

### Employee Engagement

Thai Union continues to strengthen its commitment to building an engaged, empowered, and future-ready workforce by investing in human capital development, continuous learning, and a supportive work environment. In 2025, the company advanced its focus on employee engagement through enhanced performance management systems, expanded development programs, and initiatives that promote well-being, inclusion, and global alignment.

A core element of engagement is Thai Union's Performance Management which ensures employees are aligned with Enterprise Objectives and functional expectations through structured goal setting and performance reviews. Currently, the process includes twice-yearly goal-setting and mid-year reviews, using the SMART framework to integrate both business and personal development goals. This approach ensures fair, transparent, and adaptive performance discussions.

Starting in 2026, Thai Union will strengthen this framework with the "ONE Thai Union" Performance Management, defining key priorities, and introducing one-on-one performance dialogues to foster deeper

alignment and personalized development. These enhancements aim to create stronger connections between employees and line managers, ensuring clarity on expectations and growth opportunities.

Complementing this, Thai Union applies a multidimensional appraisal approach, including team feedback for senior leaders, which promotes self-awareness, teamwork, and alignment with the Thai Union People Leadership Standard, while ongoing agile conversations encourage open dialogue, real-time feedback, and continuous improvement.

Thai Union's long-term incentive plan reinforces engagement and retention by rewarding sustained performance and aligning leadership with shareholder value. The plan plays a strategic role in attracting external talent while strengthening loyalty among key leaders. Learning, development, and career growth remained central to employee engagement in 2025. Thai Union expanded self-paced learning through global platforms and continued to promote internal job rotations, enabling employees to explore new roles and gain cross-regional experience.

Thai Union also continued to foster a culture of inclusion and shared values through its Culture Development and DEI/JEDI programs. Through structured onboarding, e-learning, workshops, and internal campaigns, employees are supported to embody the company's 6 Values and deepen their understanding of equity, belonging, and inclusive behaviors.



Platforms such as Viva Engage strengthened cross-functional collaboration and global knowledge sharing, reinforcing a sense of community across regions.

Employee well-being remained a priority, with holistic, life-stage programs such as Mother's Class and Happy Retirement supporting both personal and professional transitions. Cultural and community activities, including Pride Month, Songkran celebrations, and year-end gatherings, further enhanced team cohesion and a joyful, inclusive workplace.

To support global alignment, Thai Union introduced the SeaChange 2030 e-Learning module and the Strategy 2030 Learning File, ensuring all employees understand the company's sustainability roadmap and their role in driving long-term success.

Through these integrated efforts, Thai Union continues to build an engaged workforce equipped to contribute to the company's strategic ambitions and sustainability leadership.

### Fisher Work & Welfare Program

Thai Union's Vessel Code of Conduct (VCoC) has anchored Thai Union's Fisher Work & Welfare (FWW) Program since 2017, setting the labor and ethical standards expected across the fishing vessels that supply our business. In 2025, we extended that framework to an earlier point in the supply chain, working more closely with the agencies that place crews on board.

In 2025, Thai Union continued to strengthen human rights due diligence and responsible recruitment practices across its tuna supply chain, with a focus on transparency, legality, and risk prevention in the recruitment of migrant fishers. Through collaboration among stakeholders in Thai Union's supply chain to enhance recruitment agency oversight and build supplier capacity on responsible recruitment.

One of the key developments was the design of a Recruitment Agency Module under the VCoC framework. The module was developed covering nine core areas: legal registration and licensing, prohibition of worker-paid recruitment fees, transparent job information, due diligence on vessel operators, pre-departure and post-placement support, grievance mechanisms, monitoring and continuous improvement, data protection and consent, and safeguards against forced labor. Through these requirements, Thai Union aims to translate responsible recruitment principles into practical, assessable, and traceable

management expectations for supply chain partners, helping to reduce human rights risks in the recruitment process.

To support implementation of the Employer Pays Principle in migrant fisher recruitment, Thai Union conducted stakeholder engagement in Indonesia with government agencies, unions, industry associations and recruitment agencies. In addition, Thai Union and external partners jointly planned a Responsible Recruitment Capacity-Building Workshop in 2025, that was held in Kaohsiung, Taiwan, in January 2026. The workshop was designed for Taiwan-based suppliers, their associated recruitment agencies, relevant government representatives, and industry associations, and focused on recruitment and employment-related risks, international market expectations on responsible recruitment, and practical tools available to strengthen due diligence and internal management systems. By linking regulatory expectations, customer requirements, operational practices, and anonymized case examples, the workshop aimed to support suppliers and recruitment agencies in improving their ability to identify and manage responsible recruitment risks.

Audit activity also continued throughout the year. Between January and December 2025, 21 vessel audits were conducted across Malaysia, Fiji, the Maldives, the Federated States of Micronesia and Ghana, covering tuna purse seine, longline and pole and line vessels. Audit locations included Port Louis, Mauritius; Suva, Fiji; Kooddoo, the Maldives; Kaohsiung,



Taiwan; and Tema, Ghana. During these audits we interviewed crew of Indonesian, Filipino, Taiwanese, Fijian, Ghanaian, Bangladeshi, Indian and Maldivian nationality, reflecting the diversity of the workforce across our wild-catch supply chain.

### Supplier status and improvement action

The priority improvement areas first set out in our 2021 Sustainability Report continue to guide how we work with suppliers. The program operates on a rolling basis and remains focused on the issues that matter most aboard individual vessels: setting out employment terms clearly in contracts, maintaining transparency around fees, keeping accurate payroll and payslip records, tracking working hours and rest periods, strengthening crew awareness of their rights to freedom of association and collective bargaining, ensuring medical provisions follow comprehensive risk assessments, and providing ongoing training so crews understand the policies and procedures that apply to them.

After each audit, suppliers receive a detailed breakdown of the results. For every non-conformity, they carry out a root-cause analysis and develop a corrective action plan, ensuring solutions address underlying causes rather than symptoms. Our external consultants stay in regular contact, checking in roughly every 30 days to monitor progress and confirm that corrective actions are being implemented as intended.

Building on this year's progress, continued supplier engagement, the 2026 pilot of the Recruitment Agency Module with labor recruitment agencies, and the responsible recruitment workshop in Taiwan will ensure that responsible recruitment practice spreads further through our supply chain.

# Corporate Citizenship



**SDG GOAL**  
SDG 2, SDG 3, SDG 5, SDG 8, SDG 10

**Commitment**

- Thai Baht 250 million for community-based programs.



Thai Union’s approach to corporate citizenship is guided by the belief that sustainable business and thriving communities are inseparable. Under our SeaChange 2030® commitments, we continued in 2025 to support initiatives around the social and environmental priorities that matter most to the communities in which we operate, from health and well-being, food security, education, and disaster relief.

During the year we had both planned initiatives and unexpected challenges, with our response reflecting the strength of that commitment, from renewable energy installations at local schools in Thailand to emergency relief efforts reaching earthquake-affected communities in Myanmar, and food donations supporting vulnerable populations across Europe and the U.S.

In Thailand, several initiatives placed schools and students at the centre. Thai Union Frozen collaborated with Enmax Solar 1 Co., Ltd. (Thailand) to install eight solar panels at Wat Sopanaram School, near its shrimp processing plant. The 4.68 kW system, completed in December 2025, is expected to generate approximately 5,980 kWh of clean energy annually, reducing the school’s electricity costs and providing a more reliable power supply for the computer room that students depend on for digital learning. There are plans to expand the installation in 2026. Thai Union Seafood organized a vocational workshop at Wat Nong Hoi School, where employee volunteers taught students to produce household dishwashing liquid, blending science, mathematics, and practical skills into a session with real-world application. And through school lunch programs supported by Thai Union Manufacturing, i-Tail Corporation Samut Sakhon, and Pakfood, 13,093 students across 40 schools in Samut Sakhon received nutritious meals that support both health and

learning outcomes, including dedicated support for migrant students at Rak Thai Learning Centers.

Health and well-being initiatives spanned the Group’s global footprint in 2025. Blood donation campaigns across multiple business units in Thailand collected 1,277 units of blood, complemented by donations from employees and community members in Ghana and a dedicated campaign at Etablissement Paul Paulet in France. Thai Union Feedmill strengthened primary healthcare in underserved communities by donating blood pressure monitors, wheelchairs, a hospital bed, and dental screening kits to local health facilities, benefiting 87 community members through regular blood pressure monitoring, 376 students through dental examinations, and patients across eight villages through improved care. Separate initiatives delivered pet vaccination services to 251 animals across Samut Sakhon and Songkhla, safety helmets to 65 children at local development centers,

and practical disaster preparedness training to staff and students at Thai Rath Wittaya School in Songkhla, with plans to extend that program in 2026.

When a 7.7-magnitude earthquake struck Myanmar on March 28, sending tremors across the border into Thailand, Thai Union and i-Tail Corporation immediately dispatched food, beverages, and daily necessities to affected residents and rescue teams. Thai Union donated THB 1 million to the International Organization for Migration to support emergency shelter, medical care, and essential supplies for displaced communities in Myanmar, and contributed 40,000 cans of Sealect canned fish through the Royal Thai Armed Forces for distribution to those most in need. Following severe flooding across Southern Thailand in December, Thai Union and its subsidiaries delivered essential food and daily necessities valued at THB 6 million, including nearly 5,200 relief bags to employees and product donations to community members through nine organizations and foundations.



The same commitment extended across our global operations. Business units in France, the UK, Portugal, the Netherlands, Poland, and the U.S. collectively donated hundreds of thousands of cans of seafood products and financial contributions to food banks, poverty relief organizations, disaster response networks, and communities in conflict-affected regions, including Chicken of the Sea’s USD 130,000 in product donations to communities affected by the 2025 LA Wildfires.

# Empowering Migrant Workers as Health Advocates

Samut Sakhon is home to one of Thailand's largest migrant worker populations, many of whom face significant barriers to accessing healthcare, from language difficulties and unfamiliarity with the local health system to long working hours that leave little time for preventive care. Thai Union's Migrant Health Volunteer Program was designed to address these barriers not by bringing healthcare to workers from the outside, but by building health advocacy capacity from within the community itself.

Implemented in collaboration with the Samut Sakhon Provincial Public Health Office, the Faculty of Tropical Medicine at Mahidol University, and the Proud Association, the program provides migrant workers with structured training in non-communicable disease (NCD) prevention, health literacy, and medical rights. NCDs account for 74% of all deaths in Thailand, and outpatient data from Samut Sakhon confirm that migrant workers are disproportionately affected, with work-related muscle disorders, hypertension, and

diabetes among the most common conditions recorded. Underlying risk factors, including high-sodium diets, excessive energy drink consumption, and smoking, are prevalent in communities where knowledge of their long-term consequences is limited.

To date, 109 migrant workers from communities across Tha Sai, Khok Kham, and Panthai Norasing sub-districts have completed the program through a combination of online and on-site sessions. Trained as health ambassadors, the volunteers work alongside Thai health officials and Village Health Volunteers, with 23 now serving as interpreters, bridging the communication gap between migrant patients and the healthcare system. Their outreach has supported vaccination drives, helped workers understand and access their health insurance entitlements, and spread preventive health knowledge across workplaces and communities, reaching more than 1,500 people in total.

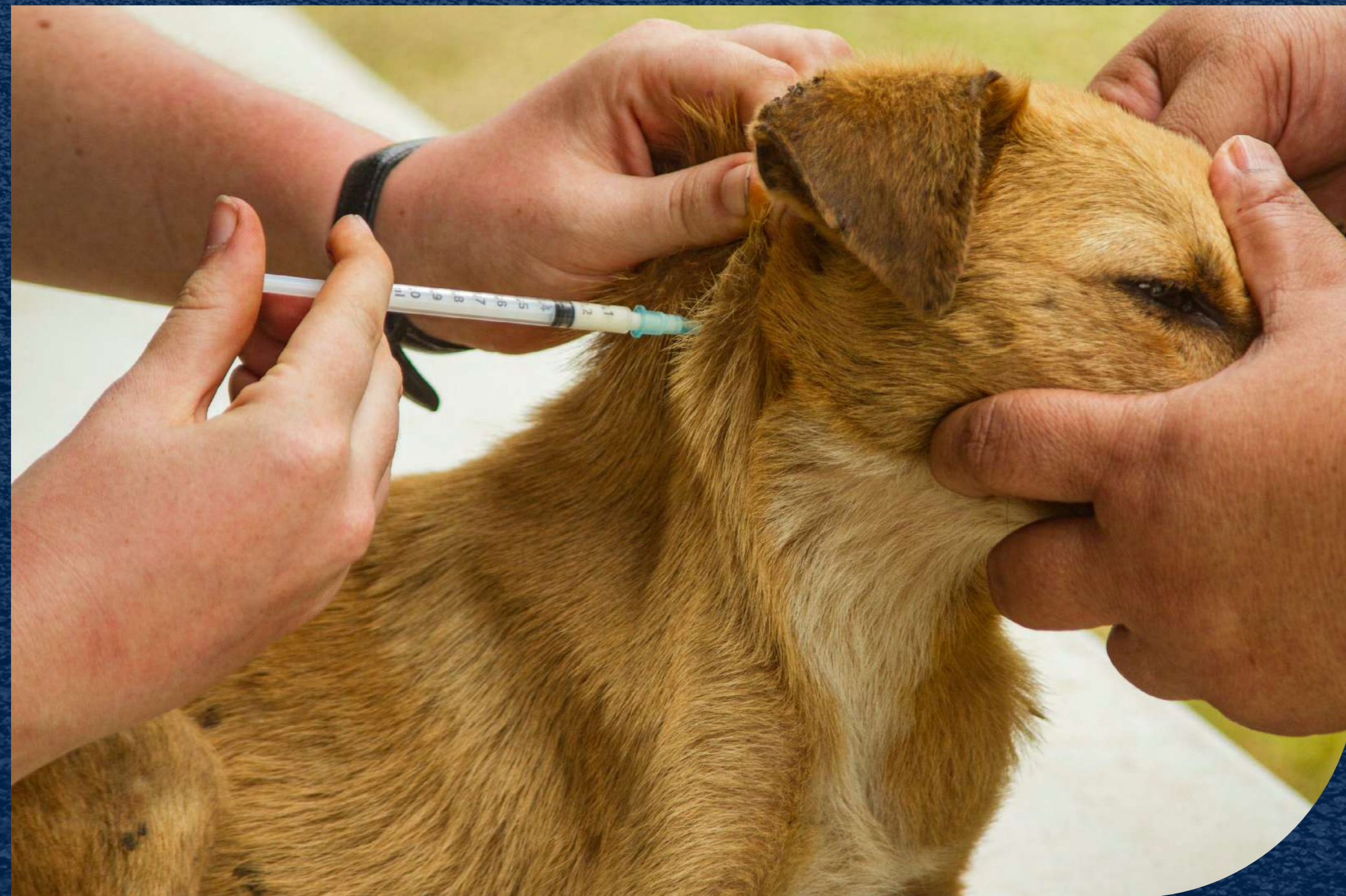
"Many workers don't have time to exercise, eat properly, or follow healthy routines, and that leads to problems like high blood pressure," says Yin Yin Aye, one of the program's trained volunteers. "I show them simple exercises, guide them on nutrition and

support them in making healthier choices." For Han Soe, another volunteer, the value lies in demystifying a system that many workers find difficult to navigate. "Many workers have insurance but don't know how to use it. I guide them on who to contact, interpret when needed, and help them get care. When one person learns, they share it with others in the community."

Building on the program's results, the Samut Sakhon Provincial Public Health Office will integrate the initiative into its ongoing work, with additional training planned to align volunteer knowledge and skills with Department of Health Service Support standards. Upon completion, volunteers will be formally registered with the department, enabling them to continue advancing equitable healthcare access across the province on a sustained basis.



## Giving Stray Dogs a Second Chance



Thailand faces a growing challenge with stray dog populations, with significant implications for community safety, public health, and animal welfare. Uncontrolled population growth, noise disturbances, public safety concerns, and the risk of zoonotic disease transmission, including rabies, are among the impacts felt by communities across the country.

i-Tail Corporation PCL (ITC), Thai Union's pet food business, recognized this challenge and

sought to address it in a way that combined direct support for homeless dogs with broader community engagement and awareness of responsible pet ownership. ITC has partnered with The Voice Foundation (Siang Jak Rao) and Chaiphak Dog Training Center to launch the Second Chance – For Better Lives project. Homeless dogs under the foundation's care were assessed for learning potential, and selected dogs were enrolled in behavioral and socialization training at Chaiphak Dog Training Center to increase their chances of being

adopted by new owners and finding their forever homes. ITC, together with two partners, supported and facilitated both the training program and community engagement activities related to animal welfare.

Since the project launched in 2024, four dogs have been selected to undergo structured behavioral assessment and training. Two dogs have successfully completed the program and been adopted, while two more are currently undergoing training and being prepared for future adoption. Training has helped address behavioral challenges including fear of humans, aggression, and discomfort in new environments. Dogs that complete the program can socialize, walk on a leash, and respond to basic commands, improving their prospects for sustainable adoption.

The project extended its reach into the local community through two activities organized in collaboration with ITC's partners for 114 elderly residents near Suan Kaew Temple. Trained dogs interacted directly with participants, promoting emotional wellbeing while raising awareness of the Five Provisions of Animal Welfare. Research supports that animal interaction can reduce stress and blood

pressure and enhance emotional wellbeing by reducing social isolation, particularly among elderly people.

ITC also engaged its own employees through the Crafting Joyful Canine Creations activity, in which employees created dog toys from fabric scraps, combining animal welfare concepts with upcycling practices. A total of 72 handmade toys were donated to homeless dogs under The Voice Foundation's care.

The Second Chance project has improved the wellbeing of homeless dogs, strengthened community knowledge of animal welfare, and generated measurable positive impact for elderly participants, while reinforcing a sustainability mindset across ITC's workforce.



# Ecosystem Restoration



**SDG GOAL**  
SDG 13, SDG 14, SDG 15

**Commitment**  
By 2030, strengthen the resilience of marine and coastal ecosystems through biodiversity research, restoration projects, and the protection of critical habitats where Thai Union and our supply chain operate.

Healthy oceans depend on healthy habitats. Seagrass meadows, coral reefs, mangroves, and rainforests each play a distinct role in sustaining marine and terrestrial life, providing food, shelter, and breeding grounds for countless species while buffering coastlines and sequestering carbon.

Thai Union remains firmly committed to ecosystem restoration, though how it's monitored has evolved. We initially planned to track the cost of projects, but after three years of experience it became apparent that tracking the outcomes and impacts of projects is more important. This is our approach moving forward, and we will present the findings of each project's independent biodiversity survey results.

Yet these ecosystems are under mounting pressure. Mangroves alone are estimated to provide at least USD 1.6 billion in ecosystem services each year and protect around 15 million people from flood risk, yet the world's mangrove forests have contracted by roughly 35% since 1980. The United Nations Environment Programme estimates that approximately 7% of the world's seagrass



meadows disappear every year, while coral reefs, which harbor at least 25% of all known marine species, face acute and accelerating threats from rising ocean temperatures.

Thai Union recognizes that protecting and restoring marine and terrestrial ecosystems is fundamental to the long-term health of ocean resources and the communities that depend on them. A dedicated fund for ecosystem restoration allows Thai Union to invest directly in programs that rehabilitate these critical environments, while deepening the company's understanding of how its operations and supply chain affect the natural systems they rely on. Under SeaChange® 2030, Thai Union has committed to investing in the protection and restoration of critical ecosystems where the company, or its supply chain, operates, with mangroves, coral reefs, rainforests, and marine habitats among the priority focus areas. The expected outcomes span both biodiversity and climate action, as these ecosystems collectively host vast arrays of species and act as significant carbon sinks.

In 2025, Thai Union advanced this commitment through Mareblu, its Italian seafood brand, by

joining LifeGate's Water Defenders Alliance to support the restoration of *Cymodocea nodosa*, a native seagrass species of significant ecological importance in the Mediterranean Sea. Working with scientific partner Shoreline Soc Coop and the Miramare Marine Protected Area authority, marine biologists transplanted approximately 2,300 seagrass cuttings across a 100-square-metre site within the Miramare Marine Protected Area in the Gulf of Trieste, a UNESCO Biosphere Reserve.

Initial monitoring found a high establishment rate of 94%, with growth measurements consistent with healthy donor site populations. The project team also identified and responded to significant herbivory pressure, installing protective cages over the restoration plots to allow the transplants to strengthen through the winter period. Cages are scheduled for removal in 2026, with a structured monitoring program planned through the end of 2026 to track recovery and inform future restoration work. Beyond the outcomes for this specific site, the pilot is generating practical insights into seagrass restoration methodology that can inform conservation efforts at greater scale.

Thai Union also completed a three-year Coral Reef Restoration Project at Koh Racha Yai, Phuket, in partnership with Siam Cement Group, the Earth Agenda Foundation, Thailand's Department of Marine and Coastal Resources, and the Center for Veterinary Medicine at Chulalongkorn University. Over the course of the project, 210 coral reef restoration structures were installed at the site, using cutting-edge SCG 3D cement printing technology. Results across the project period showed significant coral growth, with approximately 11 types of organisms, including coral larvae, attaching to the structures. Thai Union is committed to continuing this restoration work beyond the conclusion of the initial MoU, building on the progress and the partnerships established over the three-year program.



In 2025, Thai Union also continued to monitor young mangrove trees that were planted by employees and the local community in Khoyisan Sub-district in Samut Songkram province, as part of a 10-year program to plant 31,500 mangrove trees. Results showed that the survival rate of the trees is more than 80%, in line with the standards set by the Department.

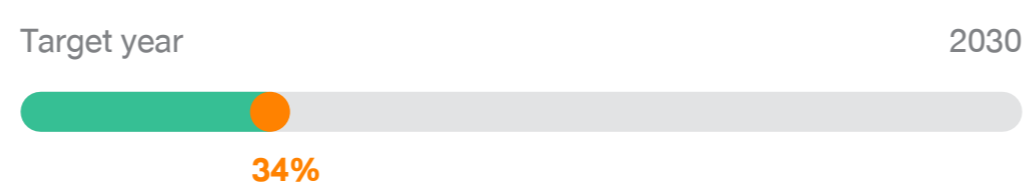
# Ocean Plastics Reduction



**SDG GOAL**  
SDG 12, SDG 14

**Commitment**

- By 2030, divert 1,500 tons of ocean-bound plastic from our waterways and oceans



Oceans are central to Thai Union Group’s business. They are also central to the health of the planet. Oceans, together with seafood, play a critical role in addressing climate change, providing livelihoods for millions of people around the world and feeding a growing global population.

The scale of plastic pollution in waterways continues to grow. According to the UN Environment Programme, an estimated 19-23 million tons of plastic waste enter aquatic ecosystems every year – roughly the equivalent of 2,000 garbage trucks of plastic dumped into oceans, rivers and lakes every single day.

Today, there is an estimated 79 to 199 million tons of plastic in the oceans, and without meaningful action, emissions of plastic waste

into aquatic ecosystems are projected to nearly triple by 2040. Plastic also alters habitats and disrupts natural processes in ways that undermine ecosystems, food production and communities that depend on them.

Under Thai Union’s SeaChange® global sustainability strategy, we have a goal of diverting 1,500 tons of ocean-bound plastic from our waterways and oceans. This supports our purpose of “Healthy Living, Healthy Oceans” along with our vision to become the world’s leading marine health & nutrition company.

We continued to make progress towards those goals in 2025. On World Oceans Day, we joined with subsidiaries and partners across 11 countries and four continents – including Thailand, the U.S., Ghana, Seychelles, the UK, Norway, the Netherlands, France, Germany, Italy and Poland - to remove 17 tons of marine waste from mangroves, rivers, beaches and areas adjacent to Thai Union’s facilities. This volunteer clean-up involved more than 700 people from Thai Union and its subsidiaries, including i-Tail Corporation PCL, as well as representatives from the company’s renowned brands like Chicken of the Sea, Petit Navire, Mareblu, and King Oscar.

During the year, Thai Union also continued to build partnerships to help tackle plastic pollution across multiple environments. These included work with Second Life which empowers island and coastal communities to collect and



recycle ocean-bound plastic, turning waste into income and new materials. We also work with Seven Clean Seas’ HIPPO (High Impact Plastic Pollution remOver), a solar-powered system that captures waste floating in the Chao Phraya River in Bangkok before it reaches the Gulf of Thailand.

Beyond these projects, Thai Union also works through global alliances such as the Global Ghost Gear Initiative (GGGI) and the International Seafood Sustainability Foundation (ISSF) to tackle the issue at source and advance industry-wide accountability and innovation in marine-debris reduction and responsible fishing.

Thai Union also continues to focus on innovation as another tool to reduce plastic. At the company’s Innovation Hub in Wageningen, Netherlands, they have a packaging lab that is used for concept development, prototyping, and testing of materials and functionality. The team in at the Innovation Hub works closely with the Global Innovation Center (GIC) in Bangkok to create new packaging that reduces the amount of plastic used.

# Ghost Gear Recovery



One of the most destructive forms of plastic marine debris is abandoned, lost, or otherwise discarded fishing gear, also known as “ghost gear.” Ghost gear can become entangled with marine life, damage coral reefs, and also threaten fish stocks and coastal livelihoods. It can also drift for years across oceans, making it difficult to not just locate but also recover.

As part of Thai Union’s Ocean Plastics Reduction commitment, in 2025 we partnered with the Aerial Recon & Recovery Initiative (ARRI), which used drones and artificial intelligence (AI) to locate and remove ghost gear across 12 square kilometers of coastal waters around Koh Phangan in southern Thailand. The partnership combines our leadership in sustainability with the advanced technology used by ARRI to protect fragile marine ecosystems in an area rich in coral reefs and seagrass beds.

Using drones equipped with cameras, ARRI can capture an image every two seconds, allowing them to produce thousands of high-resolution images. ARRI has developed an AI program that has been trained to identify ghost gear in the images captured, which means they can identify debris hotspots and then retrieve the ghost gear quickly and efficiently.

Under the ARRI program, all materials recovered were weighed, sorted, and responsibly upcycled to support a circular economy. In total, 3,463.55 kilograms of debris was collected during the first 6 months of the partnership.

In addition to collecting existing these materials, ARRI builds awareness about ghost gear among local communities and fishers. They are educated on the negative impact it has on the environment, and provides ways for them to prevent gear loss. Fishers are encouraged to properly dispose of damaged gear before it enters the ocean, reducing the amount of debris that needs to be recovered in the future and enhancing long-term ocean health.





# Independent Assurance

## LRQA Independent Assurance Statement Relating to Thai Union Group Public Company Limited's Sustainability Report for the calendar year 2025

This Assurance Statement has been prepared for Thai Union Group Public Company Limited in accordance with our contract but is intended for the readers of this Report.

### Terms of engagement

LRQA Group Limited was commissioned by Thai Union Group Public Company Limited (TU) to provide independent assurance on its Sustainability Report 2025 ("the report") against the assurance criteria below to a moderate level of assurance and materiality of the professional judgement of the verifier using AccountAbility's AA1000AS v3 for a type II assurance.

Our assurance engagement covered TU's manufacturing sites in Asia, the United States of America, Europe and Africa under the direct operational control and specifically the following requirements:

- Confirming that the report is in accordance with: GRI Standards (2021)<sup>1</sup>,
- Reviewing whether the report has taken account of:
  - Food Processing Supplement Sector
  - GRI 13 Agriculture Aquaculture and Fishing Sectors
  - GRI 3-1 Process to determine material topics
  - GRI 2-6 Activities, value chain and other business relationship
  - Methodology how TU identify the Tier of Supplier and assurance the number
- Evaluating the accuracy and reliability of TU's performance data and information for the purchase volume and purchased value of shrimp that is certified to Global Sustainable Seafood Initiative (GSSI) – recognized standards such as Aquaculture Stewardship Council (ASC), and Best Aquaculture Practices (BAP), or sourced from credible Aquaculture Improvement Projects (AIPs), and for the selected GRI indicators listed below:<sup>2</sup>

#### Environmental:

- GRI 302-1 Energy consumption within the organization
- GRI 303-3 Water withdrawal
- GRI 303-4 Water discharge
- GRI 303-5 Water consumption
- GRI 305-1 Direct (Scope 1) GHG emissions
- GRI 305-2 Energy indirect (Scope 2) GHG emissions
- GRI 305-3 Other indirect (Scope 3) GHG emissions, covering 11 categories:

#### Upstream categories

- Purchase goods and services
- Capital Goods
- Fuel-and-energy-related activities (not included in Scope 1 or Scope 2)
- Upstream transportation and distribution
- Waste generated in operations
- Business travel
- Employee commuting

#### Downstream categories

- Downstream transportation and distribution
- Processing of sold products
- End-of-life treatment of sold products
- Investment
- GRI 306-3 Waste generated
- GRI 306-4 Waste diverted from disposal
- GRI 306-5 Waste directed to disposal
- GRI 308-1 New suppliers screened using environmental criteria

#### Social:

- GRI 403-9 Work-related injuries
- GRI 403-10 Work-related ill health
- GRI 405-2 Ration of basic salary and remuneration of women to men-Gender Pay Gap
- GRI 414-1 New suppliers screened using social criteria.

<sup>1</sup> <https://www.globalreporting.org>

<sup>2</sup> GHG quantification is subject to inherent uncertainty.



Our assurance engagement excluded the data and information of TU's suppliers, contractors and any third parties mentioned in the report.

LRQA's responsibility is only to TU. LRQA disclaims any liability or responsibility to others as explained in the end footnote. TU's responsibility is for collecting, aggregating, analysing and presenting all the data and information within the report and for maintaining effective internal controls over the systems from which the report is derived. Ultimately, the report has been approved by, and remains the responsibility of TU.

### LRQA's Opinion

Based on LRQA's approach nothing has come to our attention that would cause us to believe that TU has not, in all material respects:

- Met the requirements above
- Disclosed accurate and reliable performance data and information as no errors or omissions were detected in the selected GRI indicators listed above
- Covered all the issues that are important to the stakeholders and readers of this report.

The opinion expressed is formed on the basis of moderate level of assurance and at the materiality of the professional judgement of the verifier.

*Note: The extent of evidence-gathering for a moderate assurance engagement is less than for a high assurance engagement. Moderate assurance engagements focus on aggregated data rather than physically checking source data at sites. Consequently, the level of assurance obtained in a moderate assurance engagement is substantially lower than the assurance that would have been obtained had a high assurance engagement been performed.*

### LRQA's approach

LRQA's assurance engagements are carried out in accordance with AA1000AS v3 and our verification procedure. The following tasks though were undertaken as part of the evidence gathering process for this type II assurance engagement:

- Assessing TU's approach to stakeholder engagement to confirm that issues raised by stakeholders were captured correctly. We did this through interviews with responsible personnel and reviewing documents and associated records.
- Reviewing TU's process for identifying and determining material issues to confirm that the right issues were included in their Report. We did this by benchmarking reports written by TU and its peers to ensure that sector specific issues were included for comparability. We also tested the filters used in determining material issues to evaluate whether TU makes informed business decisions that may create opportunities that contribute towards sustainable development.
- Auditing TU's data management systems to confirm that there were no significant errors, omissions or mis-statements in the report. We did this by reviewing the effectiveness of data handling procedures, instructions and systems, including those for internal verification. We also spoke with those key people responsible for compiling the data and drafting the report.
- Visiting and auditing TU's manufacturing sites in Thailand to validate GHG data and information.
- Auditing remotely manufacturing sites in Europe, Africa, the United States of America, and Asia to validate GHG data and information.

*Sites were: Thai Union Manufacturing Co., Ltd. (TUTH1,2), Thai Union Group PCL. (TUTH3), Okeanos Food Co., Ltd. (F2), i-Tail Corporation PCL. (ITC Samutsakhon), Asian-Pacific Can Co., Ltd. (APC), Thai Union Feedmill Co., Ltd. (TFM Samutsakhorn).*

*Sites sampled were: European Seafood Investment Portugal (ESIP), Thai Union Poland Sp z.o.o. (KO-TUP), Etablissements Paul Paulet SAS (DNZ), Rugen Fisch AG (RF Sassnitz), Ostsee Fisch Kretinga UAB (gAG) (RF Kretinga), King Oscar AS (KON), Ostsee Fisch GmbH & Co. Produktions-und Vertriebs KG (OFI), Meralliance Group (MA France), Thai Union Marine Nutrient GMBH (TUMN), Pioneer Food Cannery Limited (PFC), Indian Ocean Tuna Limited (IOT), Tri-Union Sea Foods, LLC. (COSI), Yueh Chyang Canned Food Co., Ltd. (YCC), PT Thai Union Kharisma Lestari (TUKL), Thai Union Group PCL. (F1, Shrimp Plant), i-Tail Corporation PCL. (ITC Songkla), Thammachart Seafood Retail Co., Ltd. (TSR), Thai Union Seafood Co., Ltd. (F3), Pakfood PCL. (F4), Thai Union Feedmill Co., Ltd. (TFM Songkla), Thai Union Graphic Co., Ltd. (TUG), Thai Union Ingredients Co., Ltd. (TUI).*

### Observations

Further observations and findings, made during the assurance engagement, are:

- Stakeholder inclusivity: We are not aware of any key stakeholder groups that have been excluded from TU's stakeholder engagement process. The content of TU's Sustainability Report reflects the view and expectations of these stakeholders.
- Materiality: TU has established comprehensive criteria for determining which issue/aspect is material and that these criteria are not biased to the company's management and reflect the operations and relevance.
- Responsiveness: TU has processes in place to respond to various stakeholder groups; specifically, Tuna and Fish, and Foods suppliers' identification and assessment processes were deemed sufficient and responsive.
- Reliability: TU has established robust data management systems and periodic internal quality checks for collecting and calculating data. These have improved the reliability and accuracy of the selected indicators in its Sustainability Report 2025.
- Impact: TU has committed to science-based targets to reduce absolute Scope 1 and Scope 2 emissions by 42% by 2030, using 2021 as the base year, and by 90% by 2050. Its transition strategies focus on renewable energy, low-carbon production technologies, and purchased goods and services, including energy and transportation. In 2025, TU achieved a 28.7% reduction in total Scope 1 and 2 GHG emissions and a 27.3% reduction in GHG intensity compared with 2021.

**LRQA's standards, competence and independence**

LRQA ensures the selection of appropriately qualified individuals based on their qualifications, training and experience. The outcome of all verification and certification assessments is then internally reviewed by senior management to ensure that the approach applied is rigorous and transparent. This verification is the only work undertaken by LRQA for TU and as such does not compromise our independence or impartiality.

A handwritten signature in black ink, appearing to read 'Wiriya Rattanasuwan'.

Wiriya Rattanasuwan  
LRQA Lead Verifier

Dated: 26<sup>th</sup> May 2026

On behalf of LRQA (Thailand) Limited,  
252/123 Muang Thai-Phatra Complex Tower B, 26<sup>th</sup> floor,  
Unit 252/123 (C) Ratchadaphisek Rd., Huaykwang Sub-district,  
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LRQA reference: BGK00001031

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*The English version of this Assurance Statement is the only valid version. LRQA assumes no responsibility for versions translated into other languages.*

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# Report Coverage

Companies and Group of Companies		Country	% Holding by TU	2025 Sale		2025 Reporting Coverage			
				(Unit: Billion Baht)	%	Econ	Social		Envi
							People	OHS	
<b>Asia</b>									
Thai Union Group PCL	TU	Thailand	-	12.20	9.20	✓	✓	✓	✓
Thai Union Manufacturing Co., Ltd.	TUM	Thailand	99.66	14.70	11.10	✓	✓	✓	✓
i-Tail Corporation PCL	ITC	Thailand	78.82	11.50	8.60	✓	✓	✓	✓
Asian-Pacific Can Co., Ltd.	APC	Thailand	99.99	1.30	1.00	✓	✓	✓	✓
Yueh Chyang Canned Food Co., Ltd.	YCC	Vietnam	99.66*	0.50	0.40	✓	✓	✓	✓
Thai Union Seafood Co., Ltd.	TUS	Thailand	51.00	1.50	1.10	✓	✓	✓	✓
Pakfood Group	PPC	Thailand	99.74	4.90	3.70	✓	✓	✓	✓
Thai Union Feedmill Co., Ltd.	TFM	Thailand	51.00	5.40	4.00	✓	✓	✓	✓
PT Thaiunion Kharisma Lestari	TUKL	Indonesia	33.15*	0.60	0.40	✓	✓	✓	✓
AMG-Thai Union Feedmill Pvt Ltd.	AMG-TFM	Pakistan	26.01*	-	-	✓	✓	N/A	N/A
Thai Union Graphic Co., Ltd.	TUG	Thailand	98.00	0.10	0.10	✓	✓	✓	✓
Thai Union Online Shop Co.,Ltd.	TUO	Thailand	100.00	-	-	✓	✓	✓	✓
Thai Union China Co., Ltd. <sup>(1)</sup>	TUC	China	**	-	-	✓	✓	N/A	N/A
TMAC Group	TMAC	Thailand	100.00	0.1	0.1	✓	✓	✓	✓
Thai Union Ingredients Co., Ltd.	TUI	Thailand	100.00	0.20	0.20	✓	✓	✓	✓
Thammachart Seafood Retail Co.,Ltd.	TSR	Thailand	65.00	1.00	0.70	✓	✓	N/A	N/A
Thai Union Lifescience Co., Ltd.	TUL	Thailand	95.20	0.10	0.10	✓	✓	✓	✓
Japan Pet Nutrition Co., Ltd. <sup>(2)</sup>	JPN	Japan	70.04*	0.10	0.10	✓	✓	N/A	N/A
i-Tail Pet Food (Shanghai) Co., Ltd. <sup>(2)</sup>	JPN	Japan	78.82*	-	-	✓	✓	N/A	N/A
<b>Total ASIA</b>				54.20	40.80	100%	100%	99.8%	99.8%
<b>EUROPE &amp; AFRICA</b>									
Thai Union Europe One Group	TUE1	France	100.00*	21.40	16.10	✓	✓	✓	✓
Thai Union Trading Europe B.V. <sup>(3)</sup>	TUTE	Netherlands	100.00*	2.90	2.20	✓	✓	N/A	N/A
MerAlliance Group	MA	France	100.00*	5.30	4.00	✓	✓	✓	✓
King Oscar Group	KO	Norway	100.00*	1.90	1.40	✓	✓	✓	✓

Companies and Group of Companies		Country	% Holding by TU	2025 Sale		2025 Reporting Coverage			
				(Unit: Billion Baht)	%	Econ	Social		Envi
							People	OHS	
Thai Union Germany GmbH	TUGe	Germany	100.00*	4.90	3.70	✓	✓	✓	✓
TUMD Group	TUMD	Russia	100.00*	0.80	0.60	✓	✓	✓	✓
Tuna Logistics Services Limited	TLS	Seychelles	100.00*	0.0	0.0	✓	✓	✓	✓
i-Tail Europe B.V. <sup>(2)</sup>	ITE	United Kingdom	100.00*	0.2	0.2	✓	✓	N/A	N/A
<b>Total EUROPE &amp; AFRICA</b>				37.40	28.20	100%	100%	100%	100%
<b>USA</b>									
Tri-Union Seafoods, LLC	TRI-U	USA	100.00*	15.00	11.30	✓	✓	✓	✓
Tri-Union Frozen Products Inc. <sup>(3)</sup>	TUFP	Canada	100.00*	19.70	14.80	✓	✓	N/A	N/A
U.S. Pet Nutrition, LLC <sup>(3)</sup>	USPN	USA	77.82*	6.40	4.90	✓	✓	N/A	N/A
<b>Total USA</b>				41.10	31.00	100%	100%	100%	100%
<b>GRAND TOTAL</b>				138.4	100.0	100%	100%	99%	98%

## Remark:

- \* = Owned by subsidiaries of TU
- \*\* : = TUC was formally liquidated and registered its dissolution
- ✓ = The facility is reported in Thai Union's scope of Environmental & Social Reporting.
- In Progress: The facility is in progress for environmental and social reporting.
- N/A: The facility is not applicable for environmental and social reporting due to the following rationale:
  - <sup>(1)</sup> Not applicable due to this facility has been acquired or executed less than 2 years.
  - <sup>(2)</sup> Office with partner's shared service.
  - <sup>(3)</sup> Not applicable due to this facility is non-manufacturing facility.

# GRI Content Index

Statement of use		Thai Union Group has reported in accordance with the GRI Standards for the period 1 January - 31 December 2025.					
GRI 1 used		GRI 1: Foundation 2021					
Applicable GRI Sector Standard(s)		GRI 13: Agriculture, Aquaculture and Fishing Sectors 2022					
GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION			GRI SECTOR STANDARD REF. NO.	EXTERNAL ASSURANCE
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION		
<b>General disclosures</b>							
<b>GRI 2: General Disclosures 2021</b>	2-1 Organizational details	TU 56-1 one report 2025, Organizational structure and operation of the group of companies on page 1					
	2-2 Entities included in the organization's sustainability reporting	TU 56-1 one report 2025, 7.1 Corporate governance structure on page 213					
	2-3 Reporting period, frequency and contact point	TU SR 2025, About this report on page 6					
	2-4 Restatements of information	TU SR 2025, About this report on page 6					
	2-5 External assurance	TU SR 2025, Independent Assurance Statement on page 46					
	2-6 Activities, value chain and other business relationships	TU 56-1 one report 2025, Thai Union's Footprint on page, Our Brands Portfolio on page 8					
	2-7 Employees	Performance Of Key Economic, Governance, Environmental, And Social Indicators 2025, Social Performance on page 3					
	2-8 Workers who are not employees	Performance Of Key Economic, Governance, Environmental, And Social Indicators 2025, Social Performance on page 3					
	2-9 Governance structure and composition	TU 56-1 one report 2025, 7.1 Corporate governance structure on page 213					
	2-10 Nomination and selection of the highest governance body	TU 56-1 one report 2025, 7.1 Corporate governance structure on page 213					
	2-11 Chair of the highest governance body	TU 56-1 one report 2025, 7.1 Corporate governance structure on page 213					
	2-12 Role of the highest governance body in overseeing the management of impacts	TU 56-1 one report 2025, 6.1 Overview of the policy and guidelines on page 185					
	2-13 Delegation of responsibility for managing impacts	TU 56-1 one report 2025, 7.3 Information on subcommittees on page 237					
	2-14 Role of the highest governance body in sustainability reporting	TU 56-1 one report 2025, Sustainable Development Committee on page 243					

Statement of use		Thai Union Group has reported in accordance with the GRI Standards for the period 1 January - 31 December 2025.					
GRI 1 used		GRI 1: Foundation 2021					
Applicable GRI Sector Standard(s)		GRI 13: Agriculture, Aquaculture and Fishing Sectors 2022					
GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION			GRI SECTOR STANDARD REF. NO.	EXTERNAL ASSURANCE
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION		
	2-15 Conflicts of interest	TU 56-1 one report 2025, Prevention of conflicts of interest on page 296					
	2-16 Communication of critical concerns	TU 56-1 one report 2025, Whistleblowing on page 304					
	2-17 Collective knowledge of the highest governance body	TU 56-1 one report 2025, Thai Union Board Skill Matrix 2025 on page 215					
	2-18 Evaluation of the performance of the highest governance body	TU 56-1 one report 2025, 8. Report on key operating results on corporate governance on page 270					
	2-19 Remuneration policies	<a href="#">Nomination Remuneration and Corporate Governance Committee</a>					
	2-20 Process to determine remuneration	TU 56-1 one report 2025, 7.4.2 Remuneration policy for executive directors and executives on page 253					
	2-21 Annual total compensation ratio	TU 56-1 one report 2025, 7.4.2 Remuneration policy for executive directors and executives on page 253					
	2-22 Statement on sustainable development strategy	TU SR 2025, CEO Message on page 7					
	2-23 Policy commitments	<a href="#">SeaChange 2030</a> , TU SR 2025, Sustainability at Thai Union – SeaChange 2030 on page 9					
	2-24 Embedding policy commitments	<a href="#">SeaChange 2030</a> , TU SR 2025, Sustainability at Thai Union – SeaChange 2030 on page 9					
	2-25 Processes to remediate negative impacts	TU 56-1 one report 2025, 2.1 Risk management policy and plan on page 89					
	2-26 Mechanisms for seeking advice and raising concerns	TU 56-1 one report 2025, 3.2.2 Analysis of stakeholders in the business value chain on page 115					
	2-27 Compliance with laws and regulations	TU SR 2025, Corporate Governance and Risk Management on page 14					
	2-28 Membership associations	Partnerships & Collaborations					
	2-29 Approach to stakeholder engagement	TU 56-1 one report 2025, 3.2.2 Analysis of stakeholders in the business value chain on page 115					
	2-30 Collective bargaining agreements	TU 56-1 one report 2025, 3.2.2 Analysis of stakeholders in the business value chain on page 115					
<b>Material topics</b>							
<b>GRI 3: Material Topics 2021</b>	3-1 Process to determine material topics	TU SR 2025, Materiality Assessment on page 16	A gray cell indicates that reasons for omission are not permitted for the disclosure or that a GRI				

Statement of use		Thai Union Group has reported in accordance with the GRI Standards for the period 1 January - 31 December 2025.					
GRI 1 used		GRI 1: Foundation 2021					
Applicable GRI Sector Standard(s)		GRI 13: Agriculture, Aquaculture and Fishing Sectors 2022					
GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION			GRI SECTOR STANDARD REF. NO.	EXTERNAL ASSURANCE
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION		
	3-2 List of material topics	TU SR 2025, Materiality Assessment on page 16	Sector Standard reference number is not available.				
<b>Economic performance</b>							
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	TU SR 2025, Materiality Assessment on page 16				13.2.1, 13.22.1	
<b>GRI 201: Economic Performance 2016</b>	201-1 Direct economic value generated and distributed	Performance Of Key Economic, Governance, Environmental, And Social Indicators 2025, Economic Performance on page 2				13.22.2	
	201-2 Financial implications and other risks and opportunities due to climate change	Financial implications and other risks and opportunities due to climate change				13.2.2	
	201-3 Defined benefit plan obligations and other retirement plans	Omission	a. - e.	Information unavailable/incomplete			
	201-4 Financial assistance received from government	Omission	a. - c.	Information unavailable/incomplete			
<b>Market presence</b>							
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Omission		Information unavailable/incomplete			
<b>GRI 202: Market Presence 2016</b>	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	Omission		Information unavailable/incomplete			
	202-2 Proportion of senior management hired from the local community	Omission		Information unavailable/incomplete			
<b>Indirect economic impacts</b>							
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Omission		Information unavailable/incomplete			
<b>GRI 203: Indirect Economic Impacts 2016</b>	203-1 Infrastructure investments and services supported	Omission		Information unavailable/incomplete		13.22.3	
	203-2 Significant indirect economic impacts	Omission		Information unavailable/incomplete		13.22.4	
<b>Procurement practices</b>							
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Omission		Information unavailable/incomplete			
<b>GRI 204: Procurement Practices 2016</b>	204-1 Proportion of spending on local suppliers	Omission		Information unavailable/incomplete			

Statement of use		Thai Union Group has reported in accordance with the GRI Standards for the period 1 January - 31 December 2025.					
GRI 1 used		GRI 1: Foundation 2021					
Applicable GRI Sector Standard(s)		GRI 13: Agriculture, Aquaculture and Fishing Sectors 2022					
GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION			GRI SECTOR STANDARD REF. NO.	EXTERNAL ASSURANCE
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION		
<b>Additional sector disclosures</b>	13.23.1	TU SR 2025, Responsible Wild Caught Seafood on page 19, Responsible Aquaculture on page 24				13.23.1	
<b>Additional sector disclosures</b>	13.23.2	TU SR 2025, Responsible Wild Caught Seafood on page 19, Responsible Aquaculture on page 24				13.23.2	
<b>Additional sector disclosures</b>	13.23.3	TU SR 2025, Responsible Wild Caught Seafood on page 19, Responsible Aquaculture on page 24				13.23.3	
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<b>Anti-corruption</b>							
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	TU SR 2025, Corporate Governance and Risk Management on page 14				13.26.1	
<b>GRI 205: Anti-corruption 2016</b>	205-1 Operations assessed for risks related to corruption	TU SR 2025, Corporate Governance and Risk Management on page 14				13.26.2	
	205-2 Communication and training about anti-corruption policies and procedures	TU SR 2025, Corporate Governance and Risk Management on page 14				13.26.3	
	205-3 Confirmed incidents of corruption and actions taken	TU SR 2025, Corporate Governance and Risk Management on page 14				13.26.4	
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<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	TU SR 2025, Corporate Governance and Risk Management on page 14				13.25.1	
<b>GRI 206: Anti-competitive Behaviour 2016</b>	206-1 Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices	TU SR 2025, Corporate Governance and Risk Management on page 14				13.25.2	
<b>Tax</b>							
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	<a href="#">Thai Union Global Tax Policy</a>					
<b>GRI 207: Tax 2019</b>	207-1 Approach to tax	<a href="#">Thai Union Global Tax Policy</a>					
	207-2 Tax governance, control, and risk management	<a href="#">Thai Union Global Tax Policy</a>					

Statement of use		Thai Union Group has reported in accordance with the GRI Standards for the period 1 January - 31 December 2025.					
GRI 1 used		GRI 1: Foundation 2021					
Applicable GRI Sector Standard(s)		GRI 13: Agriculture, Aquaculture and Fishing Sectors 2022					
GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION			GRI SECTOR STANDARDS REF. NO.	EXTERNAL ASSURANCE
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION		
	207-3 Stakeholder engagement and management of concerns related to tax	TU 56-1 one report 2025, 3.2.2 Analysis of stakeholders in the business value chain on page 115					
	207-4 Country-by-country reporting	TU 56-1 one report 2025, Financial statement on page 353					
<b>Materials</b>							
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	TU SR 2025, Sustainable Packaging on page 31					
<b>GRI 301: Materials 2016</b>	301-1 Materials used by weight or volume	Performance Of Key Economic, Governance, Environmental, And Social Indicators 2025, Environmental Performance: Material on page 14					
	301-2 Recycled input materials used	Performance Of Key Economic, Governance, Environmental, And Social Indicators 2025, Environmental Performance: Material on page 14					
	301-3 Reclaimed products and their packaging materials	Omission					
<b>Energy</b>							
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	TU SR 2025, Path to Net Zero Emissions on page 27					
<b>GRI 302: Energy 2016</b>	302-1 Energy consumption within the organization	Performance Of Key Economic, Governance, Environmental, And Social Indicators 2025, Environmental Performance: Energy on page 14					
	302-2 Energy consumption outside of the organization	Performance Of Key Economic, Governance, Environmental, And Social Indicators 2025, Environmental Performance: Energy on page 14					
	302-3 Energy intensity	Performance Of Key Economic, Governance, Environmental, And Social Indicators 2025, Environmental Performance: Energy on page 14					
	302-4 Reduction of energy consumption	TU SR 2025, Path to Net Zero Emissions on page 27					
	302-5 Reductions in energy requirements of products and services	TU SR 2025, Path to Net Zero Emissions on page 27					
<b>Water and effluents</b>							
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	TU SR 2025, Best-in-Class Manufacturing on page 33				13.7.1	

Statement of use		Thai Union Group has reported in accordance with the GRI Standards for the period 1 January - 31 December 2025.					
GRI 1 used		GRI 1: Foundation 2021					
Applicable GRI Sector Standard(s)		GRI 13: Agriculture, Aquaculture and Fishing Sectors 2022					
GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION			GRI SECTOR STANDARDS REF. NO.	EXTERNAL ASSURANCE
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION		
<b>GRI 303: Water and Effluents 2018</b>	303-1 Interactions with water as a shared resource	TU SR 2025, Best-in-Class Manufacturing on page 33				13.7.2	
	303-2 Management of water discharge-related impacts	TU SR 2025, Best-in-Class Manufacturing on page 33				13.7.3	
	303-3 Water withdrawal	Performance Of Key Economic, Governance, Environmental, And Social Indicators 2025, Environmental Performance: Water withdrawal on page 17				13.7.4	Yes
	303-4 Water discharge	Performance Of Key Economic, Governance, Environmental, And Social Indicators 2025, Environmental Performance: Water discharge on page 18				13.7.5	Yes
	303-5 Water consumption	Performance Of Key Economic, Governance, Environmental, And Social Indicators 2025, Environmental Performance: Water consumption on page 19				13.7.6	Yes
<b>Biodiversity</b>							
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	TU SR 2025, Responsible Wild Caught Seafood on page 19				13.3.1	
<b>GRI 304: Biodiversity 2016</b>	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	TU SR 2025, Responsible Wild Caught Seafood on page 19				13.3.2	
	304-2 Significant impacts of activities, products and services on biodiversity	TU SR 2025, Responsible Wild Caught Seafood on page 19				13.3.3	
	304-3 Habitats protected or restored	TU SR 2025, Responsible Wild Caught Seafood on page 19				13.3.4	
	304-4 IUCN Red List species and national conservation list species with habitats in areas affected by operations	TU SR 2025, Responsible Wild Caught Seafood on page 19				13.3.5	
<b>Additional sector disclosures</b>	13.3.6	TU SR 2025, Responsible Wild Caught Seafood on page 19				13.3.6	
<b>Additional sector disclosures</b>	13.3.7	TU SR 2025, Responsible Wild Caught Seafood on page 19				13.3.7	
<b>Emissions</b>							

Statement of use		Thai Union Group has reported in accordance with the GRI Standards for the period 1 January - 31 December 2025.					
GRI 1 used		GRI 1: Foundation 2021					
Applicable GRI Sector Standard(s)		GRI 13: Agriculture, Aquaculture and Fishing Sectors 2022					
GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION			GRI SECTOR STANDARD REF. NO.	EXTERNAL ASSURANCE
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION		
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	TU SR 2025, Path to Net Zero Emissions on page 27					
<b>GRI 305: Emissions 2016</b>	305-1 Direct (Scope 1) GHG emissions	Performance Of Key Economic, Governance, Environmental, And Social Indicators 2025, Environmental Performance: Greenhouse Gases Emission on page 15				13.1.2	Yes
	305-2 Energy indirect (Scope 2) GHG emissions	Performance Of Key Economic, Governance, Environmental, And Social Indicators 2025, Environmental Performance: Greenhouse Gases Emission on page 15				13.1.3	Yes
	305-3 Other indirect (Scope 3) GHG emissions	Performance Of Key Economic, Governance, Environmental, And Social Indicators 2025, Environmental Performance: Greenhouse Gases Emission on page 15				13.1.4	Yes <sup>(1)</sup>
	305-4 GHG emissions intensity	Performance Of Key Economic, Governance, Environmental, And Social Indicators 2025, Environmental Performance: Greenhouse Gases Emission on page 16				13.1.5	
	305-5 Reduction of GHG emissions	TU SR 2025, Path to Net Zero Emissions on page 27				13.1.6	
	305-6 Emissions of ozone-depleting substances (ODS)	Omission			Information unavailable/incomplete	13.1.7	
	305-7 Nitrogen oxides (NO <sub>x</sub> ), sulfur oxides (SO <sub>x</sub> ), and other significant air emissions	Performance Of Key Economic, Governance, Environmental, And Social Indicators 2025, Environmental Performance: NO <sub>x</sub> , SO <sub>x</sub> , and Other significant air emission on page 16			Information unavailable/incomplete	13.1.8	
<b>Waste</b>							
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	TU SR 2025, Best-in-Class Manufacturing on page 33				13.8.1	
<b>GRI 306: Waste 2020</b>	306-1 Waste generation and significant waste-related impacts	TU SR 2025, Best-in-Class Manufacturing on page 33				13.8.2	
	306-2 Management of significant waste-related impacts	TU SR 2025, Best-in-Class Manufacturing on page 33				13.8.3	
	306-3 Waste generated	Performance Of Key Economic, Governance, Environmental, And Social Indicators 2025, Environmental Performance: Waste generated on page 19				13.8.4	Yes
	306-4 Waste diverted from disposal	Performance Of Key Economic, Governance, Environmental, And Social Indicators 2025, Environmental Performance: Waste generated on page 19				13.8.5	Yes
	306-5 Waste directed to disposal	Performance Of Key Economic, Governance, Environmental, And Social Indicators 2025, Environmental Performance: Waste generated on page 20				13.8.6	Yes

Statement of use		Thai Union Group has reported in accordance with the GRI Standards for the period 1 January - 31 December 2025.					
GRI 1 used		GRI 1: Foundation 2021					
Applicable GRI Sector Standard(s)		GRI 13: Agriculture, Aquaculture and Fishing Sectors 2022					
GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION			GRI SECTOR STANDARD REF. NO.	EXTERNAL ASSURANCE
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION		
<b>Supplier environmental assessment</b>							
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	TU SR 2025, Responsible Wild Caught Seafood on page 19, <a href="#">Supply Chain Management – Supplier Progress Report</a> , <a href="#">Sustainable Supply Chain Management Approach</a>					
<b>GRI 308: Supplier Environmental Assessment 2016</b>	308-1 New suppliers that were screened using environmental criteria	<a href="#">Supply Chain Management – Supplier Progress Report</a> , <a href="#">Sustainable Supply Chain Management Approach</a>					
	308-2 Negative environmental impacts in the supply chain and actions taken	<a href="#">Supply Chain Management – Supplier Progress Report</a> , <a href="#">Sustainable Supply Chain Management Approach</a>					
<b>Employment</b>							
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	TU SR 2025, Safe, Decent, and Equitable Work on page 36					
<b>GRI 401: Employment 2016</b>	401-1 New employee hires and employee turnover	Performance Of Key Economic, Governance, Environmental, And Social Indicators 2025, Environmental Performance: Human Capital Performance on page 5-6					
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Omission			Information unavailable/incomplete		
	401-3 Parental leave	Omission			Information unavailable/incomplete		
<b>Labor/management relations</b>							
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	TU SR 2025, Safe, Decent, and Equitable Work on page 36				13.20.1, 13.21.1	
<b>GRI 402: Labor/Management Relations 2016</b>	402-1 Minimum notice periods regarding operational changes	TU SR 2025, Safe, Decent, and Equitable Work on page 36, <a href="#">Thai Union Business Ethics and Labor Code of Conduct</a>					
<b>Occupational health and safety</b>							
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	TU SR 2025, Safe, Decent, and Equitable Work on page 36				13.19.1	
<b>GRI 403: Occupational Health and Safety 2018</b>	403-1 Occupational health and safety management system	TU SR 2025, Safe, Decent, and Equitable Work on page 36				13.19.2	
	403-2 Hazard identification, risk assessment, and incident investigation	TU SR 2025, Safe, Decent, and Equitable Work on page 36				13.19.3	
	403-3 Occupational health services	TU SR 2025, Safe, Decent, and Equitable Work on page 36				13.19.4	

Statement of use		Thai Union Group has reported in accordance with the GRI Standards for the period 1 January - 31 December 2025.					
GRI 1 used		GRI 1: Foundation 2021					
Applicable GRI Sector Standard(s)		GRI 13: Agriculture, Aquaculture and Fishing Sectors 2022					
GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION			GRI SECTOR STANDARD REF. NO.	EXTERNAL ASSURANCE
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION		
	403-4 Worker participation, consultation, and communication on occupational health and safety	TU SR 2025, Safe, Decent, and Equitable Work on page 36				13.19.5	
	403-5 Worker training on occupational health and safety	TU SR 2025, Safe, Decent, and Equitable Work on page 36				13.19.6	
	403-6 Promotion of worker health	TU SR 2025, Safe, Decent, and Equitable Work on page 36				13.19.7	
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	TU SR 2025, Safe, Decent, and Equitable Work on page 36				13.19.8	
	403-8 Workers covered by an occupational health and safety management system	TU SR 2025, Safe, Decent, and Equitable Work on page 58, Performance Of Key Economic, Governance, Environmental, And Social Indicators 2025, Environmental Performance: Occupational Health and Safety on page 11				13.19.9	
	403-9 Work-related injuries	Performance Of Key Economic, Governance, Environmental, And Social Indicators 2025, Environmental Performance: Work-related injuries on page 11				13.19.10	Yes
	403-10 Work-related ill health	Performance Of Key Economic, Governance, Environmental, And Social Indicators 2025, Environmental Performance: Work-related injuries on page 12				13.19.11	Yes
<b>Training and education</b>							
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	TU SR 2025, Safe, Decent, and Equitable Work on page 36					
<b>GRI 404: Training and Education 2016</b>	404-1 Average hours of training per year per employee	Performance Of Key Economic, Governance, Environmental, And Social Indicators 2025, Environmental Performance: Training and Education on page 8					
	404-2 Programs for upgrading employee skills and transition assistance programs	TU SR 2025, Safe, Decent, and Equitable Work on page 36					
	404-3 Percentage of employees receiving regular performance and career development reviews	Omission					
<b>Diversity and equal opportunity</b>							
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	TU SR 2025, Safe, Decent, and Equitable Work on page 36				13.15.1	

Statement of use		Thai Union Group has reported in accordance with the GRI Standards for the period 1 January - 31 December 2025.					
GRI 1 used		GRI 1: Foundation 2021					
Applicable GRI Sector Standard(s)		GRI 13: Agriculture, Aquaculture and Fishing Sectors 2022					
GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION			GRI SECTOR STANDARD REF. NO.	EXTERNAL ASSURANCE
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION		
<b>GRI 405: Diversity and Equal Opportunity 2016</b>	405-1 Diversity of governance bodies and employees	Performance Of Key Economic, Governance, Environmental, And Social Indicators 2025, Environmental Performance: Total Workforce by Employee Category on page 4				13.15.2	
	405-2 Ratio of basic salary and remuneration of women to men	Performance Of Key Economic, Governance, Environmental, And Social Indicators 2025, Environmental Performance: Ratio of basic salary and remuneration of women to men on page 7				13.15.3	Yes
<b>Non-discrimination</b>							
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	TU SR 2025, Safe, Decent, and Equitable Work on page 36					
<b>GRI 406: Non-discrimination 2016</b>	406-1 Incidents of discrimination and corrective actions taken	TU SR 2025, Safe, Decent, and Equitable Work on page 36, <a href="#">Thai Union - UK Modern Slavery Act Transparency Statement</a>				13.15.4	
<b>Freedom of association and collective bargaining</b>							
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	TU SR 2025, Safe, Decent, and Equitable Work on page 36, <a href="#">Thai Union - UK Modern Slavery Act Transparency Statement</a>				13.18.1	
<b>GRI 407: Freedom of Association and Collective Bargaining 2016</b>	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	<a href="#">Thai Union - UK Modern Slavery Act Transparency Statement</a>				13.18.2	
<b>Child labor</b>							
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	TU SR 2025, Safe, Decent, and Equitable Work on page 36				13.17.1	
<b>GRI 408: Child Labor 2016</b>	408-1 Operations and suppliers at significant risk for incidents of child labor	<a href="#">Thai Union - UK Modern Slavery Act Transparency Statement</a>				13.17.2	
<b>Forced or compulsory labor</b>							
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	TU SR 2025, Safe, Decent, and Equitable Work on page 36, <a href="#">Thai Union - UK Modern Slavery Act Transparency Statement</a>				13.16.1	
<b>GRI 409: Forced or Compulsory Labor 2016</b>	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	<a href="#">Thai Union - UK Modern Slavery Act Transparency Statement</a>				13.16.2	
<b>Security practices</b>							
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	TU SR 2025, Safe, Decent, and Equitable Work on page 36, <a href="#">Thai Union - UK Modern Slavery Act Transparency Statement</a>					
<b>GRI 410: Security Practices 2016</b>	410-1 Security personnel trained in human rights policies or procedures	<a href="#">Thai Union - UK Modern Slavery Act Transparency Statement</a>					

Statement of use		Thai Union Group has reported in accordance with the GRI Standards for the period 1 January - 31 December 2025.					
GRI 1 used		GRI 1: Foundation 2021					
Applicable GRI Sector Standard(s)		GRI 13: Agriculture, Aquaculture and Fishing Sectors 2022					
GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION			GRI SECTOR STANDARD REF. NO.	EXTERNAL ASSURANCE
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION		
<b>Rights of indigenous peoples</b>							
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	TU SR 2025, Safe, Decent, and Equitable Work on page 36, <a href="#">Thai Union - UK Modern Slavery Act Transparency Statement</a>				13.14.1	
<b>GRI 411: Rights of Indigenous Peoples 2016</b>	411-1 Incidents of violations involving rights of indigenous peoples	<a href="#">Thai Union - UK Modern Slavery Act Transparency Statement</a>				13.14.2	
<b>Local communities</b>							
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	TU SR 2025, Safe, Decent, and Equitable Work on page 36, <a href="#">Thai Union - UK Modern Slavery Act Transparency Statement</a>				13.12.1, 13.13.1	
<b>GRI 413: Local Communities 2016</b>	413-1 Operations with local community engagement, impact assessments, and development programs	<a href="#">Thai Union - UK Modern Slavery Act Transparency Statement</a>				13.12.2	
	413-2 Operations with significant actual and potential negative impacts on local communities	<a href="#">Thai Union - UK Modern Slavery Act Transparency Statement</a>				13.12.3	
<b>Supplier social assessment</b>							
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Sustainable Supply Chain Management Approach, <a href="https://www.seachangesustainability.org/wp-content/uploads/Supply-chain-ESG-management-Approach.pdf">https://www.seachangesustainability.org/wp-content/uploads/Supply-chain-ESG-management-Approach.pdf</a> , <a href="#">Thai Union - UK Modern Slavery Act Transparency Statement</a>					
<b>GRI 414: Supplier Social Assessment 2016</b>	414-1 New suppliers that were screened using social criteria	<a href="#">Thai Union Supply Chain Management – Supplier Progress Report</a>					
	414-2 Negative social impacts in the supply chain and actions taken	<a href="#">Thai Union Supply Chain Management – Supplier Progress Report</a>					
<b>Public policy</b>							
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	<a href="#">Partnerships &amp; Collaborations</a>				13.24.1	
<b>GRI 415: Public Policy 2016</b>	415-1 Political contributions	<a href="#">Partnerships &amp; Collaborations</a>				13.24.2	
<b>Customer health and safety</b>							

Statement of use		Thai Union Group has reported in accordance with the GRI Standards for the period 1 January - 31 December 2025.					
GRI 1 used		GRI 1: Foundation 2021					
Applicable GRI Sector Standard(s)		GRI 13: Agriculture, Aquaculture and Fishing Sectors 2022					
GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION			GRI SECTOR STANDARD REF. NO.	EXTERNAL ASSURANCE
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION		
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	TU SR 2025, Nutrition and Health on page 32				13.9.1, 13.10.1	
<b>GRI 416: Customer Health and Safety 2016</b>	416-1 Assessment of the health and safety impacts of product and service categories	TU SR 2025, Nutrition and Health on page 32				13.10.2	
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	Omission	a. - b.	Information unavailable/incomplete		13.10.2	
<b>Marketing and labeling</b>							
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Omission	-	Information unavailable/incomplete			
<b>GRI 417: Marketing and Labeling 2016</b>	417-1 Requirements for product and service information and labeling	Omission	a. - b.	Information unavailable/incomplete			
	417-2 Incidents of non-compliance concerning product and service information and labeling	Omission	a. - b.	Information unavailable/incomplete			
	417-3 Incidents of non-compliance concerning marketing communications	Omission	a. - b.	Information unavailable/incomplete			
<b>Additional sector disclosures</b>	13.9.2	Omission		Information unavailable/incomplete		13.9.2	
<b>Additional sector disclosures</b>	13.10.4	Omission		Information unavailable/incomplete		13.10.4	
<b>Additional sector disclosures</b>	13.10.5	Omission		Information unavailable/incomplete		13.10.5	
<b>Customer privacy</b>							
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	<a href="#">Customer Relationship Management and Product Responsibility, Privacy Notice</a>					
<b>GRI 418: Customer Privacy 2016</b>	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Omission	a. - c.	Information unavailable/incomplete			

Topics in the applicable GRI Sector Standards determined as not material	
TOPIC	EXPLANATION
<b>GRI 13: Agriculture, Aquaculture and Fishing Sectors 2022</b>	
13.5.1	TU has not owned operation of the agriculture, aquaculture, and fishing asset.
13.6.1	TU has not owned operation of the agriculture, aquaculture, and fishing asset.
13.9.2	Data not available
13.10.4	Data not available
13.10.5	Data not available
13.11.1	TU has not owned operation of the agriculture, aquaculture, and fishing asset.
13.11.2	TU has not owned operation of the agriculture, aquaculture, and fishing asset.
13.11.3	TU has not owned operation of the agriculture, aquaculture, and fishing asset.
13.13.2	Data not available
13.13.3	Data not available
13.14.3	Data not available
13.14.4	Data not available
13.15.5	Data not available
13.21.2	Data not available
13.21.3	Data not available

**Remark:**

- <sup>(1)</sup> Thai Union has disclosed and verified on 12 Categories of Scope 3 which are; 1) Purchased goods and services, 2) Capital goods, 3) Fuel and energy related activities, 4) Upstream transportation & distribution, 5) Waste generated in operations, 6) Business travel, 7) Employee commuting, 8) Upstream leased assets, 9) Downstream transportation & distribution, 10) Processing of sold products, 12) End-of-life treatment of sold products, 15) Investments



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