



THAI BEVERAGE PUBLIC COMPANY LIMITED



ALWAYS WITH YOU

Sustainability Report 2019



Thai Beverage Public Company Limited



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Message from the President and CEO



2019 was another successful year for Thai Beverage Public Company Limited (“ThaiBev”). ThaiBev became the first ASEAN beverage company to be ranked as the Global Beverage Industry Leader in the Dow Jones Sustainability Indices (DJSI) for a second consecutive year, while retaining its place in the DJSI World Index for a third consecutive year and Emerging Markets Index for a fourth consecutive year. This reflects our progress towards fulfilling our goal of becoming a stable and sustainable ASEAN leader.

ThaiBev’s Vision 2020, which emphasizes the five pillars of Growth, Diversity, Brands, Reach, and Professionalism, has continued to guide us to become a stable and sustainable ASEAN leader. I am proud to say that with several landmark acquisitions across Southeast Asia and through the tremendous dedication of all our staff, ThaiBev is on track to achieve this goal. ThaiBev has grown from a Thai company to become a regional leader, with a diversified revenue stream and product portfolio, and group synergy.


ThaiBev is inspired by our late King, His Majesty King Bhumibol Adulyadej The Great’s Sufficiency Economy Philosophy (“SEP”), and our effort is guided by His Majesty King Maha Vajiralongkorn Bodindradebayavarangkun’s first royal pronouncement that His Majesty is determined to preserve, sustain, and enhance this legacy. The United Nations’ 17 Sustainable Development Goals (“SDGs”) have also helped frame our goals. The SEP principles and the SDG targets have enabled us to take meaningful actions to help address the world’s most pressing environmental, social, and economic challenges as outlined by the UN’s 2030 Agenda for Sustainable Development. At the strategic level, ThaiBev has started harnessing our own potential to develop business solutions that enhance our positive – and mitigate our negative – impact on the SDGs.

With such expansion comes increased responsibility and accountability to ensure that ThaiBev continues to contribute positively to the environment and society. That is why during the implementation of Vision 2020, ThaiBev has invested both financial and human capital into “Creating and Sharing the Value of Growth” with our stakeholders throughout our value chain. ThaiBev remains committed to protecting the environment as ThaiBev

believes that a healthy environment is the foundation for a strong community and society – and consequently forms the foundation for businesses to prosper. Thus, ThaiBev conducts several initiatives to reduce our impacts on the environment. In addition, ThaiBev continues to assess risks to our business that could result from climate change. ThaiBev performed environmental sustainability assessments to identify and mitigate risks from potential natural disasters and to identify areas at risk for water scarcity. ThaiBev also established the Sustainability Academy to further align and embed sustainability within the organization, and in 2019, ThaiBev became a member of the UN Global Compact, further cementing our commitment in developing a sustainable future for all.

ThaiBev is proud to have its roots in Thailand, and ThaiBev continues to drive many programs that help Thai people improve their income and wellbeing, and also preserve the Thai arts and culture heritage. This year marked the 20th anniversary of our “ThaiBev Unites to Fight the Cold” project, in which ThaiBev provides blankets to those living in rural areas with severe weather. ThaiBev continues to support the Pracharath Rak Samakkee public-private community partnership program, which is focused on enhancing the economic opportunities and living standards of grassroots communities. Meanwhile, the ThaiBev Thai Talent program continues to inspire and support talented Thai youths to excel. ThaiBev is also excited by the ongoing success of several other initiatives, such as ThaiBev’s award-winning WIN WIN WAR program, in which aspiring social business entrepreneurs share best business practices and ideas; and the inaugural launch of Bangkok Art Biennale this year, which was praised by BBC as an important contributor to enhancing Bangkok as a major creativity hub.

As we wrap up Vision 2020, ThaiBev plans to further expand our sustainability efforts in order to ensure ThaiBev remains a stable and sustainable ASEAN leader in the total beverage business. ThaiBev also looks forward to 2020 as it marks the start of our journey towards Vision 2025. On behalf of all the executives, I would like to thank our employees, customers, partners, and all stakeholders for supporting ThaiBev in achieving our vision.



Thapana Sirivadhanabhakdi

President and CEO

Board Statement

The ThaiBev Board of Directors (the “Board”) is committed to driving the ThaiBev Group (the “Group”) sustainability agenda. Sustainability considerations, including material environmental, social, and governance (“ESG”) matters, such as natural resource management, human capital development, human rights, as well as corporate governance and business ethics are integral and essential factors that the Board takes into account when formulating the Group’s overall strategy. We fully support the ThaiBev management team’s efforts to further integrate sustainability practices into the Group’s businesses.

Furthermore, as the Group’s long-term sustainability is a key priority for the Board and as efforts in this respect depend on the management team’s implementation and operational abilities, the Board has made it clear that our evaluation of their performance takes into account their effectiveness in delivering on the commitments made to sustainability initiatives and targets in this report.

The Board has assigned responsibility for formulating the Group’s sustainability and risk management policy as well as governing sustainability development and risk management to ensure alignment with the policies and strategies to the Sustainability and Risk Management Committee (SRMC). The President and CEO has appointed the Corporate Sustainability Development Committee (CSDC) the responsibility to develop and oversee ThaiBev’s sustainability initiatives and the preparation of this sustainability report. The Board receives regular reports and presentations from both committees and the ThaiBev management team on their sustainability objectives, targets, initiatives, challenges, progress and achievements in addressing materiality topics from consumer health and safety, to water stewardship and packaging management.

The Board is committed to being transparent, as well as to communicating openly and clearly about the Group’s businesses to ThaiBev’s shareholders and stakeholders. The disclosures made in this report and in the annual report are in line with this commitment. In this report, we discuss the Group’s continued efforts to exercise good corporate governance, to strengthen its collaboration with various stakeholders, and to drive positive environmental, social, and economic impacts in Thailand and overseas.

We look forward to sharing our progress with you.

Board of Directors
Thai Beverage Public Company Limited

STABLE & SUSTAINABLE
ASEAN LEADER



ThaiBev is committed to become a stable and sustainable ASEAN leader in total beverage company.

ThaiBev believes in advancing our business through innovations delivering products that meet consumers' needs while simultaneously putting our effort in the improvement of quality of life of the people in communities and the society as a whole with the fundamental principle of "Creating and Sharing the Value of Growth" in order to truly becomes ASEAN stable and sustainable leader.

About This Report

GRI 102-1
GRI 102-10
GRI 102-45
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GRI 102-52
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GRI 102-54
GRI 102-56

Thai Beverage Public Company Limited, hereby ThaiBev, has published an annual sustainability report since 2012. This is the sixth report, for 2019, which has been prepared in accordance with the core criteria of the international GRI Standards framework of the Global Reporting Initiative (GRI). ThaiBev has begun to study and apply the Integrated Reporting (IR) approach, which is an integrated sustainability report that demonstrates performance and value creation to shareholders and various groups of stakeholders holistically.

This report is intended to communicate material business issues and the sustainability practices of ThaiBev to stakeholders. The report covers four sustainability dimensions in the following order, Environment, Social, Art and Culture, and Economic. ThaiBev places the utmost emphasis on managing its environmental impacts, which are the foundation of the community and a strong and sustainable economy and society. The intention of this report is to present the strategies and methods of business operations that adhere to the principles of sustainable development and the Sufficiency Economy Philosophy of His Majesty King Bhumibol Adulyadej The Great, which together form the guidelines for the continuous sustainable development of ThaiBev. ThaiBev and its subsidiaries have voluntarily put these principles into practice. Meanwhile, the setting of targets at ThaiBev must be consistent with the 17 UN Sustainable Development Goals (UN SDGs).



The 2019 Sustainability Report is prepared for stakeholders, to demonstrate that ThaiBev's business operations adhere to the best practices of sustainable development. This Sustainability Report received an audit based on financial operating results for 2019, through the accounting audit of the certified auditor, KPMG Phoomchai Audit Co., Ltd. The Audit Report was shown in ThaiBev's 2019 Annual Report. As for our environmental, employee training, occupational health and safety aspects, they have been audited by Lloyd's Register International (Thailand) Limited. The statement certifying the information is shown under the heading of Independent Assurance Statement.

Scope of the Report

The information presented in this report derives from the fiscal year 2019. ThaiBev has reported the efficiency of environmental operations and social contribution covering a 12-month period from October 2018 to September 2019.

The scope of this report covers ThaiBev, and companies in the ThaiBev Group in Thailand and overseas. In the environmental and social data part, the data has been collected from 40 production sites comprising 25 distilleries (19 in Thailand, 5 in the United Kingdom, and 1 in Myanmar), 3 breweries in Thailand, 11 non-alcoholic beverages production facilities in Thailand, 1 food production facility in Thailand, as well as 11 distribution centers (6 distribution centers under Thai Beverage Logistics Co., Ltd. and 5 distribution centers under Sermsook Public Company Limited).

In 2018 business expansion in both Thailand and overseas, the additional scope is reported as follows:

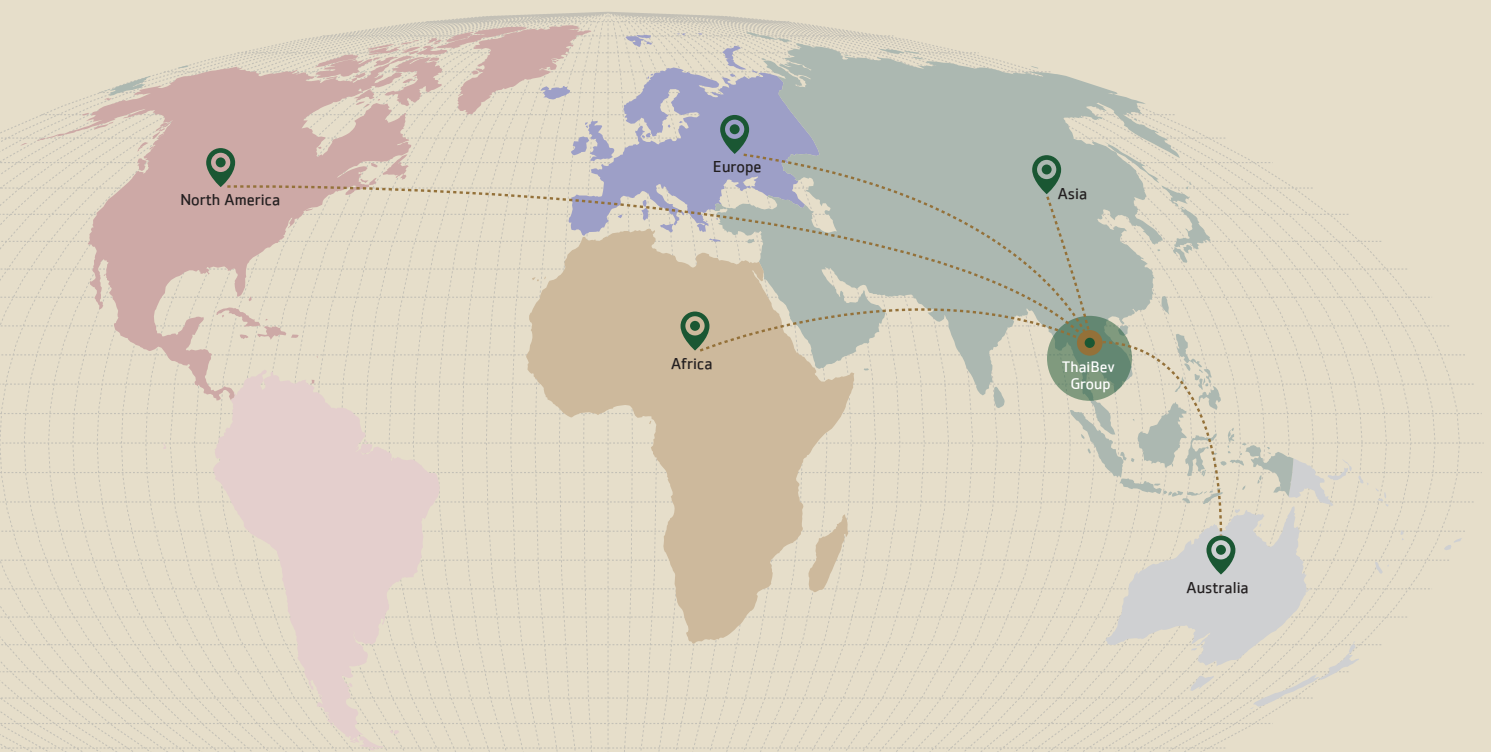
- Environmental and social data from the group of alcoholic beverage businesses which were Red Bull Distillery (1988) Kamphaeng Phet Branch in Thailand, Grand Royal Group International Company Limited in Myanmar, and 5 distilleries under Inver House Distillers Limited in the United Kingdom.
- Environmental and social data from the group of non-alcoholic beverage businesses which was Thai Drinks Co., Ltd. Lampang Branch in Thailand.

ThaiBev has prepared this Sustainability Report in both Thai and English, and it has also been published on ThaiBev's website at www.sustainability.thaibev.com. If you have any suggestions or inquiries, you may contact the Sustainability Development Working Team via sustainability@thaibev.com. You may further express opinions by using the form included at the end of this report. The working team will be delighted to consider such suggestions to improve the quality of future reports.

About ThaiBev

GRI 102-1
GRI 102-2
GRI 102-3
GRI 102-4
GRI 102-5
GRI 102-6
GRI 102-7
GRI 102-10

ThaiBev is headquartered in Bangkok, Thailand. ThaiBev is not only Thailand's leading beverage producer, but also one of Asia's largest beverage producers. The business is divided into four main segments: spirits, beer, non-alcoholic beverages and food. As of 2019, ThaiBev has been listed in the DJSI World index as No. 1 or Global Beverages Industry Leader for the second year running. The company is the first Asian company to be selected as a sustainability leader in the beverage industry for two consecutive years. It has also been listed as a DJSI World member for three consecutive years and as a DJSI Emerging Markets member for four consecutive years.



Vision

ThaiBev's vision is to be a world-class total beverage producer and distributor, embodying commercial excellence, continuous product development and premiumization, as well as professionalism.

Mission

ThaiBev's mission is to build strong mutually beneficial relationships with all stakeholders in every aspect, guided by the following six principles:

- Offer top quality products to all customer segments.
- Respond professionally to distributors' demands.
- Grow revenue and profits in a sustainable manner to create value for shareholders and provide favorable returns on investments.
- Be a role model of the highest standards of professionalism, corporate governance, and transparency.
- Build a sense of ownership among employees by trusting, empowering, and renewing them.
- Contribute to society.

Strategy

- **Growth**
ThaiBev aims to solidify its position as the largest, most stable and sustainable beverage company in Southeast Asia, and create return to shareholders.
- **Diversity**
To support and sustain its growth, ThaiBev plans to diversify its revenue streams, increasing revenue contribution from non-alcoholic beverages and the sale of products outside of Thailand.
- **Brands**
By streamlining its businesses into three product groups (spirits, beer, and non-alcoholic beverages) and identifying core brands within each, as well as focusing on primary and secondary markets with the greatest growth potential, ThaiBev looks to expand the business via a consumer and market-driven approach.
- **Reach**
To realize the potential of its core brands, robust and efficient routes to all markets are required; accordingly, ThaiBev seeks to build on our market-leading business processes and supply

chains to strengthen existing distribution networks, establish new ones, and also enter into partnerships with third-party distributors when appropriate.

• Professionalism

ThaiBev strives to ensure that we have a diverse and high performance workforce, and that the teams behind all three product groups work together seamlessly, leveraging cross-product group synergies where applicable, further strengthening our long-term potential.

Goods and Services

ThaiBev products are sold in 90 countries worldwide. ThaiBev's beverage and food products are produced from 29 distilleries (19 sites in Thailand, 5 in the United Kingdom, 2 in Vietnam, 2 in Myanmar, and 1 in China), 30 breweries (3 in Thailand, 26 in Vietnam, and 1 in Myanmar), 31 non-alcoholic beverage production facilities (21 in Thailand, 8 in Malaysia, 1 in Singapore, and 1 in Vietnam), and 1 food production facility in Thailand. There is also an extensive distribution network covering 400,000 points all over Thailand.

As of September 30, 2019, there were 207 companies in the ThaiBev Group, as follows:

- 1 Thai Beverage Public Company Limited
- 102 companies in Thailand, 101 of which are subsidiaries, and 1 associated company; namely, Petform (Thailand) Limited.
- 104 companies abroad (81 of which are subsidiaries, 49 associated companies and 5 of which are indirect partner company of subsidiaries within Sabeco.)

ThaiBev's notable products include:

- **Spirits:** Ruang Khao, Hongthong, SangSom, Blend 285, Mekhong, Grand Royal, Balblair, Old Pulteney.
- **Beers:** Chang Beer, ThaiBev's main product which is a widely popular beer among Thai and foreign consumers.
- **Non-alcoholic beverages:** ThaiBev is famous for OISHI Green Tea, est Cola, 100 Plus Healthy Drinks, Crystal Drinking Water, and Rock Mountain Soda.
- **Foods:** Restaurants under the names Oishi, Hyde & Seek, Man Fu Yuan, Mx cakes & bakery, Chilli Thai, SO asean Café & Restaurant, Eat Pot, Food Street, POT Ministry, Café Chilli, South Tiger Restaurant and a total of 305 KFC restaurant franchise branches in Thailand managed by The QSR of Asia Company Limited.



Key Economic Performance

2019

Total Revenue (annual)

274,110 million baht

October 2018 to September 2019, period of 12 months

**71%**

Domestic income proportion

29%

Foreign income proportion

2018

Total Revenue (annual)

236,416* million baht

October 2017 to September 2018, period of 12 months

*restated

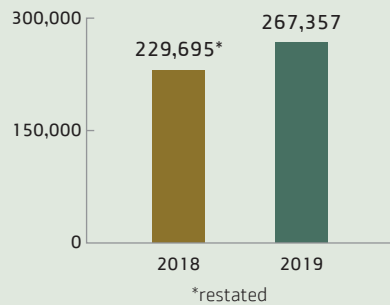
**75%**

Domestic income proportion

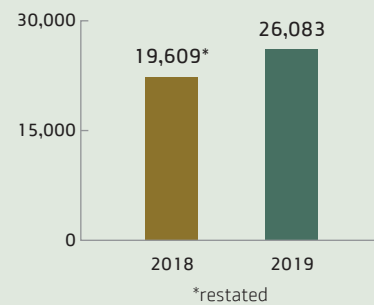
25%

Foreign income proportion

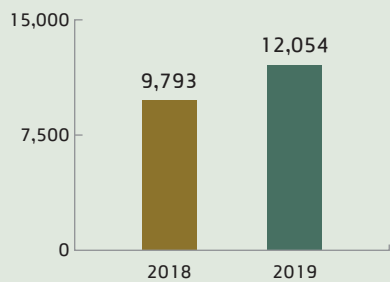
Revenue from sales (million baht)



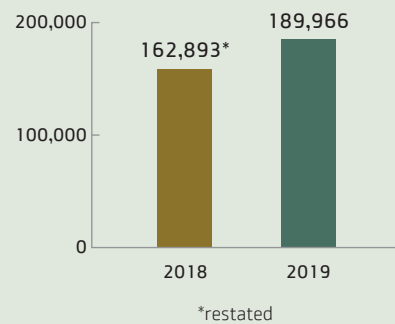
Net profit (million baht)



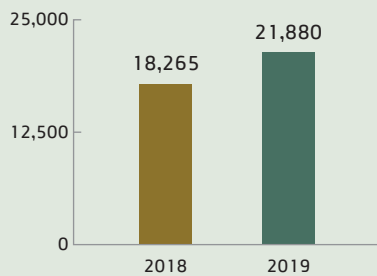
Annual Dividend (million baht)



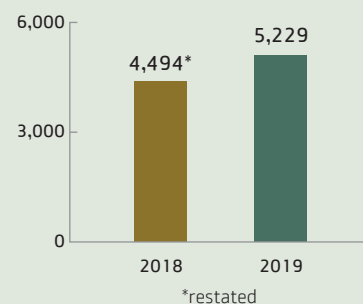
Cost of Sales (million baht)



Employee Benefit Expenses (million baht)



Income Tax Expenses (million baht)



Debt to Equity (Time)

2018	2019
1.86	1.71

Return on equity (%)

2018	2019
15.18%	17.06%

Note

1. Economic value generated and distributed is defined by Income (refer to GRI201-1: Revenue), Cost of Sales (refer to GRI201-1: Operating costs), Employee Benefit Expenses (refer to GRI201-1: Employee Wages and Benefits), Income Tax Expenses (refer to GRI201-1: Payments to Government), and Annual Dividend (refer to GRI201-1: Payments to Provider of Capital).
2. Employee benefit expenses, which is part of Cost of Sales, was 5,022 million baht during the period of October 2017-September 2018

and was 3,528 million baht during the period of October 2018 to September 2019. The excise tax paid to the government is also part of Cost of Sales.

3. Geographic income for the Thai Beverage Group according to ThaiBev's financial statements for the period ending 30 September 2019.
4. Annual dividend to ThaiBev's shareholders.

Sustainability Highlights 2019

ENVIRONMENT



- Energy Intensity Ratio

Reduced 7% compared to 2014 as a base year



- Water Intensity Ratio

Reduced 14% compared to 2014 as a base year



- Greenhouse Gas Emission Intensity Ratio

Reduced 10% compared to 2014 as a base year



- Proportion* of Reused and Recycled Packaging**

75%

*Based on packaging weight from sales volume

**Main packaging materials used in beverages consist of glass bottles



SOCIAL



- Succession Plan

94% of all critical positions



- ThaiBev employee volunteer participation of

1,600 employees

Total **95,000 volunteer hours**



100% coverage of ThaiBev's operations* that may have direct or indirect impacts on surrounding communities

*"operations" means ThaiBev Group's facilities that were assessed to have direct or indirect impacts on the surrounding communities, and ThaiBev Group has developed community development programs for those impacted communities (32 premises)

ECONOMIC



- Proportion of products certified 'healthier choice'

45% of non-alcoholic beverages

Target 2025 : 50%



The ThaiBev Sustainability Approach

ThaiBev embraces the Sufficiency Economy Philosophy of His Majesty King Bhumibol Adulyadej The Great, and the United Nations' Sustainable Development Goals (SDGs). In 2019, ThaiBev further dedicated itself to creating a better world for all by joining the United Nations' Global Compact.

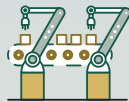
ThaiBev's Value Chain

Inputs



Financial Capital

- Market Capitalization: 492,203 million baht
 - Liabilities: 256,915 million baht
 - Equity: 150,325 million baht
- (as of 30 September 2019)



Manufactured Capital

- Total assets: 407,240 million baht
- Property, plant and equipment: 59,737 million baht



Human Capital

- Total workforce: 45,863 employees
- Total employee training hours: 513,341 hours



Intellectual Capital

- Knowledge management system
- R&D Expenditure: 212 million baht



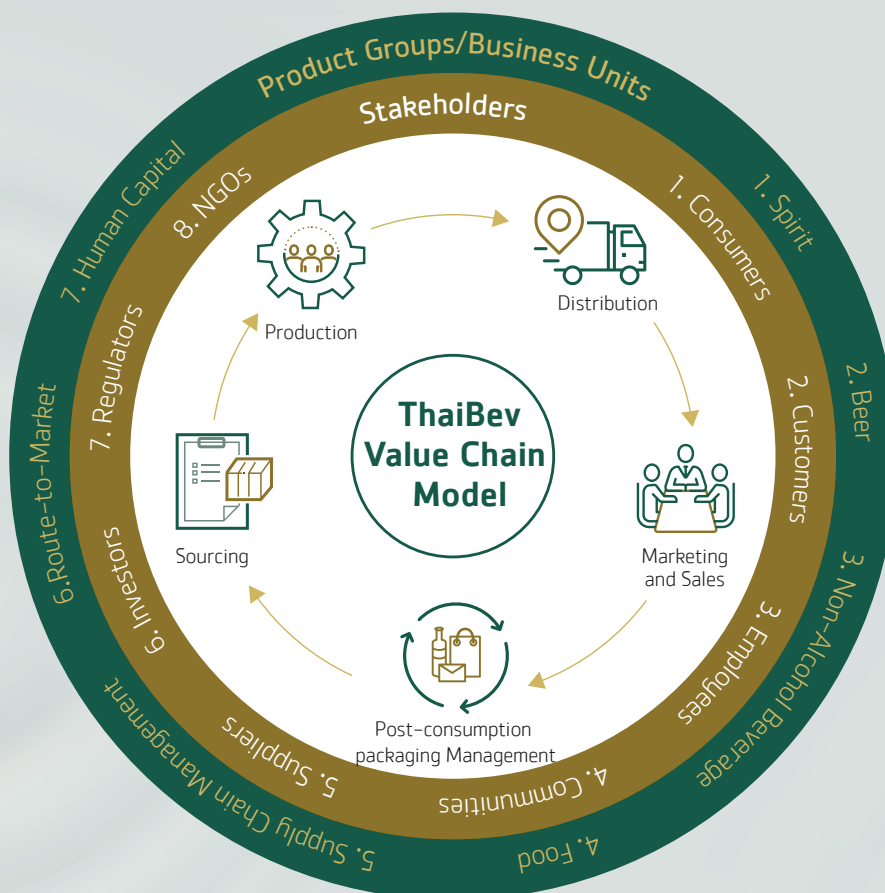
Social & Relationship Capital

- Strong relations with stakeholders
- Good collaborations with business partners
- Community Development & Philanthropy over 500 million baht



Natural Capital

- Water consumption: 13.04 million cubic meters
- Energy consumption: 8,230,240 GJ



Strategy

- Growth
- Diversity
- Brands
- Reach
- Professionalism

Outcome

Total Revenue
274,110
million baht

EBITDA
45,096
million baht

Net Profit
26,083
million baht



Loss time injury frequency rate
(LTIFR) 1.67
per one million working hours

Employee turnover
rate 11.5%



Created **543** million baht worth of income for communities over 3 year

Zero
human rights complaints

For ThaiBev, development of the Value Chain is an important strategy to deliver business success. To enhance confidence in the production of quality products and sustainable growth, the company pays attention to every procedure and process in the Value Chain as follows:

Sourcing

As a leading national beverage producer, the sourcing process must be efficient, transparent and committed to achieving results that maintain the quality of products and services, by considering the following factors:

- Giving priority to developing the potential business partners or suppliers to achieve goals and mutual sustainable growth with the company. A code of practice for suppliers has been established, and risk management mechanisms have been put in place for products and services, together with managing and assessing performance to make sure that they meet appropriate standards and management processes.
- Sourcing processes to standards that consider environmental and social factors such as water management, occupational health and safety, as well as providing oversight to ensure that quality and safe products and services will reach consumers.
- Considering the impact of post-consumption such as using bioPET bottles for Chang Mineral Water, which is made from 30 percent plant-based materials.

Production

ThaiBev gives priority to every stage of production, including:

- Controlling the quality of products to be correctly in line with legal requirements and various international management standards covering the environment, safety, and consumer health, such as ISO 9001, GMP, HACCP, ISO 14001, and the National Sanitation Foundation (NSF) drinking water standard.
- Production safety, which involves good hygiene management, only choosing quality raw materials which are safe and bring about the highest consumer satisfaction.
- Using various resources such as water and energy to get the greatest value and bring the most benefits without creating pollution. Alternative energy sources are used, such as steam for distilleries, anaerobic waste treatment systems installation, as well as once through boilers, while various innovations and technology continue to be developed.

Distribution

With an efficient product distribution process, alongside strong distribution channels that span across Thailand, ThaiBev is able to:

- Maintain and deliver the highest quality products to all customers; while maintaining good relationships with business partners, as well as meet the needs of distributors with professional levels of services.

- Use modern technology in managing and planning product distribution and transportation systems, such as ensuring driving discipline so that it is safe for drivers, and efficiently manage the use of fuel.
- Expand logistics services to customers in the restaurant segment in Thailand. Last year, the company took a shareholding in HAVI Logistics (Thailand) Co., Ltd, an expert in Cold Chain temperature-controlled transportation.

Marketing and Sales

ThaiBev delivers products to consumers through efficient distribution channels by:

- Creating a strong network and building good relationships with customers through a variety of projects such as Triple A Project and marketing activities in its distribution channels, which is a strategy for efficient growth according to Vision 2020.
- Communicating and publicizing responsibility to consumers and society through the “Serve Responsibly” project and holding sales promotions that create good relationships with consumers, as well as listening to consumers’ opinions through various communications channels, which are then used to develop and respond to customers’ needs as much as possible.

Post-consumption Packaging Management

ThaiBev believes that good packaging should not only protect the product and make it look pleasing, but should also be reusable, so the company aims to:

- Reuse packaging materials such as corrugated cartons and carton box partitions, glass bottles, aluminum cans and plastic crates in the manufacturing process.
- Develop packaging from materials which can be reused and recycled in the manufacturing process to reduce post-consumption waste, as “single-use” packaging creates too much trash and wastes natural resources in the manufacturing of these materials.



Kroivixien 2017

ThaiBev Sustainability Approach

ThaiBev embraces His Majesty King Bhumibol Adulyadej The Great's Sufficiency Economy Philosophy (SEP), in tandem with the United Nations Sustainable Development Goals (UN SDGs), to establish its sustainable development strategy. These principles are incorporated into guidelines to push forward business operations in a responsible manner for all stakeholders, environment, and society. In 2019, ThaiBev became a member of the UN Global Compact, which commits ThaiBev to conduct its business with fundamental responsibility in four areas: human rights, labor, environment and anti-corruption.

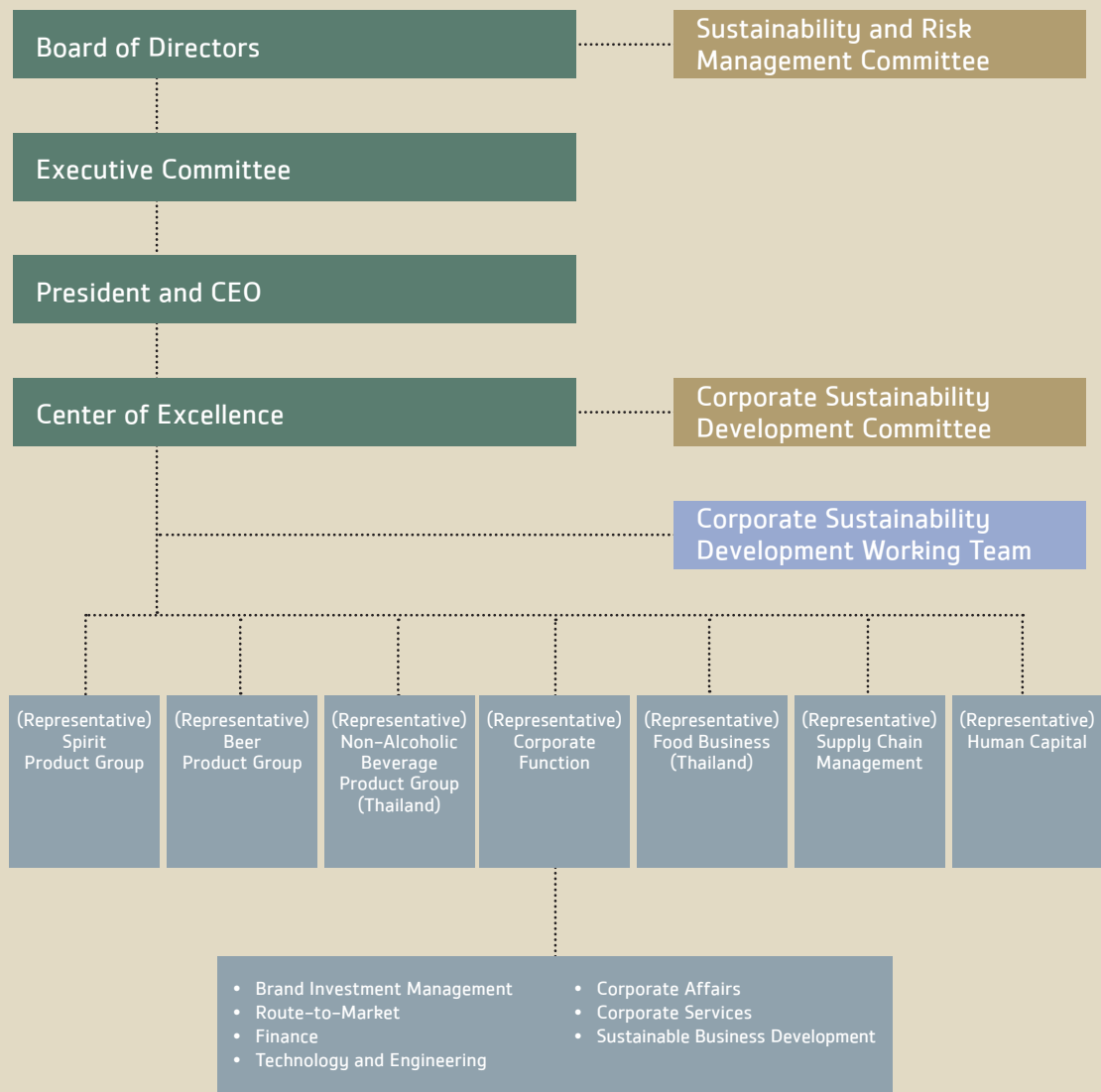


The Sufficiency Economy Philosophy (SEP) consists of three principles: Moderation, Reasonableness, and Prudence. Abiding by these three principles, based on the foundations of knowledge and virtue, allows the company to remain stable and sustainable through the currents of globalization and change, leading to balanced progress in all four dimensions: Environment, Society, Arts & Culture, and Economy. At the same time, with its sustainable development strategy, ThaiBev is confident that it will be able to be self-sustaining and develop limitless opportunities for business and society as a whole.

The two frameworks, SEP and UN SDGs, emphasize utilizing knowledge, experience, and rationale to achieve steady growth, while reducing environmental impacts and promoting human capital development. Moreover, SEP and the UN SDGs are consistent with ThaiBev's Vision 2020 to become "a stable and sustainable ASEAN leader". Hence, ThaiBev prioritizes engaging and establishing good relationships with all stakeholders so that sustainable growth can be obtained for all.



ThaiBev's Corporate Sustainability Structure



Sustainability Management

The Board of Directors is responsible for overseeing the business, setting strategies, and developing the organization for stable and sustainable growth for the benefits of all stakeholder groups. The Board of Directors has appointed the Sustainability and Risk Management Committee (SRMC) to support the Board of Directors in formulating sustainability and risk management policies, establishing ThaiBev's sustainable development strategies, as well as supervising sustainable development activities and risk management in accordance with the policies and strategies set by the Board.

To drive sustainable development, the President and CEO has appointed the Corporate Sustainability Development Committee (CSDC) to be responsible for considering, planning, and implementing ThaiBev's sustainability development program in line with the direction and strategy set by the Board or the Executive Committee. In addition, the Sustainability Development Working Team (SDWT), consisting of representatives from various business groups and divisions, is responsible for developing plans and sustainable development projects as well as participating in corporate sustainability assessments that

verify the comprehensiveness of materiality topics. The SDWT also monitors and reports the progress of sustainable development programs to the SRMC.

ThaiBev has participated in the Dow Jones Sustainability Indices (DJSI) Corporate Sustainability Assessment for five consecutive years, and has been listed in the DJSI Global Beverages Industry Leader for the second year running. The company is the first Asian company to be named a sustainability leader in the beverage industry, and has been listed in the DJSI World index for the third year running (2017, 2018 and 2019). It has also been listed as DJSI emerging market member for four consecutive years.

In addition, the company's sustainability performances have developed in leaps and bounds, and it has been recognized as an Industry Mover in 2017–2018, for two years in a row. This remarkable achievement is a result of continuous effort to become a leading sustainable organization.

ThaiBev places importance on environmental issues first and foremost. However, both environmental and social issues can affect the company's business operations; if the environment is destroyed, the community cannot survive. This will affect society as a whole and prevent business from thriving. Therefore, it is important for the environment, community and society to co-exist.



Insights from Sustainability Experts



Sumet Tantivejkul, PhD
Secretary General
The Chaipattana Foundation

The world's natural resources are depleting rapidly, and these natural resources must cater to a continuously growing global population. Some scholars have estimated that it would take three Earths to sustain both the consumption of and waste generated by the current global population. Therefore, responsible consumption is everyone's duty before a world war for natural resources arises.

In the realm of business, the direction of Corporate Social Responsibility (CSR) has shifted away from a charity approach to ongoing social contribution activities with clear impact measurements. Many organizations that previously conducted projects merely to offset their negative environmental impacts have started to expand their CSR activities towards other areas such as community and sustainable development.

To be effective in solving social issues and developing social projects, one needs to understand the "socio-geology" of each area. "Geology" refers to physical conditions of the area such as soil, water, wind, and fire. The "socio" part refers to the mindset, living conditions and the local culture. Once one is aware of the socio-geology of the area, one will need to create mutual understanding and meaningful engagement with the locals prior to proposing solutions that would create long-lasting impact.


ThaiBev, as a leading organization with an extensive business network, can be a main driving force for social responsibility and sustainable development. For example, driving for environmental protection standards, energy conservation, and Circular Economy, among others. The ultimate goal is to create "benefits and happiness" – for ThaiBev, its business partners, and Thailand as a whole. These efforts will bring pride for ThaiBev and inspire praise from society.






Stakeholder Engagement



ThaiBev has established guidelines for appropriate stakeholder engagement, with an emphasis on continuously promoting creative engagement with all stakeholders through various activities and communication channels; various demands, opinions, concerns, and suggestions may be voiced. For each group of stakeholders, the

frequency of communication varies according to operation plans. Therefore, the information received is useful in helping to determine the strategy, direction, planning, and guidelines for business sustainability development and for prevention of risks or impacts from business operations.



Stakeholder	Engagement Channels	Issues of Stakeholder Interest and Concern	Applicable Reports
 Employees	<ul style="list-style-type: none"> Messaging (SMS) LINE Application: LINE @ "We are ThaiBev Group" Facebook fanpage ThaiBev Intranet Annual Meetings (Annual Executive Meeting, Labor Practice Committee Meeting, Employee Benefits Committee Meeting, Occupational Health and Safety Committee Meeting, Trade Union Meeting, and Functional Meeting) Suggestion Box Roadshows to meet with various stakeholders, such as "Core Values Global Values Roadshow and "Sustainability Development - related workshops" Employee satisfaction and engagement survey Beverest Connect application/web based/paper based Employee Engagement Survey through HCBPs and Line Manager Jam application ThaiBev-E-News, a messaging channel exclusively for ThaiBev employees Annual Sustainability Survey 	<ul style="list-style-type: none"> Work safety Flexible working arrangements Employee Benefits Charities and other projects that benefit society New products developed according to consumer needs Developing employee skills News about the company Company activities and management engagement Success and awards received by the company Internal activities Volunteering for various events and projects 	<ul style="list-style-type: none"> Limitless Opportunities Consumer Health, Safety and Wellbeing Safety, Occupational Health and Work Environment Developing Communities and Society

Stakeholder	Engagement Channels	Issues of Stakeholder Interest and Concern	Applicable Reports
 Suppliers	<ul style="list-style-type: none"> Meetings with suppliers Annual Sustainability Survey Sustainable development initiatives in various dimensions with suppliers Business Partner Conference Supplier Award Program Training for suppliers 	<ul style="list-style-type: none"> Vision of management and business practices Supplier Code of Practice Maintenance of quality standards, delivering services and sustainability in the business operations of suppliers Cooperation between the company, suppliers and their suppliers in managing risk throughout the supply chain Developing suppliers' business potential Developing engagement between suppliers and other stakeholders in packaging management to reduce environmental impact Procurement changes using digital transformation 	<ul style="list-style-type: none"> Corporate Governance and Compliance Sustainable Supply Chain Management Sustainable Packaging Climate Change Energy
 Customers	<ul style="list-style-type: none"> Annual Seminar and Exhibition Annual Customer Meeting Customer Training and Development Workshops Business Development Activities Annual Business Review Activities Annual Customer Factory Visit Agent Development Program with ThaiBev Annual Sustainability Survey Customer Engagement survey 	<ul style="list-style-type: none"> Consumer health and safety Clear business policies Transparency in business operations Responsibility to consumers Involvement in business planning Training to enhance skills and knowledge Building cooperation and networks to create value for society Flexibility in trade to meet market demands 	<ul style="list-style-type: none"> Customer Relationship Management Consumer Health, Safety and Wellbeing Corporate Governance and Compliance ThaiBev's Sustainability Approach Limitless Opportunities
 Consumers	<ul style="list-style-type: none"> Public events and marketing promotion activities via sales channels Social media channels such as Facebook fanpage, website, LINE application Surveys of consumer behavior and opinions on products Annual Sustainability Survey 	<ul style="list-style-type: none"> Product quality and safety Fair and appropriate product prices Responsible servicing and product presentation Environmental management responsibility Transparency in business operations Charities and projects that benefit society 	<ul style="list-style-type: none"> Consumer Health, Safety and Wellbeing Water Stewardship Waste Management Climate Change Energy Corporate Governance and Compliance
 Investors	<ul style="list-style-type: none"> Annual Shareholders Meeting Annual Information Meeting in Singapore Annual Factory Visits Quarterly Analyst Meeting Investor Roadshow Annual Sustainability Survey 	<ul style="list-style-type: none"> Business performance ThaiBev's business information Company goals and visions 	<ul style="list-style-type: none"> Corporate Governance and Compliance
 Communities	<ul style="list-style-type: none"> Activities with communities surrounding factories Interviews with community representatives Field visits and meetings with communities to follow up progress on joint projects Monthly and quarterly meetings with community representatives Survey of opinions with questionnaires Annual Sustainability Survey 	<ul style="list-style-type: none"> Creating jobs or promoting occupations in communities Promoting public health and wellbeing in communities Local economic development Skills development in sports, music and arts Reviving natural resources and the environment, managing and reviving water sources Assessment of impact on communities Promoting the environment and caring for it in communities Educational promotion in communities Reducing inequality in society Safety in temples, schools and communities Human rights, including labor rights and consumer rights 	<ul style="list-style-type: none"> Social Sustainability Education Development Public Health Development Athletic Development Preserving National Culture and Cultural Development Developing Communities and Society Pracharath Rak Samakkee Project Water Stewardship

Stakeholder	Engagement Channels	Issues of Stakeholder Interest and Concern	Applicable Reports
 Regulators	<ul style="list-style-type: none"> Hearing and giving opinions on the enforcement of laws by state agencies Training in various courses arranged by state agencies or their certified nominees Compliance with regulations, laws and policies of regulators Building relationships through joint operations Continuous participation in activities and projects of government agencies Reporting business performance and results to relevant government agencies in accordance with the frequency specified Annual Sustainability Survey 	<ul style="list-style-type: none"> Participating in giving opinions on various draft laws Tax transparency Labor welfare and safety Human rights and legal labor practices Legal advertising and sales Appropriate management of society and the environment Attending meetings or continuously clarifying various operations with regulators 	<ul style="list-style-type: none"> Corporate Governance and Compliance Consumer Health, Safety and Wellbeing Safety, Occupational Health and Work Environment Limitless Opportunities Customer Relationship Management Water Stewardship
 NGOs	<ul style="list-style-type: none"> Establishing relationships with various organizations Annual Sustainability Survey 	<ul style="list-style-type: none"> Consumer Health and Safety Legal business operations Social Responsibility 	<ul style="list-style-type: none"> Consumer Health, Safety and Wellbeing Corporate Governance and Compliance

The Process for Assessing Key Sustainability Issues

In 2019, ThaiBev assessed key sustainability issues by considering data on global trends and changes, sustainability issues of other companies in the industry (namely beverages and food) and issues in accordance with international sustainability standards. ThaiBev conducts new key sustainability issue assessments every three years, with issues being reviewed every year. The evaluation process is under the following process.

1. Identification of Issues

ThaiBev has organized workshops for executives and experts from all business areas to examine and determine the sustainability issues that are consistent with relevant business operations. This work involves learning about global trends and changes, sustainability issues of other companies in the industry, as well as specifying stakeholders on corporate sustainability issues.

2. Issue Prioritization

ThaiBev takes the identified issues and ranks them by priority through two main activities, consisting of: 1) Workshops for ThaiBev senior executives to consider and assess the impact of sustainability issues on the organization 2) In-depth interviews with stakeholders from all eight groups both domestically and internationally to understand the significance and potential impacts. The results of these two activities will be used to screen important issues for the sustainability of the organization.

Issues that are ranked as very important, both in the perspective of ThaiBev and its stakeholders, will be identified as the most important issues

3. Validation

The Corporate Sustainability Development Working Team cross-checks the comprehensiveness of the key corporate sustainability issues, and presents the completed list to the Corporate Sustainability Development Committee for review and approval. It then presents the issues to the executive committee for final approval and implementation.

4. Establishment of Reporting Boundary

ThaiBev determines the scope of the reporting of all 16 key issues, based on the information collected from various agencies and most relevant stakeholder groups, for the information to be comprehensive and accurate, and in order to address the issues of interest to ThaiBev's stakeholders.

5. Continuous Development

ThaiBev is committed to continuously operating under the sustainable development framework, by reviewing the organization's key sustainability issues and annually taking into account stakeholders' perspectives on key issues, as gathered through in-depth interviews on the development of appropriate and fair sustainability practices.



ThaiBev's Key Sustainable Issues



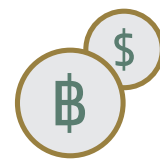
Environmental: Caring for the Environment and the Entire Value Chain

- Water Stewardship
- Packaging Management
- Operational Eco-Efficiency
- Circularity



Social: Sharing the Value with the World

- Responsible Consumption
- Corporate Citizenship
- Social Collaboration
- Human Capital Development and Talent Attraction and Retention
- Safety, Occupational Health & Wellbeing
- Human Rights



Economic: Creating and Sharing the Value of Growth for a Sustainable Future

- Consumer Health and Safety
- Customer Development
- Product Health and Nutrition
- Corporate Governance & Business Ethics
- Innovation Management
- Sustainable Supply Chain

ThaiBev's Risk Management Criteria

Probability / Likelihood

Consequence / Impact	1 Rare	2 Unlikely	3 Possible	4 Likely	5 Almost
5 Catastrophic	H5	H10	H15	E20	E25
4 Major	M4	M8	H12	H16	E20
3 Moderate	M3	M6	H9	H12	H15
2 Minor	L2	L4	M6	M8	H10
1 Insignificant	L1	L2	L3	M4	M5

Action required by risk exposure

Risk Exposure	Action required
Extremely High (E)	Immediate Action Required
High (H)	Senior Management Attention Needed
Moderate (M)	Management Responsibility Must Be Specified (Senior Vice President, Vice President)
Low (L)	Manage by Routine Procedures

The Sustainable Development Working Team and experts from relevant agencies held a workshop with executives. The Corporate Sustainability Development Committee has endorsed 16 topics as ThaiBev's key sustainability issues.



Summary of Key Sustainability Issues in This Report

		Impact Boundary								
Chapter	Key Sustainability Issue	Inside the Company		Outside of the Company						
		ThaiBev and its subsidiaries	Employees	Suppliers	Customers	Consumers	Investors	Community	Regulators	NGOs
Climate Change	Operational Eco-Efficiency	●	●	●					●	●
Sustainable Sourcing	Sustainable Supply Chain Management	●	●	●				●	●	●
Water Stewardship	Water Stewardship	●	●					●	●	●
Waste Management	Circularity	●	●					●	●	●
Eco-Friendly Packaging	Packaging Management	●	●	●						
	Circularity	●	●					●	●	●
Energy Management	Operational Eco-Efficiency	●	●	●					●	●
Caring and Sharing, Creating Values for Society	Corporate Citizenship	●	●					●		
Education Development		●	●					●		
Public Health Development		●	●					●		
Athletic Development		●	●					●		
Preserving National Culture and Fostering Cultural Development		●	●					●		
Social Sustainability		●	●					●		
Pracharath Rak Samakkee Project	Social Collaboration	●	●					●		
Consumer Health and Safety	Consumer Health and safety	●	●	●	●	●			●	●
	Product Health and Nutrition	●	●	●		●			●	●
Customer Relationship Management	Customer Development	●	●	●	●	●				
	Responsible Consumption	●	●	●	●	●			●	●
Limitless Opportunities	Human Capital Development and Talent Attraction and Retention	●	●	●						
Safety, Occupational Health, Work Environment and Employee Wellbeing	Safety, Occupational Health and Wellbeing	●	●							
Human Rights	Human Rights	●	●	●		●	●	●	●	●
Corporate Governance and Compliance	Corporate Governance and Business Ethics	●	●	●	●	●	●	●	●	●
*	Innovation Management	●	●	●	●	●		●		

*The key sustainability issue in Innovation Management is discussed in each chapter of this Sustainability Report.

Risk Management

ThaiBev manages risks by monitoring, evaluating and managing uncertainties in accordance with the ThaiBev's enterprise risk management framework, which is integral to good corporate governance. ThaiBev identifies the key business risks and opportunities related to its continuous and sustainable growth, in order to be able to respond to challenges and mitigate impacts, and also capitalize on arising opportunities to achieve our goal of becoming the stable and sustainable total beverage leader in ASEAN.

Insight

ThaiBev is committed to sustainable development as a guiding principle for conducting business based on environmental, social and economic responsibility. ThaiBev's sustainability strategy therefore covers good corporate governance and risk management, especially the risks that could affect the company's sustainability. For effective risk management, ThaiBev manages the entire organization's risk management according to the COSO: Enterprise Risk Management Framework, with the following key components:



Prasit Kovilaikool
Independent Director,
Chairman of the Audit Committee and
Chairman of the Sustainability and Risk Management Committee

ThaiBev's Enterprise Risk Management Framework

- 1. Governance structure** covers the level of the Board of Directors, Sustainability and Risk Management Committee, Audit Committee, Executive Committee, Corporate Sustainability Development Committee, Sustainability Development Working Team, Corporate Risk Management Working Team, Sustainability and Risk Committee of product groups or business units, and the risk coordinators of product groups or business units.
- 2. Understanding the context and strategies in conducting business with a focus on sustainable development** in which all functions work closely together to understand, analyze, monitor, and communicate risk factors and significant future trends that may affect business operations or corporate strategy.
- 3. An integrated risk management process** is set at the corporate level, product group or business unit level down to the operational level. Assessing key risks and establishing strategies for managing risks, including creating new business opportunities, are in line with the sustainable development strategies and initiatives, which is based on the sustainability materiality of ThaiBev.
- 4. Continuous monitoring, reporting and evaluating** of the results of the sustainability and risk management at all levels, from departments and subsidiary entities, product groups or business units, to the corporate level.
- 5. Creating a culture of sustainability and risk management** by providing knowledge and understanding about sustainable development and risk management to the directors, executives and employees at all levels in the organization, through trainings, orientations and by disseminating knowledge, information and news via corporate newsletters. The employees are encouraged to discuss or comment on sustainability and risk management in spaces, such as the academic conference "Thailand Corporate Sustainability Symposium", in which understanding and knowledge about sustainability was shared among leading organizations recognized by the Dow Jones Sustainability Indices (DJSI). In addition, "ThaiBev Sustainability Day" is organized to create understanding and share knowledge about ThaiBev's sustainable development to employees and stakeholders, such as business partners, customers, etc. Moreover, the Ways Of Work (WOW) Award project is organized as a platform for employees to present projects based on ideas or methods that are consistent with ThaiBev Global Values and that support sustainable corporate development or risk management for the company. Employees are encouraged to enter the competition and selected projects may ultimately be put into practice.

Key Commitments and Achievements

ThaiBev considers “Corporate Sustainability Risks” from our sustainability materiality in three aspects: environment, society and economy, on an annual basis. The corporate sustainability risk that has both a “high” level of business impact and opportunity, and a “high” level of impact and influence on stakeholders pose challenges that require us to find new and different ways to manage it. In this regard, the Company has initiated the Internal Sustainability Assessment by each product group in order to raise

all product groups’ awareness of sustainable development and risks, and incorporate them into the operations of all product groups. Risk issues with medium or low impact are closely monitored by the respective committees and working groups. ThaiBev also assesses and monitors emerging risks that may occur in the next three to five years and to prepare suitable and timely risk management measures.

ThaiBev’s Key Sustainability Materiality



Environment

- Packaging Management
- Water Stewardship
- Operational Eco-Efficiency
- Circularity



Society

- Corporate Citizenship
- Responsible Consumption



Economy

- Consumer Health and Safety
- Corporate Governance and Business Ethics
- Innovation Management

ThaiBev’s Key Sustainability Risk

- 1 Water related risk
- 2 Climate change and environmental risk
- 3 Value chain management risk
- 4 Compliance risk
- 5 Disruptive technology and innovation risk
- 6 Corporate reputation and image risk

Significant Risk Management Measures

Related risks 1 2 3 4 6

- Creating a comprehensive water management system, from the beginning to the end of the value chain.
- Conduct water sustainability assessment of each production plant to determine water management guidelines.
- Use water and resources for efficient business operation by adopting 3Rs (Reduce, Reuse, Recycle) principles and the Water Footprint assessment.
- Collaborate with communities and stakeholders in the use of water, water resource conservation and management of waste and pollutions from the production processes and packaging.

Related risks 2 3 4 5 6

- Design, develop and manage packaging in the circular economy efficiently, especially plastic packaging, in order to reduce environmental impact.
- Define and comply with the Sustainability Policy and the Supplier Code of Practices, which are standards of business conduct for business partners in accordance with ThaiBev.
- TheBev’s production processes and products are certified by international standards for safety and quality.
- Control and reduce greenhouse gas emissions by developing technology and renewable energy projects, promoting activities to conserve energy and worthwhile use of resources in the production.
- Increase the value of waste or by-products to be reused or reproduced in agricultural and industrial sectors.
- Use waste from the beverage production to produce renewable and biomass energy.
- Provide knowledge, train and encourage employees to participate in reducing and preventing waste.
- Responsible waste treatment and disposal.

Related risks 4 6

- ThaiBev’s Office of Legal Affairs is responsible for monitoring important news about changes in government policies and regulations that affect business operations, including communicating with related departments within the organization when there is a tendency to enforce the law or when it is promulgated so they are able to prepare, adjust operations and perform correctly; and used as part of assessing the economic worth of various projects to support the Company’s investment decisions.

Related risks 5

- Establishing an IT master plan for long-term support and management of digital technology.
- Study and develop technology to change the current work process to be more efficient and able to respond to consumers’ needs in a timely manner.
- Innovate and develop new types of products continuously to create business diversity, meet the needs and lifestyles of consumers of all ages, at every moment.

Insight



Pol Narongdej, PhD
Executive
Business Process Development Office

Sustainability and Risk Culture

Effective and efficient sustainable development and risk management will occur within an organization that instills sustainability and risk culture as part of the organization. To raise awareness among all employees about the importance of sustainability and jointly develop sustainability, including preventing, monitoring and managing risks that may affect the sustainability of the organization, ThaiBev has determined that risk management is a part of business decisions, from strategic planning, action planning according to the organization's strategy, budgeting and daily operations. The Company considers the balance between risks, opportunities for business growth, and benefits for stakeholders. In addition, training and seminars are organized annually for employees to enhance their knowledge and understanding of sustainable development and continuous risk management. A "Risk Clinic" is also organized on a monthly basis for the risk coordinators of each product group or business unit to be able to consult and present various risk issues to the Corporate Risk Management Working Team, who will record those information in the organization's risk register and report to the executives of the respective product groups or business units and the Sustainability and Risk Management Committee.

Moving Forward

After expanding into important markets in Southeast Asia, such as Vietnam and Myanmar, in the last two years, to ensure the business continues to grow with stability and sustainability, ThaiBev has set long-term goals for overall sustainable development and risk management as follows:

- Applying various tools and processes for efficient risk assessment and risk management, such as sensitivity analysis and scenario analysis. This is to ensure sustainability, especially in regards to the impact of water resource challenges, as well as environmental, social and climate issues, on ThaiBev's business operations, both domestically and internationally. These tools will improve ThaiBev's the environmental operation strategy, management of the value chain, and the company's reputation.
- Defining and compiling key risk indicator metrics for early warning and monitor the likelihood of risk events. These give the company the ability or time to address problems before they intensify.
- Performing self-assessment of sustainability and risk management by executives and employees at the manager level upwards to measure the level of understanding of sustainable development, the perception of risks within the organization, the application of risk management knowledge, and the success of building a culture of sustainability and risk management.

Target for 2025



100%

of business entities/units
that adopt risk management
framework, tools and processes
in operations



100%

of key risk indicators
of business entities/units



100%

of the management level
performing sustainability and
risk management self-assessment



GRI 301-2, GRI 301-3, GRI 302-1, GRI 302-3, GRI 302-4, GRI 302-5, GRI 303-1, GRI 303-3, GRI 303-4, GRI 303-5, GRI 305-1, GRI 305-2, GRI 305-4, GRI 306-2, GRI 308-1, GRI 414-1

Caring for the Environment

ThaiBev is dedicated to continuous innovation to minimize our environmental impact throughout our value chain. From management of water and energy resources to the recycling of waste, ThaiBev is inspired by the Circular Economy and other best practices of sustainability.

Managing Environmental Impacts

ThaiBev is fully mindful of the impact that its expanding operations can have on the environment. As part of the Vision 2020 Strategy, ThaiBev has set an ambitious environmental target encompassing all aspects: water, energy, greenhouse gas emissions, effluents and waste, in order to limit potential impacts from its operations and achieve sustainable growth for all stakeholders.



Main Raw Material



Sugarcane



Malt



Rice



Tea Leaf

ThaiBev has set forth a Corporate Water Management Policy, Environmental Policy, and Sustainability Policy as guidelines to be adhered to by all employees and management in ThaiBev and its subsidiaries. This ensures that ThaiBev's environmental management is aligned across the Group, and is consistent with national and international laws, regulations and standards. To ensure continuous operational excellence, ThaiBev regularly performs environmental audits of its operations according to ISO 14001 and ISO 50001 standards.

Such policies are reflective of ThaiBev's commitment to managing impacts and protecting the environment for the

benefit of present and future generations. At the same time, ThaiBev strives for continuous improvement across its entire value chain by implementing new technologies to improve efficiency, manage risks from operations, and identify opportunities that can deliver mutual benefits for business growth and environmental and social value.

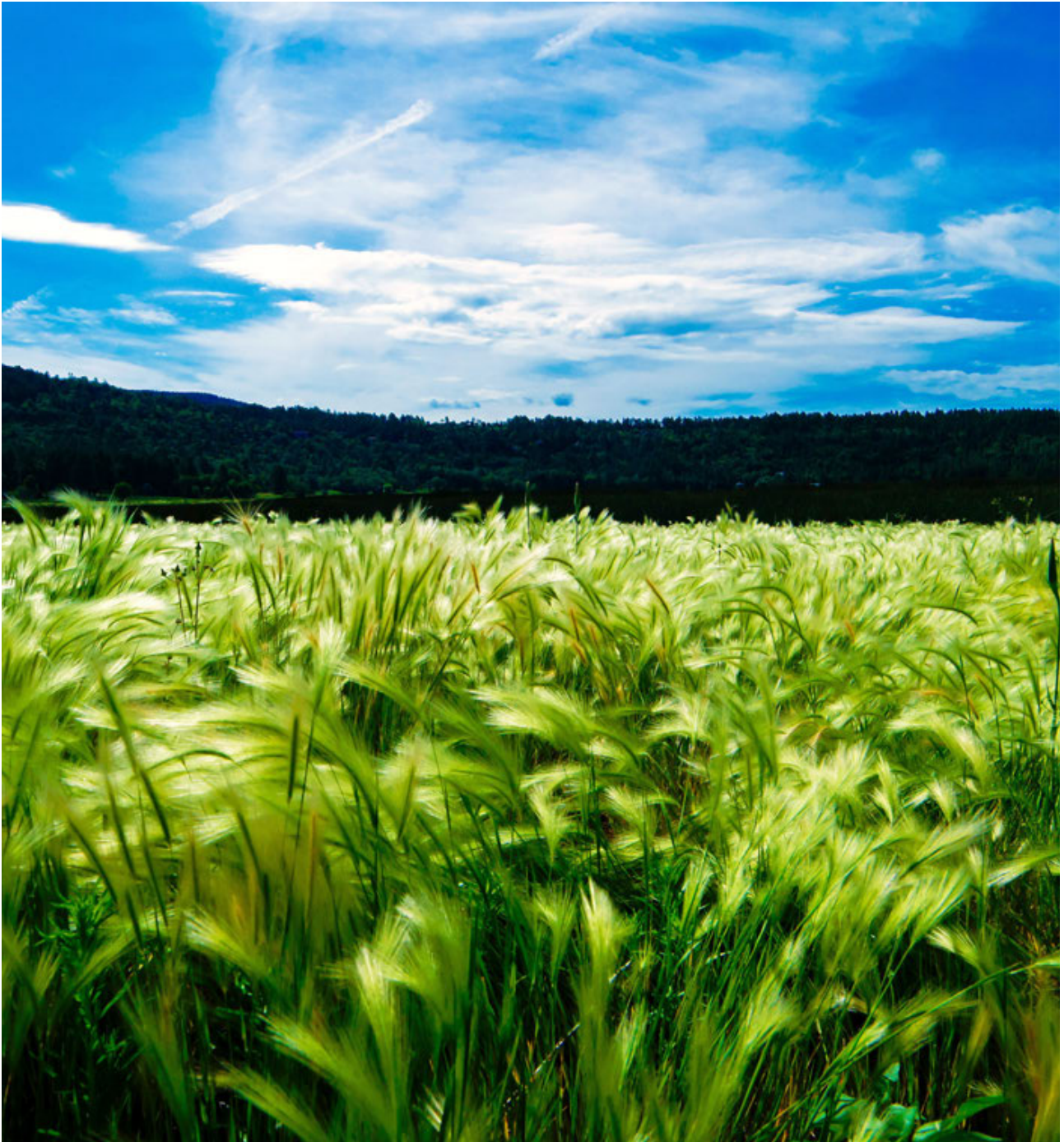
With this in mind, ThaiBev is furthermore fully supportive of the Thai government's commitment to the Paris Agreement, COP21, and aims to be Thailand's industry leader in reducing GHG emissions in order to do its part in combating global climate change.



GRI 305-1, GRI 305-2, GRI 305-4

Climate Change

Climate change is one of the most urgent global challenges, with direct impacts not only on ThaiBev's value chain, but also the communities of which ThaiBev is a part. To address this challenge, ThaiBev is seriously assessing the risks posed by climate change to its operations and also striving to continuously minimize the company's environmental impacts from all operations. By reducing the company's greenhouse gas emissions and aligning company targets with Thailand's latest science-based Nationally Determined Contributions (NDCs), ThaiBev's goal is to help Thailand meet the Paris Agreement targets.



ThaiBev has identified climate change risks and integrated these into its overall risk management processes. These risks are then ranked and monitored by the Sustainability and Risk Management Committee, which is comprised of directors, senior management,

and independent directors. The committee is tasked with ensuring sound risk and sustainability policy by monitoring possible impacts from climate change on the company's operations, and planning and taking actions to mitigate these risks.



Climate Change Workshops

ThaiBev has prioritized raising awareness about climate change in the organization. A climate strategy workshop with all business units was conducted to identify both the transition and physical risks, as well as the opportunities presented by climate change. Executives from all business units attended the workshop to brainstorm risks and opportunities. Examples of physical risks include increasing water and other natural resource scarcity. Transitional risks are production limitations, cap and trade schemes, and fuel or carbon taxes. Each business unit then ranked these risks as per ThaiBev's corporate risk management process. Lastly, opportunities were

identified to ensure required changes could be planned for at the earliest date; opportunities included low carbon products, resource efficiency, alternative raw materials and energy, and engaging and collaborating with suppliers. ThaiBev has already implemented schemes such as water sustainability assessment studies at two locations: Pathum Thani and Ayutthaya provinces. These evaluations of the current water sustainability situation and associated risks in these two provinces are illustrations of how ThaiBev is taking the risks and opportunities presented by climate change seriously. A further five locations are planned to undergo studies in 2020.

Scenario Analysis

ThaiBev conducted a desktop physical risk assessment of natural hazards up to 2030 at all production sites in Thailand and overseas to better understand the physical risks and prepare for the impacts of climate change under numerous scenarios. The following natural hazards were studied: earthquakes,

cyclones, wild fires, water stress, floods, landslides, extreme winds, sea level rise, and storm surge. From these identified issues, individual production sites are developing appropriate risk management and mitigation plans.

Natural Hazards



Cyclones



Wild Fires



Floods



Storm Surge



Water Stress



Sea Level Rise



Landslides



Earthquakes



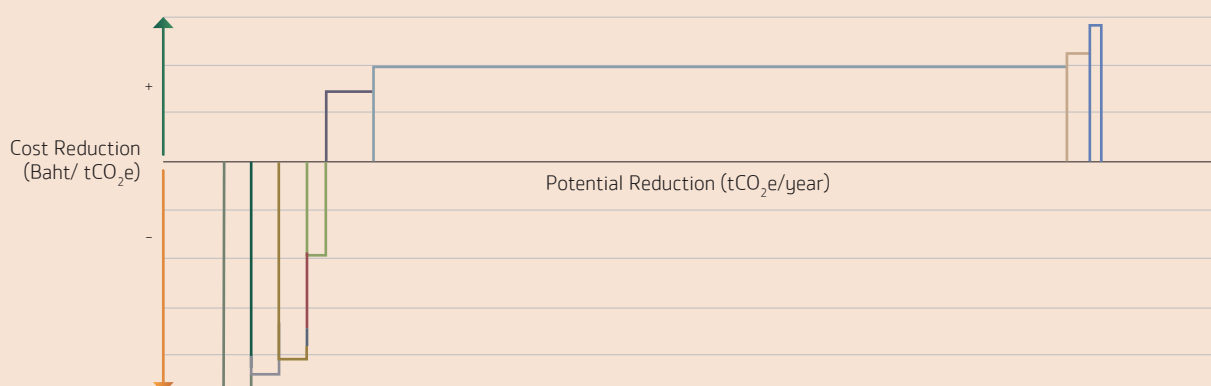
Extreme Winds

Emissions Reduction

ThaiBev used the Quick Environment Savings Technique (QUEST) and Marginal Abatement Cost Curve (MACC) methodologies to model new projects with associated emission reductions against numerous climate targets. ThaiBev is able to use these tools to model transitional risks such as production limitations or carbon tax.

This project was started at one spirit factory, Red Bull Distillery Samut Sakhon and then rolled out to all other business units by analyzing their production plans and emission reduction projects. As a result, company-wide, ThaiBev is able to be fully prepared for the emission reductions required in order to meet the newest targets.

Figure showing marginal abatement cost curve analysis



Commitments and Achievements

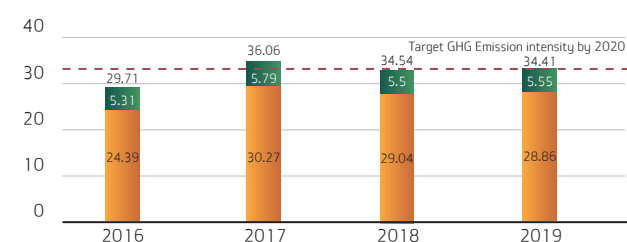
- In the food and beverage industry, stakeholders expect to see efforts to improve eco-efficiency and make environmentally friendly products available. As a result, ThaiBev has set new climate targets for 2025. Firstly, ThaiBev has aligned the company's business plan with Thailand's Nationally Determined Contributions up to 2030. This involved forecasting growth to 2030 and associated environmental impacts. However, to show ThaiBev's commitment to being a Stable and Sustainable ASEAN Leader the company has brought the environmental targets forward to 2025. As a result, ThaiBev has committed to reducing the greenhouse gas intensity in the beverage business by 14% by 2025.
- ThaiBev encourages the efficient reduction of greenhouse gas emissions in our production processes, and makes this clear and transparent by certifying the carbon footprint of both products and the organization with the Greenhouse Gas Management Organization (a public organization) of Thailand. ThaiBev continues to pursue certification for further products and organizations; to increase its portfolio of Low Carbon Products and help mitigate climate change. In fiscal year 2019 ThaiBev had the following certifications:

16 companies
Carbon Footprint
for Organization
certification

59 products
Carbon Footprint
of Products
certification

21 products
Carbon Footprint
Reduction
certification

Greenhouse Gas Emission Intensity (Beverage Business)
Including Direct GHG emission (Scope 1),
Indirect GHG emission (Scope 2) and total
GHG emission from 2016 to 2019

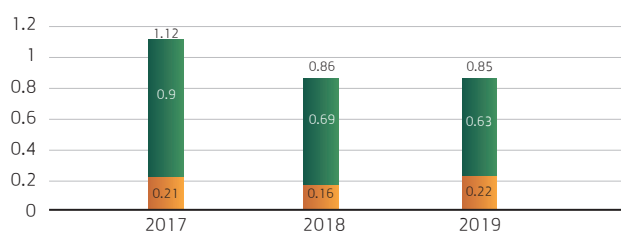


Greenhouse Gas Emission Intensity (kgCO₂e/hL)

■ Direct GHG emission (Scope1)
■ Indirect GHG emission (Scope2)

Remarks : – Greenhouse Gas Emission Intensity of Beverage business in Thailand
– Greenhouse Gas Emission Intensity of Beverage business including overseas in 2019 is 35.23 kg of CO₂e/hL
– The 2020 target emission intensity reduction is 10% in comparison to the base year 2014

Greenhouse Gas Emission Intensity (Food Business)
Including Direct GHG emission (Scope 1),
Indirect GHG emission (Scope 2) and total
GHG emission from 2017 to 2019



Greenhouse Gas Emission Intensity (kgCO₂e/kg)

■ Direct GHG emission (Scope1)
■ Indirect GHG emission (Scope2)

- ThaiBev is committed to managing environmental impacts related to climate change and expanding the scope to outside the organization. As part of the company's recognition of opportunities from climate change, ThaiBev has commenced engaging with suppliers and business partners to reduce emissions and improve resource efficiency in order to reduce ThaiBev's scope 3 emissions and mitigate climate change. In fiscal year 2019 ThaiBev invited suppliers to participate in

the Sustainable Collaboration Award (refer to page 50) by submitting examples of the sustainability initiatives they implemented. The finalists were found to have reduced emissions in their operations by over 6,000 tCO₂e through collaborations with ThaiBev. Additionally, ThaiBev has begun developing processes to accurately account for other indirect greenhouse gas emissions (scope 3) emissions and to incorporate these emissions into relevant disclosures.

Insight

How does Sermasuk adapt to climate change?

"As the country's leading beverage producer, Sermasuk PLC recognizes the importance of reducing greenhouse gas emissions. Since 2016, with support from government bodies such as the Thailand Greenhouse Gas Management Organization (TGO), the Industrial Environment Institute, the Federation of Thai Industries, Sermasuk has participated in two carbon footprint projects, which are the "Carbon Footprint for Organization (CFO) Label Project" and the "Carbon Footprint Reduction (CFR) and Carbon Footprint of Products (CFP) Label Pilot Project". To lead these projects, Sermasuk used its factory in Pathum Thani province, with products "Crystal Drinking Water" and "est Cola carbonated soft drinks" as pilot projects.

For the Carbon Footprint Reduction (CFR) label, Sermasuk currently has a total of 16 products certified, including Crystal Drinking Water packaged in PET bottles and est Cola packaged in aluminum cans. According to TGO standards, the products to be certified must have achieved greenhouse gas emission reductions by at least two percent in the past two years. In addition, Crystal Drinking Water, one product of which Sermasuk is most proud, is the first drinking water in the country to be awarded the CFR label. For the Carbon Footprint for Product (CFP) label, the company has a total of 22 products certified, including drinking water packaged in PET bottles, soft drinks packaged in PET bottles and aluminum cans, Power Plus mineral drinks, and Rangers drinks. The assessment process includes all stages of the product life cycle. In the past year, Sermasuk has continuously expanded the project to seven other factories and further expanded to all types of its products. The company aims that by 2020, all of its products and packaging sizes will be certified with the CFP label.

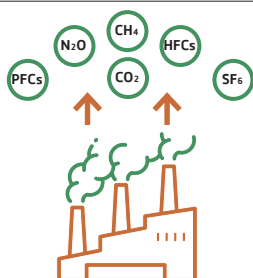


Peerapong Krinchai
Operations Director
Sermasuk Public Company Limited

The results of these carbon footprint projects have helped Sermasuk identify which activities have significant greenhouse gas emissions. This leads to improvements in the production process to reduce carbon emissions and aligns with the company's energy conservation approach. Successfully implemented projects include the boiler fuel conversion project, the lightweight PET bottle packaging project, the reduction of aluminum can thickness project, the use of liquid sugar instead of white grain sugar project, and the changing of cooling tower to evaporation system project. These projects have resulted in significant reductions in Sermasuk's overall greenhouse gas emissions. They can also help reduce environmental impacts in other aspects such as unused material management, water management and air pollution.

In addition, in order to increase consumer awareness of the importance of climate change and their recognition of the company's certified products with the Carbon Footprint Reduction (CFR) label, Sermasuk has highlighted the greenhouse gas emission reductions of Crystal Drinking Water through a new communication campaign called "Meticulous in Every Step, to Serve You Best". The campaign highlights the six standards that Crystal Drinking Water have been certified with, including the CFR label. This encourages consumers to learn about and purchase low carbon products."

Moving Forward



ThaiBev has set climate change targets
in line with Thailand's Paris Agreement commitment
to reduce the greenhouse gas intensity by

14%

**in all beverage
businesses by 2025
with 2018 as the base year**





GRI 308-1, GRI 414-1

Sustainable Sourcing

Procurement is the starting point of ThaiBev's supply chain, particularly in regards to the selection of raw materials and products used in the production process. ThaiBev places high importance on sustainable sourcing while maintaining both environmental and social responsibility. The company procures its agricultural raw materials in accordance with the ThaiBev Sustainable Agriculture Guideline, as well as nationally and internationally recognized standards. To ensure a sustainable procurement process, ThaiBev has established the Supplier Code of Practice which outlines the pre-qualification criteria and stringent quality standards for suppliers. The Code is enforced upon 100 percent ThaiBev's suppliers to ensure that the products go through a standardized procurement process and demonstrate environmental and social responsibility. In addition, ThaiBev places great importance on risk management in the supply chain. All suppliers must together find ways to mitigate risks in order to increase transparency and effectiveness in all the processes in the supply chain. These measures are in line with the United Nations' Sustainable Development Goals, particularly Article 12 which outlines the need for achieving sustainable management and efficient use of natural resources by 2030.



Responsible Sourcing of Agricultural Raw Materials

Agricultural raw materials are the main ingredients used in ThaiBev's production. ThaiBev is committed to sourcing high quality agricultural raw materials in an environmentally and socially responsible manner. These raw materials are the main components of alcoholic beverages, non-alcoholic beverages and food; namely malt, sugar, palm oil, tea leaves, coffee beans, and cocoa. ThaiBev aims to source 100 percent of these materials responsibly and in compliance with applicable local or international standards by 2030.

- ThaiBev encourages and supports malt and hops suppliers to become active members and follow the Sustainable Agriculture Initiative Platform (SAI), a global standard for agricultural practices.
- ThaiBev supports large sugar producers by applying the Bonsucro (Better Sugar Cane Initiative) international standard. This platform promotes sustainable sugarcane production throughout the entire supply chain, covering sugarcane farmers and sugar producers. Recognizing the environmental, social, and economic impacts of sugar production, Bonsucro boosts collaboration between academic groups, sugarcane farmers, and the private sector, so that the various steps of sugar production, from land inspection through the harvest period, can be more effectively monitored and made traceable.
- ThaiBev supports large-scale palm oil producers and small-scale farmers in the responsible and efficient production of palm oil and to be certified with the Roundtable on Sustainable Palm Oil (RSPO) international standards. In 2019, 100 percent of ThaiBev's suppliers were RSPO certified factories.
- 100 percent of the tea leaves used in ThaiBev's production of non-alcoholic beverages are certified by the Organic Agriculture Standard issued by Ministry of Agriculture and Cooperatives, Thailand.

CROSS

Due to the growth and dramatic expansion of the business in the ASEAN region, ThaiBev's supply chain has become more complex and involves increasingly diverse suppliers, which are not only ThaiBev's direct suppliers but also the suppliers of its suppliers. In 2017, ThaiBev initiated the CROSS project with the aim of increasing supply chain visibility and raising the standard of procurement by focusing on fostering stakeholder collaboration, process re-engineering, and online connectivity. The project activities are classified into three dimensions, including the professionalization of procurement personnel, process improvement through automation and optimization, the development of new technological capabilities that allow for various systems to work in coordination, transparent data accessibility, and better data analysis.

In 2019, ThaiBev introduced the CROSS Procurement solution and connected it with the Supplier Life Cycle Management (SLCM) system. Currently, the SLCM system acts as the central interface between suppliers and ThaiBev. It is here that a supplier can register with ThaiBev, undertake their sustainability risk assessments, confirm orders, and exchange documents online. The CROSS Procurement solution will also play a role in fulfilling the procurement process: the solution instantly records the purchase of products and services that take place throughout ThaiBev's operations. This is to ensure that procurement is fair, transparent and traceable. The solution consists of four features:

1. CROSS Source

is for the selection of potential suppliers by taking into account the environmental, social, and governance dimension as well as the supplier's capability. CROSS Source connects with the Supplier Life Cycle Management (SLCM) system and covers the entire supplier qualification processes from the Supplier Code of Practice compliance, to supplier registration, supplier screening, supplier selection, and bidding.

2. CROSS Contract

is for contract creation and agreement with suppliers through a traceable and transparent system. It also covers contract compliance: managing the purchase of products in line with contractual terms.

3. CROSS Buy

is for purchase order issuance to, and confirmation with the determined suppliers and for purchasing products through eCatalogs (online product catalogs).

4. CROSS SRM (Supplier Risk Management)

is for suppliers' sustainability risk assessments which cover environmental, social, and governance dimensions, and other areas such as supplier credibility, financial liquidity, operational risk and negative media coverage that may affect suppliers' reputation. The risk input is derived from third-party databases specializing in corporate risk assessment such as the World Economic Forum, Dunn & Bradstreet, GDACS and Semantic Visions.

C

Collaborate

Foster collaboration between ThaiBev and its suppliers

R

Re-engineer

Re-engineer procurement processes effectively

O

Online

Work via online solution for speed and transparency

S

Simplify

Develop a user-friendly solution and agile manner of work

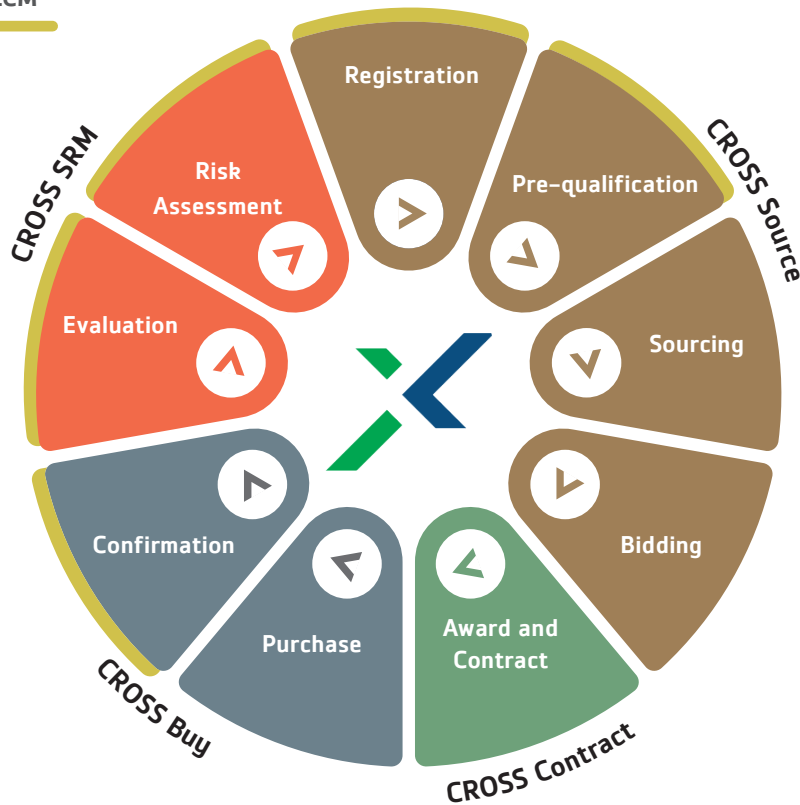
S

Synergize

Synergize people and technology for maximum benefits

CROSS PROCUREMENT

SLCM



In addition to developing its internal procurement processes, ThaiBev is committed to suppliers' digital capability development through various activities which drive supplier engagement: CROSS Procurement solution training for its suppliers, promoting the solution adoption, hosting the annual business partner conference, and providing solution support services via the ThaiBev Procurement Service Center (PSC). These activities are in place to ensure that suppliers are able to do business with ThaiBev conveniently, quickly, and transparently, as well as enabling suppliers to grow together with ThaiBev sustainably.

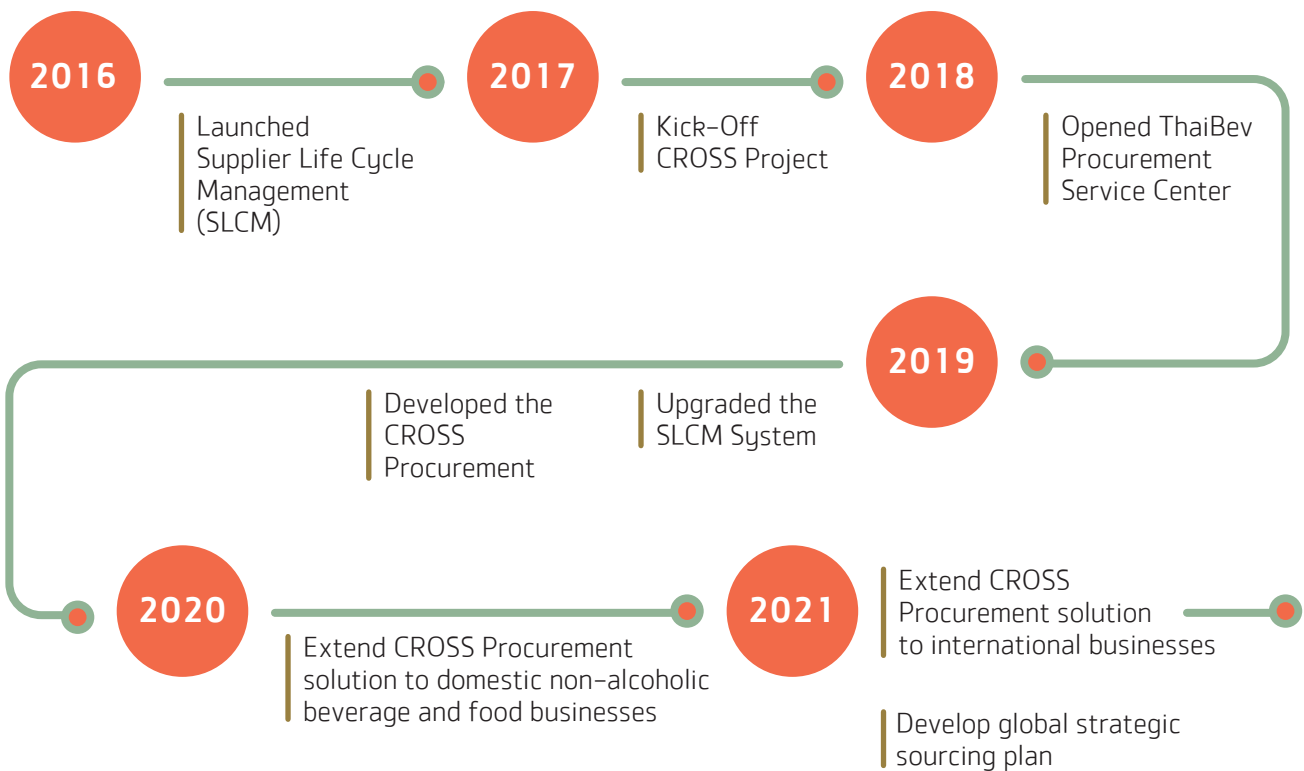
Development from the CROSS project

	Internal stakeholders	External stakeholders
People	Professionalize	Collaborate
Process	Optimize	Simplify
Technology	Integrate	Centralize

The adoption of the CROSS Procurement solution will enhance ThaiBev's data accessibility with greater accuracy, increase data analysis capabilities, assist ThaiBev in decision-making and formulating strategies for procurement, and enable ThaiBev to manage risks more efficiently and in a timely manner. In addition, the solution focuses on collaboration and information exchange

between ThaiBev and its suppliers in order to maximize efficiency in supply chain management. At the same time, the system increases the quality of ThaiBev's procurement services for internal users, responding to their needs instantly and supporting the long-term sustainable growth of the organization.

Roadmap



ThaiBev Business Partner Award

Initiated in 2016, the Business Partner Award is a program for promoting supplier capacity-building, stimulating business competition, and spurring industry innovation. The award-winning business partners are those with excellent operational standards and are leading models for sustainable business practices for other partners. This year, over 150 business partners consisting of manufacturers and service providers participated in the award program. The participants comprise partners from various industries, such as packaging, commodities and promotional goods.

In 2019, ThaiBev presented the Sustainable Collaboration Award, a distinctive award under the Business Partner Award program, to partners who collaborated with ThaiBev and other stakeholders in initiating projects with the aim to create a sustainable supply chain. The Business Partner Award Committee selected the winners based on the quantitative environmental, social and governance benefits arising from the projects and the number of stakeholders gaining such benefits. This is in line with ThaiBev's business practices that aim at "Creating and Sharing the Value of Growth for a Sustainable Future."



One of the projects awarded in this category is the "Can 2 Can" project, which is a collaborative effort between ThaiBev and its tier 1 supplier, an aluminum can manufacturer, and non-tier 1 supplier, an aluminum sheet manufacturer. Through this project, ThaiBev and its partner have successfully created a sustainable and closed-loop packaging management system.

ThaiBev Business Partner Conference 2019 and Thailand Supply Chain Network



ThaiBev realizes the importance of engaging with business partners, who are crucial in steering business towards the goals of ThaiBev's Vision 2020. The ThaiBev Business Partner Conference 2019, which is part of a two-day ThaiBev Sustainability Day 2019 event, has been arranged with the objective to communicate ThaiBev's steadily and business direction, both short-term and long-term, to its partners and help them seize opportunities to grow steadily and sustainably with ThaiBev. The event also provides a stage for ThaiBev and its business partners to exchange insights as well as goals and challenges related to the dynamic of consumer behaviors, and to keep pace with sustainable development goals.

At this year's event, ThaiBev launched the "Thailand Supply Chain Network" (TSCN), in collaboration with its strategic business partners, with the aim to establish intercorporate relations among Thai companies. Through TSCN, companies will be able to exchange information, share experiences learned from their investments as well as operating businesses overseas. This knowledge will assist Thai entrepreneurs to strengthen their supply chain and thus, allow them to be able to expand their businesses to different markets.

Commitments and Achievements

- **Policy and standards used in the procurement of raw materials:**

Set standards for the procurement of agricultural raw materials that are the main raw materials used in the production process, namely malt, sugar, and palm oil in accordance with internationally recognized standards such as Bonsucro, RSPO, and SEDEX to ensure that raw materials are carefully selected through socially and environmentally responsible procurement processes.

- **Business partner assessment process:**

By performing on-site audits at suppliers' facilities on a regular basis, particularly the Critical Suppliers including non-substitutable suppliers, high-volume suppliers as well as suppliers exposed to high risk (suppliers without adequate environmental management or whose employment practices are not in line with the universal standards). Both internal and independent verifiers take part in the audit: for instance, production process inspection, safety and hygiene in product storage, and product transportation. In addition, the audit process examines the sustainability of suppliers' business operations, such as waste management, labor practices, employees' occupational health and safety. The risk database from independent organizations that are internationally accepted, such as the World Economic Forum and CSR Risk Check, are also used to assess sustainability risks that cover all risk dimensions. Currently, ThaiBev has assessed 100 percent of its Critical Suppliers and high-risk suppliers.

- **Supplier engagement:**

ThaiBev collaborates with its Critical Suppliers to assess non-tier 1 suppliers, especially the suppliers of critical materials, in order to manage end-to-end risks throughout the supply chain. ThaiBev regularly liaises with key suppliers to exchange information about risks of non-tier 1 suppliers and may assign ThaiBev's personnel to participate in non-tier 1 supplier on-site audits alongside critical supplier auditors to properly identify and mitigate potential risks in the supply chain.

Insight



Kosit Suksingha

Executive Vice President and Chief Supply Chain Management

How can technology play a role in creating a sustainable supply chain?

"This is considered an era in which technology is evolving dramatically, or as we often call it, the "Digital Transformation". This presents a business opportunity for ThaiBev to improve the efficiency of its work processes, and develop human resources, including our suppliers and partners, to be ready for the digital era, which is absolutely essential for our organization's growth during a time of rapid change.

In the past year, in terms of ThaiBev's supply chain management, we have implemented the CROSS Procurement solution to enhance our procurement processes. The solution enables us to access information more efficiently and seamlessly connect each department and work process, allowing data to be properly analyzed and interpreted before execution. Our personnel can make better decisions based on quality information. They can also establish a strategic relationship with our suppliers through the exchange of information and the sharing of risks. Our management approach is in alignment with the five pillars of ThaiBev's Supply Chain Strategy: Visibility, Synergy, Integrated Risk Management, Centralized Management and Standardization. All of these actions have resulted in ThaiBev's procurement being transparent, fair, and based on good governance, which is the foundation and cornerstone to sustainable supply chain management."

Moving Forward

2020

100%

of active suppliers must accept
and comply with ThaiBev's
Supplier Code of Practice

In order to promote the domestic
economy and local income distribution,
**ThaiBev is committed to maintaining
local procurement proportion in terms
of number of local suppliers at**

95%

100%

of all new potential suppliers
must accept and follow ThaiBev
Supplier Code of Practice and pass
a sustainability risk assessment.

2025



ThaiBev has set a target for

100%

of its active suppliers to
be assessed and examined
for sustainability risks.

ThaiBev will procure agricultural raw
materials which are the main raw materials
in the production process

**from sources that follow
high standards and
are environmentally and
socially responsible.**





GRI 303-1, GRI 303-3, GRI 303-4,
GRI 303-5

Water Stewardship

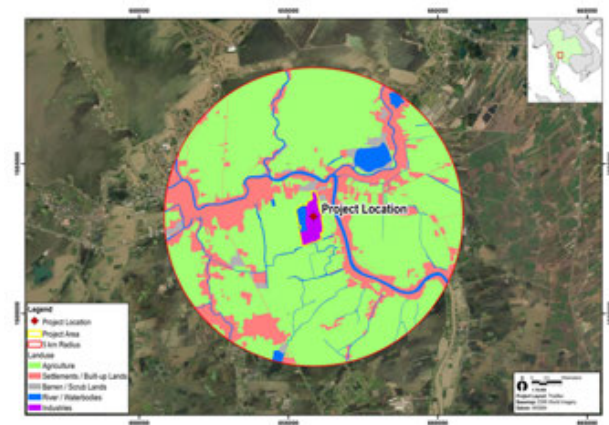
Climate change and exponential economic growth have caused changes in water use patterns, and resulted in a greater risk of water shortages. With these potential risks in mind, ThaiBev has conducted a comprehensive water management analysis that looks at the entire value chain. ThaiBev encourages the development of innovations to maximize efficient water usage, and to control the quality of water discharged into surface water to meet quality standards. ThaiBev assesses the sustainability of water use to reduce the risks and impacts of water consumption for both the short and long term. The company has also collaborated with local communities to protect watersheds by organizing tree-planting activities and building check dams to conserve water resources.

Surface Water and Groundwater Sustainability Assessment

ThaiBev initiated the Water Sustainability Assessment (WSA) for both surface water and groundwater, beginning with Sura Bangyikhan Co., Ltd. Pathum Thani Province in 2017, and Beer Thip Brewery (1991) Co., Ltd. Phra Nakorn Si Ayutthaya Province in 2018. The objective was to conduct an in-depth assessment of present and future water risks covering the following four areas:

1. Water Availability
2. Water Quality
3. Regulatory Changes
4. Stakeholder Perceptions

Satellite imagery is used to study watershed topography, water flow direction, drainage, slope patterns, and trends of water usage during the past ten years. This allows ThaiBev to create a comprehensive risk mitigation strategy that is appropriate for local conditions. It also allows the company to assess sustainability and implement water management



plans for maximum efficiency in each production area. Plans are made for water stewardship, both in terms of quality and quantity, as ThaiBev aims to become a leader in water management practices in the beverage industry.

In 2019–2020, ThaiBev plans to conduct water sustainability assessments in five more factories to cover all of its business groups, and will expand this activity to cover all factories to ensure a sustainable business operation.

Water Footprint

A water footprint consists of consumption data for both direct and indirect water usage for production and services throughout the supply chain. ThaiBev uses water footprint calculations to assess its water use and discharge rates, enabling the company to set water management policies to maximize the efficient use of water resources. ThaiBev is always looking for ways to reduce its water footprint by applying the 3Rs: reduce, reuse, and recycle. The company considers its environmental impact, and attempts to reduce the risk of water shortages that can have a direct impact on its business. ThaiBev collaborates with its suppliers to better manage the use of water to ensure greater sustainability throughout the supply chain.



Upstream Forest Conservation and Community Water Stewardship



ThaiBev has consistently implemented water management projects with all of its internal and external stakeholders with the goal of preserving upstream forests. The company has collaborated with local communities to conserve water resources and protect ecosystems through the following projects:

- The Water Retention Project for Community Agriculture**
 The ThaiBev community development team, along with employee volunteers, worked on a water retention project to support community agriculture in Na Suan Sub-district, Sri Sawat District, Kanchanaburi Province. The project helps communities retain water by digging wells in areas prone to flooding and waterlogging. These function as a water catchment area. This project is designed to reduce the problem of water erosion on hillsides, and retain soil moisture for community farming. It is part of an organic agriculture program that ThaiBev sponsors, to ensure the most efficient use of water for the community. A group of speakers from Nong Nok Kaeo Subdistrict Administrative Organization (SAO) in Lao Khwan District, Kanchanaburi Province, provided advice on the best well system practices and water storage procedures for the area, a demonstration of how academic knowledge can complement local knowledge to help manage water sustainability.
- Water Conservation Program**
 ThaiBev collaborates with communities and stakeholders involved in water use and water resource conservation, and supports local communities' fair and equitable access to water resources. In 2019, ThaiBev implemented social and water conservation programs in six provinces across the country: namely, vetiver grass planting in Phetchaburi Province, mangrove planting in Samut Sakhon Province, constructing water retention ponds for agricultural use in Kanchanaburi Province, planting mulberry trees and constructing houses to raise silkworms in Khon Kaen Province, planting mangroves and installing bamboo sticks as a tidal erosion barrier in Chanthaburi Province and building check dams in Nakhon Si Thammarat Province.

- Clean Drinking Water for Children**

ThaiBev partnered with Wat Phuet Nimit School, Wat Lat Sai School, and Wat Kudi Prasit School in Pathum Thani and Phra Nakhon Si Ayutthaya Provinces to improve the school drinking water system. Water quality is monitored on a regular basis by collecting water samples and analyzing them at the factory's laboratory, a facility certified by the Department of Industrial Works. The project also provides basic training about maintenance and cleaning of the water filtration system so that students always have clean, hygienic drinking water that meets quality standards. Students can also apply this knowledge at home. ThaiBev plans to extend this project to all schools in the areas surrounding the factory.

- Weed Removal in Public Canals**

The spirit product group collaborated with Nakhon Chai Sri Sub-District Municipality in Nakhon Pathom Province and the local community to organize an activity called the "Weed and Water Hyacinth Removal in Public Canal Project." This project encouraged communities to participate in addressing environmental pollution problems by removing weeds and water hyacinths in public canals in the Nakhon Chai Sri Sub-District. The project raised awareness in the community about the value of the environment, how to better protect and manage natural resources, and the importance of cleanliness.

- Clean Water Project in Myanmar**

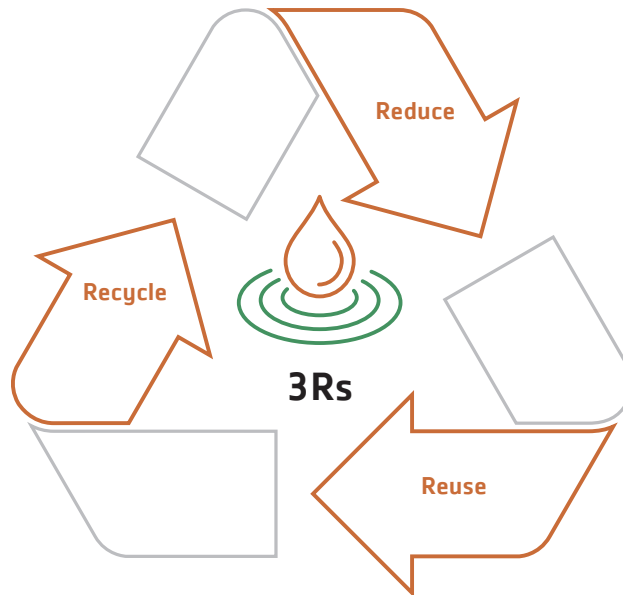
The Grand Royal Group (GRG) has launched a "Clean Water" project with the aim of improving the quality of life and wellbeing of residents in the Yangon, Mandalay, and Irrawaddy River areas, many of whom still lack access to clean and hygienic drinking water. This project can help avoid the problem of clean water shortages during a crisis or disaster.

The GRG partnered with local authorities to build wells and water tanks for local consumption and utilization. A committee was established to maintain the projects and to educate local residents on the topic of "water treatment methods in disaster situations."

From April 2016 to September 2019, the GRG constructed eight wells, 16 water tanks, and five wastewater treatment facilities, serving more than 40,000 people and 6,000 households throughout Myanmar. According to a report, the project helped provide clean water to nine villages and one township in Yangon and Mandalay, and was able to reduce the health problems of 840 people caused by unclear water sources.

Commitments and Achievements

Effective water management in 2019 resulted in the reduction, reuse, and recycling of water in the following ways:



REDUCE 8.79%

- **The reverse osmosis center project** to process water from surface water to reduce groundwater consumption.
- **The reuse of wastewater from the reverse osmosis (RO) project** for sand filter backwash process in water treatment system.
- **The reuse waste water from Bottle Washers** for boiler wet scrubber.

REUSE 2.94%

- **The use of condensate as boiler feed water to reduce** surface water consumption.
- **The use of water from the CO₂ scrubber process** as the input for water treatment processes to reduce surface water consumption.
- **The use of water from the backwash process** as an input in the water treatment process to reduce surface water consumption.

RECYCLE 5.86%

- **The use of water from the wastewater treatment process** for cleaning and gardening.

Insight

Remote Sensing Technology for Water Management

At present, the remote sensing technology for water cycle tracking is advanced and has many applications, such as earth exploration satellites, unmanned aerial vehicles, and ground measurement stations. This enables us to integrate more data in our reporting and analyzes. The application of such technology in water management can be divided into two parts: water demand and water supply.

For water demand, the remote sensing technology can be applied to track the phenology from data collected by satellites with a near-infrared wavelength, such as Landsat, Moderate Resolution Imaging Spectroradiometer (MODIS) or Thai Chot (THEOS), Thailand's first satellite for earth exploration. Remote sensing can also be used to calculate evapotranspiration rates, by using data from satellites with thermal infrared bands such as Landsat, MODIS, and Suomi NPP.

For water supply, the remote sensing technology can be used to delineate, locate, and estimate the surface water body size. It also helps estimate the amount of precipitation using passive and active microwave sensors from the Global Precipitation Measurement (GPM) mission, by using Dual-frequency Precipitation Radar (DPR).

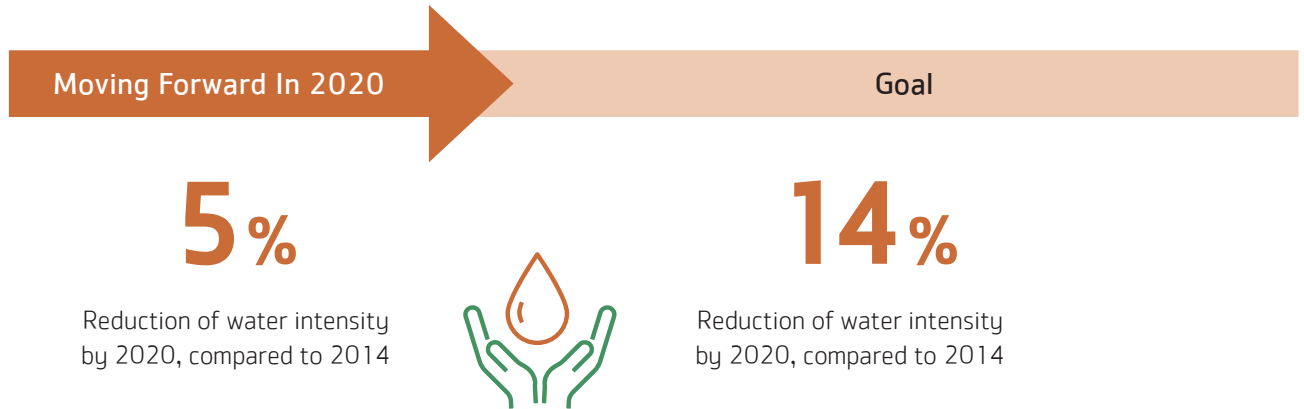
Another important variable in the water cycle is soil moisture. In the past, soil moisture levels could only be measured directly in the field. Now it can be measured



Ulit Jaturasangpaioj
GIS Manager
TCC Technology Co., Ltd.

and mapped using the Soil Moisture Active Passive Satellite (SMAP), by analyzing the electromagnetic radiation properties of water and soil.

It is necessary that water management in the "Thailand 4.0" era be more systematic by applying various technologies, such as remote sensing technology, ground sensor networks, and the Internet of Things. Data can be analyzed in real time and with greater dimensions.



**Beverage
business**

4.08

hL/hL
Water intensity
of the Beverage business



**Food
business**

0.21

hL/kg
Water intensity
of the Food business

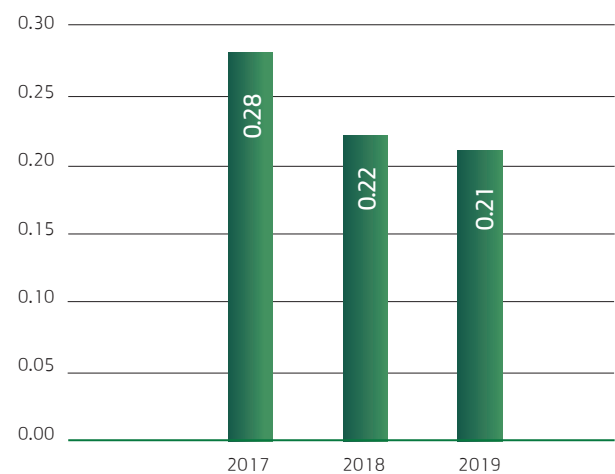
Water Intensity of Beverage Business from 2016 to 2019

Unit: hL/hL of
finished products



Water Intensity of Food Business from 2017 to 2019

Unit: hL/kg of
finished products



Remarks : *Water Intensity of Beverage business in Thailand

**Water Intensity of Beverage business Including
overseas in 2019 is 4.08 hL/hL

***The 2020 Intensity Reduction Target is 5%
in comparison to the base year 2014



GRI 306-2

Waste Management

ThaiBev's waste management plan maximizes resource utilization throughout the value chain by using the principle of the 3Rs. ThaiBev encourages all stakeholders to recycle waste, reduce the amount of waste that must be disposed of, and use resources efficiently. Waste management initiatives include post-consumption packaging management, using waste products to generate energy and managing by-products. ThaiBev collaborates with other organizations to implement innovative projects to add value to waste products. The utilization of waste is in accordance with the principles of the Circular Economy, which ThaiBev uses as a guideline to conduct its business. ThaiBev recognizes its responsibility to communities, society, and the environment.

3Rs



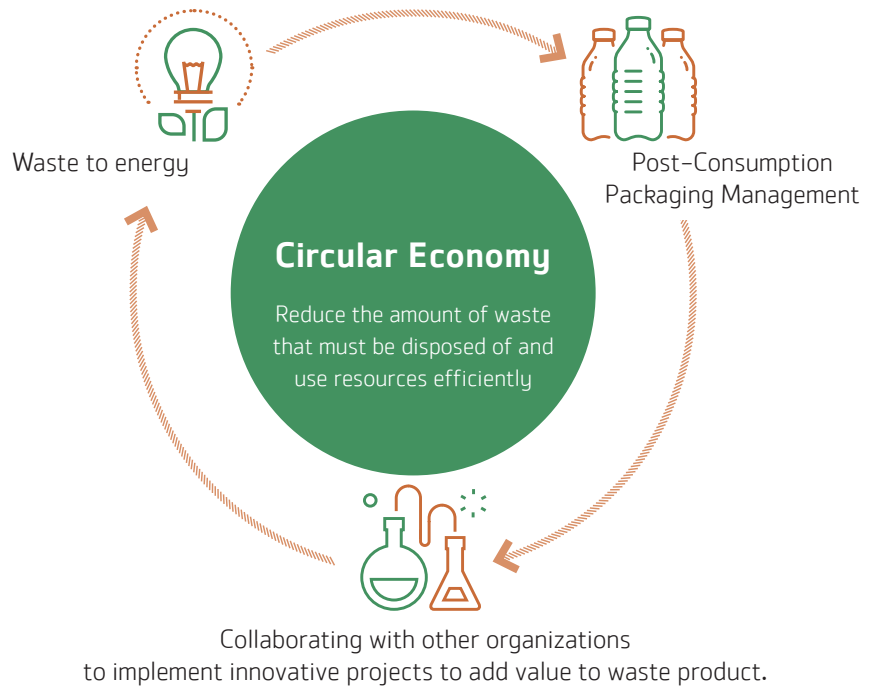
Reduce



Reuse



Recycle



Using Malt By-product for Agriculture

Malt is the primary raw material used in ThaiBev's beer and spirit production processes. During the manufacturing process, a by-product called "malt residue" is produced. It has many nutritional benefits and is suitable for agricultural use. ThaiBev has collaborated with the Suranaree University of Technology (SUT) to pioneer the project of using malt residue as an ingredient for animal feed. SUT researchers have expertise in cattle feed nutrition, Korat Wagyu cattle-breeding, and environmentally friendly animal feed technology. By experimenting with mixtures of malt residue and dry yeast, a new formula of nutritious animal feed for cattle was developed. This new formula leads to high quality meat, increased fat content, and lower prices. It is safe to consume, in-line with market demands, and reduces environmental impacts.

In addition to the malt residue, malt dust is another leftover. ThaiBev took malt dust that would otherwise go to waste, and offered it to local farmers near one of its factories. The malt dust has high nutritional value



as aquaculture feed, for varieties such as catfish and tilapia. By replacing the usual animal feed, costs were reduced by 100 percent. ThaiBev's agricultural scholars educated and advised the farmers through the entire project. It helped the community to develop additional job opportunities, reduce aquafarming costs, increase productivity, and generate sustainable income.

Production of Biogas from Vinasse to Generate Renewable Energy



Converting waste to energy is a waste management process that ThaiBev has consistently engaged in. To reduce the impacts of using non-renewable fossil fuels, Thai Beverage Energy Company Limited set up a project to use distillery vinasse, a by-product of alcohol production. Distillery vinasse is used to produce biogas that is sent to five distilleries in Buriram, Ubon Ratchathani, Khon Kaen, Prachin Buri, and Surat Thani provinces. The biogas is used to produce steam, which in turn can act as a substitute for fossil fuel. This project reduces the emissions of methane, a greenhouse gas. Excess biogas from steam production at the Buriram and Ubon Ratchathani facilities can

generate electricity for internal use, and surplus electricity is then sold to the Provincial Electricity Authority (PEA).

Adding value through distillery vinasse from the alcohol production process helps create energy security for the country, and serves as an educational example for local communities. ThaiBev is expanding the project to two more distilleries in Nakhon Sawan and Nong Khai provinces. The two new projects are expected to be completed in 2021, with a goal to reduce greenhouse gas emissions by 76,000 tCO₂e annually.

Encouraging Staff to Participate in Waste Reduction by Separating Waste in Office Buildings

To reduce the amount of waste sent to landfills and promote the most efficient use of resources through the 3Rs, ThaiBev has launched a campaign to help employees realize the value of their existing resources. The company started its waste management approach by separating office waste with a project called "Collect-Return-Recycle." The campaign creates awareness and understanding of the benefits of the waste separation process, and shows how value can be created from recyclable waste such as glass bottles, PET bottles, and aluminum cans. If employees see that there is a proper management methodology, and a path for further application of the materials, they will be able to create value and transform waste into useful raw materials. ThaiBev also collaborates with the Federation of Thai Industries' Thailand Institute of Packaging and Recycling Management for Sustainable Environment (TIPMSE) to organize training courses for employees about waste separation in office buildings. Employees can apply this basic principle in their daily lives, and in post-consumption management.



Promoting this project and encouraging employees to participate in waste separation for the office has led to different campaigns and projects: such as reducing the use of plastic bags and foam boxes, substituting single-use plastic bags with cloth bags and the clear organization of waste collection points in the work area. All of these efforts encourage employees to participate in waste management programs that promote environmental sustainability.

Commitments and Achievements

In 2019, ThaiBev successfully managed to transform waste into energy through a project run by its subsidiary, Thai Beverage Energy Company Limited, whose core responsibility is to use waste from alcohol production to produce alternative energy. The overall project won the Thailand Energy Awards 2019. The following projects also won excellence awards in two categories:

- 1. Outstanding 'off-grid' renewable energy project:** Thai Beverage Energy's Khon Kaen branch produces biogas from distillery vinasse
- 2. Renewable Energy Cogeneration Project:** Thai Beverage Energy's Buriram branch produces renewable energy from distillery vinasse.



Insight

"From Waste Management to Sustainability"

"Waste management for various organizations needs to be formulated into appropriate policies and plans. The application of the Circular Economy, a concept that focuses on preserving resources for maximum benefit, and recycling them for use in research or innovation to add value to waste, has allowed ThaiBev to invest in effective waste management with concrete results, and to replace old businesses, as well as to expand existing businesses to become environmentally friendly and sustainable."

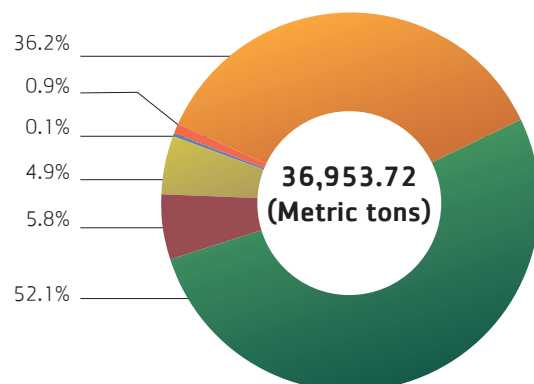


Narong Sirilertworakul, PhD
President, National Science and
Technology Development Agency

Moving Forward

In its production of quality beverages and food, ThaiBev places great importance on consumer safety. It selects natural materials through a sourcing process that maintains product quality, and prevents the waste of various processes from affecting the

environment and surrounding communities. ThaiBev complies with legal regulations for waste treatment and disposal according to international standards in order to manage waste with the highest efficiency. The following achievements were made in 2019:





GRI 301-2, GRI 301-3

Eco-Friendly Packaging

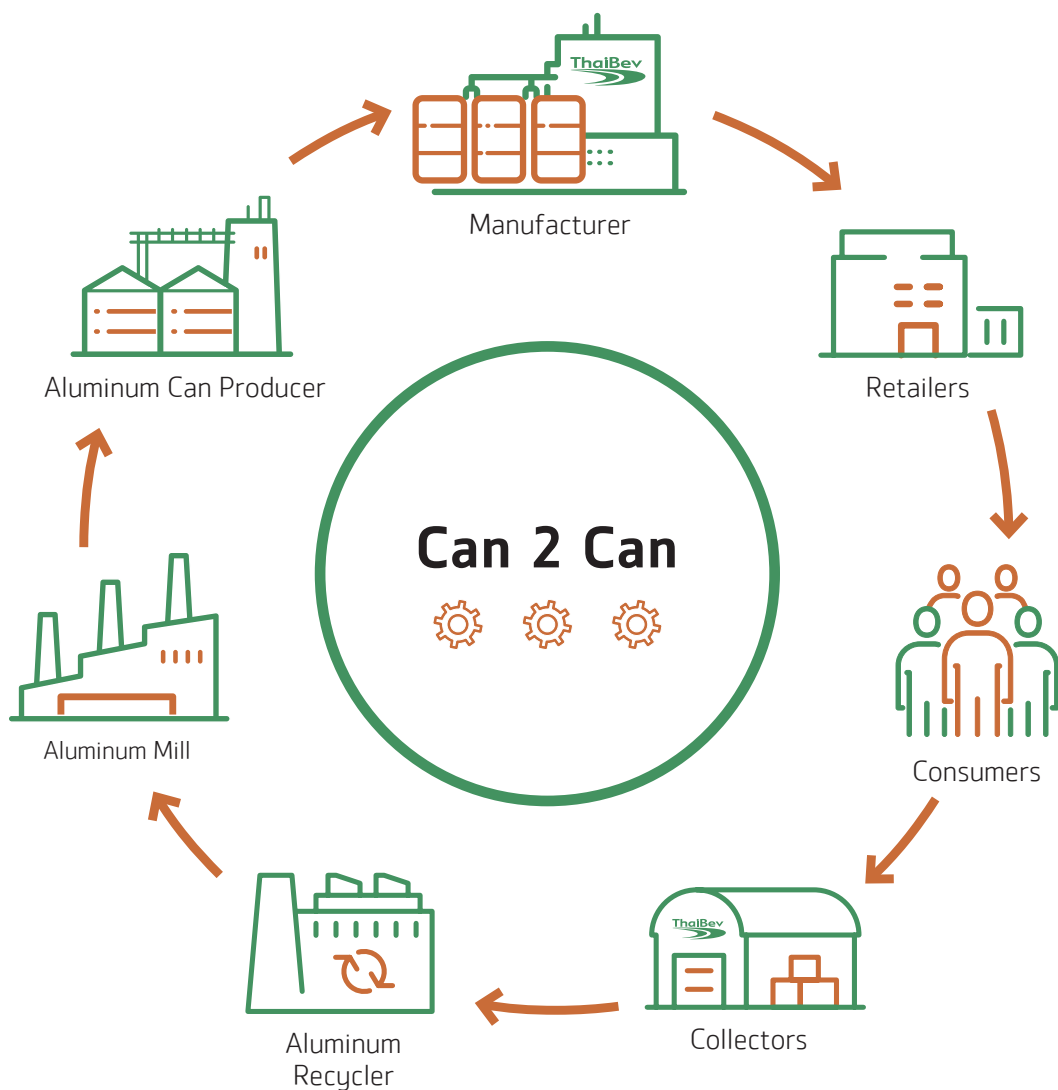
Waste disposal is a global environmental problem. More than 12 million tons of non-compostable materials such as plastic are disposed into the ocean annually, damaging marine ecosystems, threatening the lives of sea creatures, and ultimately humans as well. In order to reduce the impact of increasing amounts of waste on both land and in the ocean, ThaiBev adheres to the principle of the Circular Economy in its packaging management. The main packaging materials used in the production of ThaiBev products are glass, paper, aluminum and plastic. ThaiBev recognizes the importance of innovation and product design, using environmentally friendly materials, and reusing and recycling post-consumption packaging in the manufacturing process. In addition, ThaiBev aims to reduce packaging, and promotes reuse and recycling.

Can 2 Can Project

The objective of the Can 2 Can project is to collect used aluminum cans so that they can be recycled into aluminum sheets, which is the raw material used in beverage can production. It is a cooperative effort between ThaiBev and its direct supplier, the aluminum can manufacturer, and an indirect supplier, the aluminum sheet manufacturer. Thai Beverage Recycle Co., Ltd. (TBR) is responsible for collecting the cans and delivering them to the

aluminum sheet manufacturer. Since the project began in June 2019, 703 tons of cans have been retrieved. This amounts to a total of 52 million cans, which represents 14 percent of the total volume of ThaiBev products sold in Thailand. The Can 2 Can program generates income for small-scale waste collectors. It also has the potential to reduce the energy used in the can manufacturing process by up to 95 percent, compared to the use of new aluminum.

Sustainable & Closed-loop Cycle



Bottle Sorting by AI Image Recognition

This represents a transformation of the bottle sorting process using cutting-edge technology. The development is a collaboration between internal departments, including Thai Beverage Recycle Co., Ltd. (TBR), the Office of Information and Technology, BevTech Co., Ltd., and a world-leading university in computer science, technology and robotics to study the use of Artificial Intelligence (AI) technology in the TBR bottle sorting process. This project is an advanced and efficient modification to Octopus, the automatic bottle-sorting mechanism invented by ThaiBev. Instead of having humans visually inspect the bottles, AI can learn and recognize the different patterns of defects presented in used glass bottles, reducing eye muscle fatigue among employees. This new technology allows ThaiBev to deliver used glass bottles with zero risk of human error. In addition, the cost of transporting defective bottles is minimized, as well as reducing losses from rinsing bottles that are not suitable for reuse, and allows for a reduction in the number of people re-screening at the packing line. These employees will be switched to work in other areas that add more business value to the company.



Bring Back Home

A significant amount of glass packaging is being exported from Thailand for the production of beverages in Myanmar. One of the major buyers of glass bottles is the Grand Royal Group (GRG), a leading producer and distributor of spirits in Myanmar. As there is no cullet recycling plant nor glass bottle production plant in Myanmar, glass scraps become harmful waste that poses both

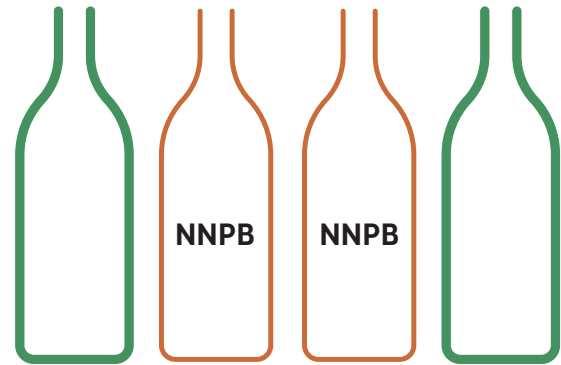
social and environmental threats. In an effort to resolve this problem, ThaiBev collaborated with GRG to retrieve cullet from Myanmar using reverse logistics. As a consequence, this cullet can now be handled in a responsible manner and recycled by glass bottle manufacturers.



*More information on Automatic Bottle-Sorting Mechanism can be found in ThaiBev Sustainability Report 2018

Narrow Neck Press and Blow (NNPB)

ThaiBev collaborates with its suppliers to create eco-friendly packaging designs and promote energy efficient packaging production processes. In the past year, a project has been initiated to study the Narrow Neck Press and Blow (NNPB) process in the manufacturing of large clear glass bottles. This technology allows the manufacturing of large-size lightweight bottles, requiring less resources and energy, while maintaining the same levels of durability.



UHT Leaf Design

A novel design feature of ThaiBev's OISHI Ready-to-Drink UHT Green Tea. This modern design originated from an internal management training program called the Management Development Program (MDP), where a collaboration between marketing, sales, and production departments resulted in a new innovation. The new UHT packaging is designed to be more eye-catching and eco-friendly.



Key Commitments and Achievements

ThaiBev's sustainable packaging management strategy under the principle of the Circular Economy



Collecting and Sorting

Sorting different types of packaging and reducing of the amount of landfill waste. TBR is responsible for the post-consumption packaging collection and sorting process. TBR buys all types of ThaiBev packaging materials such as glass bottles, cans, plastic bottles, PET bottles, cardboard boxes, etc. Currently, there are over 30 purchasing locations nationwide.



Reuse and Recycle

Post Consumption packaging materials can be collected and used as raw materials for manufacturing new products. In the past year, ThaiBev reused over 1,555 million glass bottles, and collected 100,000 tons of cullet to be recycled, which is equivalent to 75 percent* of the products sold by the company.



Upcycling

This involves retrieving used PET bottles and sending them to suppliers for recycling. In the past year, 5 tons of PET bottles have been retrieved for recycling.

*based on packaging weight from sales volume in FY2019

Insight

"ThaiBev places great importance on packaging management to reduce environmental impacts. We established Thai Beverage Recycle (TBR) to collect used packaging so that they can be reused or recycled. ThaiBev follows the principles of the Circular Economy by collaborating with stakeholders, including direct and indirect suppliers, small entrepreneurs and consumers, throughout the value chain. TBR has various programs that promote stakeholder participation, such as the "Sustainable Supplier Development Project." This project invites existing glass bottle suppliers to visit ThaiBev factories, where discussions took place about business expansion plans and future opportunities.

TBR also works with the provincial authority on Koh Samui and local scrappers/recycling stores to make possible the "Samui Model Project". In this project, Thai Beverage Logistics Co., Ltd. (TBL) provides transport to pick up used packaging materials at recycling stores on the island, in a successful example of reverse logistics. The suppliers and consumers on the island are thereby encouraged to participate in addressing the island's garbage problem, and income is distributed to the community. In the past year, 100 percent of packaging from products sold by ThaiBev on Koh Samui was retrieved and reused/recycled in the manufacturing process, generating more than 10 million baht worth of income for the local community."



Orathai Poonsup
Managing Director
Thai Beverage Recycle Company Limited

Moving Forward

ThaiBev has set clear short-term and long-term packaging management goals, classified by types of packaging material, as follows:

2019 Achievements

Reused and Recycled Packaging



Glass*
75%



Cans*
14%

*based on packaging weight from sales volume in FY2019

Target 2020

80%



of main packaging materials* are reused, recycled, and/or retrieved, based on the proportion collected compared to sales volume

Target 2025

100%



of glass and paper packaging sold in Thailand are retrieved for reuse or recycling

Target 2030

100%



of PET bottles and aluminum cans sold in Thailand are retrieved

*Main packaging materials used in beverages are glass bottles



GRI 302-1, GRI 302-3, GRI 302-4,
GRI 302-5

Energy Management

ThaiBev embraces initiatives that reduce greenhouse gas emissions, focus on energy efficiency, and use resources sustainably. The goal is to increase the use of alternative and environmentally friendly energy. Today, due to the consumption of fossil fuels and the extreme accumulation of greenhouse gases in the atmosphere, global temperatures are rising. ThaiBev therefore has made technological changes in its production process to use renewable energy as the main source of energy. Awareness is also being raised among employees to make them understand the importance of the environment and society, inspiring them to better support the company's green projects, such as the use of solar cells and the application of by-products from production processes as alternative energy sources.

ThaiBev Energy Audit Project

A company-wide project to assess the energy consumption of each production process and identify opportunities for energy efficiency. The project has enabled distilleries to reduce energy consumption by applying new technology. For example, beer and spirit product groups installed once-through boilers to increase energy efficiency and reduce the use of non-renewable fossil fuels. The beer product group cut its use of coal by 428 tons per year, resulting in a reduction of 702 tCO₂e emissions per year. The spirit product group was able to lower fuel oil consumption by 280,823 liters per year, which decreased greenhouse gas emissions by 836 tCO₂e per year. In addition, the beer product group has introduced the use of high-efficiency motors, which reduced electricity consumption by 150,000 kilowatt hours (kWh) per year, and reduced emissions by 87.3 tCO₂e per year.



Rooftop Solar Cell Installation

This project consists of the installation of solar panels on the rooftops of 27 factories in Thailand, and one factory in Myanmar. The installation will be completed by 2025, with a total capacity of 20 megawatts (MWp). It is projected to reduce the amount of electricity purchased from the

Provincial Electricity Authority by 26,000 megawatt hours (MWh) per year, and lower greenhouse gas emissions by 12,000 tCO₂e per year. It is expected that the project will reduce the cost of electricity purchased from the Provincial Electricity Authority by 96,200,000 baht.

Biogas Plant Installation Project

Two additional biogas plants will be constructed in Nakhon Sawan and Nong Khai provinces, in addition to the five existing biogas plants in Prachin Buri, Khon Kaen, Ubon Ratchathani, Buriram, and Surat Thani provinces. The biogas plants use the by-products of alcohol distillation to generate energy. Vinasse, a by-product of the spirit distillery process,

produces methane as a fuel for steam production, and can also be used to generate electricity. This can reduce average annual fuel oil consumption by 2 million liters per factory per year, and lower greenhouse gas emissions by 38,000 tCO₂e per factory per year. The electricity produced from biogas can be transmitted back to the grid.



Insight



Pichet Chetthapongsapan
Vice President-Manufacturing
Cosmos Brewery (Thailand) Company Limited

What is the current plan for alternative energy use and greenhouse gas reductions?

“At present, the beer group plans to reduce energy consumption along with greenhouse gas emissions to comply with ThaiBev’s targets for 2025. The use of renewable energy will increase. Budgets have been allocated for replacing fossil-fuel based electricity with solar energy. We currently use biogas from the wastewater treatment system to replace the use of fossil fuels, through the installation of a once-through boiler. The group plans for future energy use to be sustainable. Energy consumption will decrease by modifying equipment for higher efficiency and lower power requirements. Efforts are underway to increase production efficiency by capturing carbon dioxide from fermentation to be reused in the production process (CO₂ Recovery Plant). This can help lower electricity consumption, and also allow for the reuse of carbon dioxide in the production process that otherwise would be released during fermentation. The most important plan is to train employees and encourage them to participate in energy efficiency initiatives for maximum impact.

Within the beer group, a campaign has been launched to reduce and/or eliminate the use of plastic in factories, especially plastic straws, foam boxes, and products containing OXO-degradable or microbeads. Data has been collected and progress on this front is monitored continuously.”

Commitment and Achievements



Reduction of Energy
Intensity compared to
2014 as a base year:

7%



Energy Intensity of
Beverage Business:

244.89
MJ/hL

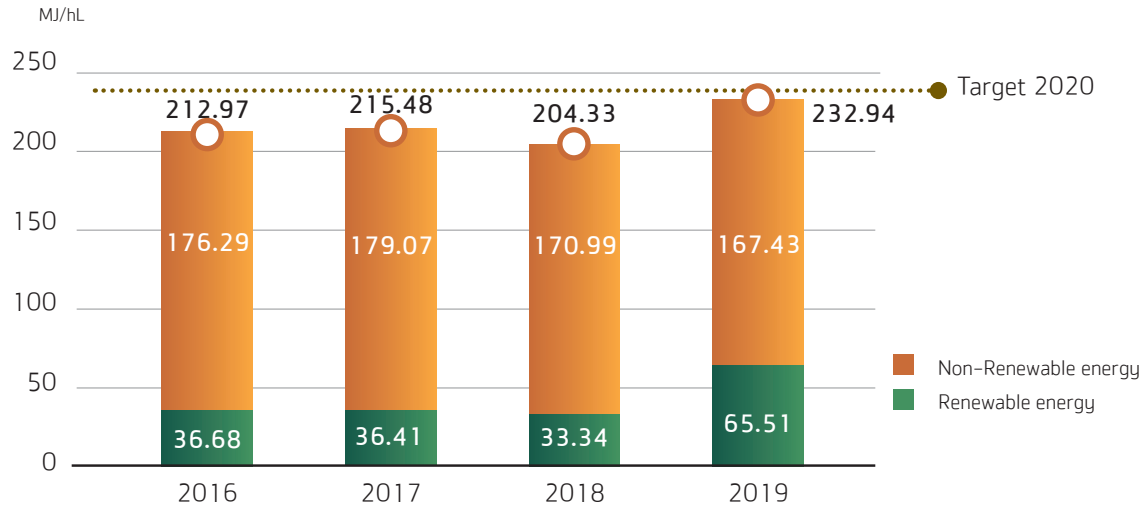


Energy Intensity of
Food Business:

6.93
MJ/kg



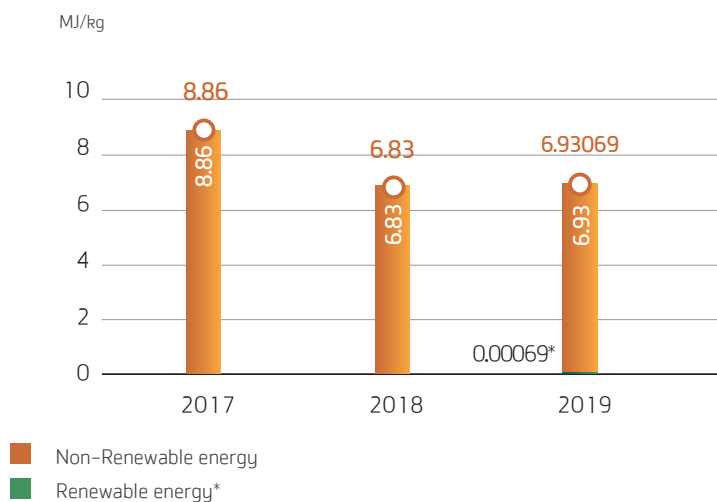
Energy Intensity/Product (MJ/hL) Including Renewable energy, Non-renewable energy and Total energy consumption from 2016 – 2019 (Beverage Business)



Remarks : – Energy Intensity of Beverage business in Thailand
– Energy Intensity of Beverage business Including overseas in 2019 is 244.89 MJ/hL
– The 2020 Energy Intensity reduction target is 5% in comparison to the base year 2014.



Energy Intensity/Product (MJ/kg) Including Renewable energy, Non-renewable energy and Total energy consumption in 2017 – 2019 (Food Business)



Moving Forward



Reduction of Energy Intensity
by 2020, compared to 2014

5%



GRI 102-12, GRI 102-13, GRI 103-1, GRI 103-2, GRI 103-3, GRI 203-1, GRI 203-2, GRI 413-1

Sharing the Value with the World

ThaiBev is directly engaged in both large and small social welfare projects spanning different genders, age groups, classes and countries. These include projects focused on community development, education, health, athletics, and arts and culture. ThaiBev's goal is to share its success to uplift all of society.

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Education Development	82
Public Health Development	98
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Preserving National Art and Culture	112
Community and Social Development	130
Pracharath Rak Samakkee Project	148

Caring and Sharing, Creating Values for Society

Thailand faces many of the same social challenges as the rest of the world, especially when it comes to the issue of equality. Rising income inequality and unequal access to the best healthcare and educational resources, among other disparities, make it imperative that ThaiBev contributes to creating more balance in society. Thus ThaiBev's corporate social responsibility programs are extremely wide-ranging, covering the entirety of Thailand, crossing several demographics from youth to the elderly, and focusing on five key dimensions. Following the results of a survey taken several years ago to determine how ThaiBev could maximize its impact, these dimensions are defined as 1) Education; 2) Public Health; 3) Sports; 4) Arts and Culture; and 5) Community and Social Development. ThaiBev makes substantial contributions to each of these to empower all people across society to have a chance to reach their potential, following its motto **"ThaiBev... Always With You".**

In 2019, ThaiBev allocated a budget of 500 million baht to these five key areas as follows:



Education

21%



Public Health

7%



Sports

42%



Arts and Culture

13%



Community and Social Development

17%

ThaiBev's efforts cover a wide range of initiatives from supporting the purchase of medical equipment to providing scholarships, to promoting clean water, to reforestation, to raising local incomes through community-based social enterprise projects. ThaiBev has always been a staunch supporter of the arts as well, viewing the cultural fabric of a society as an important factor to maintain. Through its support for these five dimensions, ThaiBev aims to fulfill its organizational aim to "Share the Value of Growth" with all its stakeholders and thereby also create a stable and sustainable environment for its business.

To achieve social responsibility, ThaiBev has created a governance structure that can support short-term, medium-term and long-term projects. Led by the President and CEO, the programs in each of the five dimensions are guided by senior-level executives. Under this governance structure, directors and employees are encouraged to undertake volunteer activities and public charity in all forms, and there are many working groups to pursue various community development projects. These efforts are divided into two parts which are:

1. At Corporate Level, these comprise the department of Community Development Programs; the group of enhancing quality of life and the environment; external affairs group; Thai Talent project group; the group supporting arts and culture; the group from Human Resources; and the group from Corporate Communications.
2. At Local Level, around a factory; these comprise public relations and environmental groups in each factory, which work in coordination with the corporate level. Each agency coordinates and operates projects it has initiated, or cooperates with various groups in society.

These community development programs provide 100 percent coverage of ThaiBev operations that may have direct or indirect impacts on the surrounding communities.

In initiating projects and activities to benefit local communities, society and the environment, ThaiBev abides by the following operating procedures:

- It regularly assesses social and environmental impacts by creating relationships and inquiring about the opinions or needs of the target community, including those in the area around the factory, around any facility or communities close to the company's products. This is done using questionnaires, through interviews and public meetings, and by communicating with community leaders, parents' groups, school boards or through small weekly informal meetings.
- Every project must have concrete measures to assess the results; by evaluating the satisfaction of the community and stakeholders, social and environmental impacts, and follow-up reports from the relevant bodies such as government agencies, universities and civil society groups.

ThaiBev has collaborated with communities and local bodies to establish an occupational health and safety committee, local community consultation committee as well as groups of personnel tasked with handling complaints and monitoring operational impacts. Such groups include public relations and teams of environmental specialists, who are required to constantly monitor and report their findings in order to ensure that ThaiBev's corporate social responsibility initiatives fulfill the needs of communities and help to create sustainable societies.

100%

of all operations* have community
development programs

*"operations" means ThaiBev Group's facilities that were assessed to have direct or indirect impacts on the surrounding communities, and ThaiBev Group has developed community development programs for those impacted communities (32 premises)

Myanmar

Laos

- Projects to develop education
(Connex ED Projects and Partnership School Projects)
- Projects to develop public health
- Projects to develop art and culture
- Projects to develop sports
- Pracharath Rak Samakkee Project
and Community Development Programs

Number of hours spent by ThaiBev











Employee volunteers







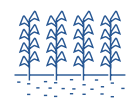



1,600 employees












Total volunteer

95,000 hours

ThaiBev's social contribution activities are in line with the United Nations Sustainable Development Goals (SDGs), and also reflect the essence of ThaiBev's sustainable materiality.

UN SDGs	Projects	Measures
 <p>End poverty in all its forms everywhere</p> <p>1.5 By 2030, build the resilience of the poor and those in vulnerable situations and reduce their exposure and vulnerability to climate-related extreme events and other economic, social and environmental shocks and disasters.</p>	<p>ThaiBev Unites to Fight the Cold</p>	 <p>Reduce the number of people affected by severe weather and natural disasters by more than 200,000 people*</p> <p><small>*The proportion of blanket recipients can be viewed on page 131</small></p>
 <p>End hunger, achieve food security and improved nutrition and promote sustainable agriculture</p> <p>2.4 By 2030, ensure sustainable food production systems and implement resilient agricultural practices that increase productivity and production, that help maintain ecosystems, that strengthen capacity for adaptation to climate change, extreme weather, drought, flooding and other disasters and that progressively improve land and soil quality.</p>	<p>Program of Cooperation between the Huai Hong Khrai Centre and ThaiBev to Revive the Forest and Improve Quality of Life in Nan Province</p>	 <p>Campaign to manage agriculture sustainably by applying knowledge for career development and by supporting production inputs to help over 217 farmers and create an average income of 3,000 baht per month per farmer</p>
 <p>Ensure healthy lives and promote wellbeing for all at all ages</p> <p>3.8 Achieve universal health coverage, including financial risk protection, access to quality essential healthcare services and access to safe, effective, quality and affordable essential medicines and vaccines for all.</p> <p>3.b Support the research and development of vaccines and medicines for the communicable and non-communicable diseases that primarily affect developing countries, provide access to affordable essential medicines and vaccines, in accordance with the Doha Declaration on the TRIPS Agreement and Public Health, which affirms the right of developing countries to fully apply the provisions in the Agreement on Trade Related Aspects of Intellectual Property Rights regarding flexibilities to protect public health, and, in particular, provide access to medicines for all.</p> <p>3.4 By 2030, reduce by one-third premature mortality from non-communicable diseases through prevention and treatment and promote mental health and wellbeing.</p> <p>3.d Strengthen the capacity of all countries, in particular developing countries, for early warning, risk reduction and management of national and global health risks.</p>	<p>Public health programs</p> <p>Community Health Clinic Project by Grand Royal Group International Co., Ltd.</p> <p>Bhumirajanagarindra Kidney Institute Hospital Project</p> <p>Sports Development Programs</p> <p>The CPR Youth Volunteer – Skills Development Project</p>	 <p>In 2019, ThaiBev supported medical research and equipment and other basic health needs with over 35 million baht</p>  <p>Supported expenditures of doctors, nurses and treatment for more than 920 households (3,800 people) in three villages in Myanmar</p>  <p>Bhumirajanagarindra Kidney Institute Hospital has successfully completed kidney transplant surgeries for 27 patients</p>  <p>146,117 youth participated in ThaiBev sports development programs that promote physical, and mental wellbeing of the youth.</p>  <p>More than 700 students and over 300 ThaiBev employees attended CPR training courses to be able to help others in a timely and safe manner</p>

UN SDGs	Projects	Measures
 <p>Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all</p> <p>4.1 By 2030, ensure that all girls and boys complete free, equitable and quality primary and secondary education leading to relevant and Goal-4 effective learning outcomes.</p> <p>4.3 By 2030, ensure equal access for all women and men to affordable and quality technical, vocational and tertiary education, including university.</p> <p>4.4 By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship.</p>	<p>Scholarship Program</p> <hr/> <p>Connext ED</p> <hr/> <p>Princess of Naradhiwas Rajanagarinda</p> <hr/> <p>Teachers Project (Beta Young Entrepreneur)</p> <hr/> <p>A Good Community with a Smile</p>	 <p>In 2019, ThaiBev awarded 1,170 scholarships from primary to tertiary level as well as occupational training to students and teachers in remote areas around the country valued over 8 million baht</p>  <p>Over 5,000 children developed skills to improve their professional, life, athletic, musical, artistic and ethical development</p>  <p>Increased 87 quality teachers, especially in remote areas</p>
 <p>Ensure availability and sustainable management of water and sanitation for all</p> <p>6.1 By 2030, achieve universal and equitable access to safe and affordable drinking water for all.</p> <p>6.6 By 2020, protect and restore water-related ecosystems, including mountains, forests, wetlands, rivers, aquifers and lakes.</p> <p>6.b Support and strengthen the participation of local communities in improving water and sanitation management.</p>	<p>Water, Life and Quality of Life Development Project</p> <hr/> <p>Unite to Restore and Return the Nature to the Environment Project</p> <hr/> <p>Clean Water for Community Project</p> <hr/> <p>Clean Drinking Water for Community Project by OISHI Group Co.,Ltd.</p>	 <p>9,564 rai of agricultural area with 578 households in 4 villages received the benefit of improved quality water access</p>  <p>Supported the rehabilitation of 17 rai of forest areas and biodiversity in the Sirindhorn International Environmental Park</p>  <p>The survival rate of additionally planted and existing trees 92.65%</p>  <p>The OISHI Group's Clean Drinking Water for Community Project has reduced the cost of drinking water for 888 students and teachers in Saraburi province by 450 baht per person per month</p>  <p>The GRG's Clean Water for Community Project can deliver up to 162,722 liters of water per day equal to 11,583,360 liters per year, to 2,800 households (9,543 people) in needy villages in Myanmar</p>

UN SDGs	Projects	Measures
 <p>Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all</p> <p>8.1 Sustain per capita economic growth in accordance with national circumstances and, in particular, at least 7 percent gross domestic product growth per annum in the least developed countries.</p> <p>8.3 Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services.</p>	<p>Connext ED</p> <p>Beta Young Entrepreneur</p> <p>Sports Development</p> <p>Pracharath Rak Samakkee Project</p> <p>ThaiBev Helps Create a Model "Sammachip Subdistrict" (Ethical Career Community) Project</p>	 <p>Over 80,000 children and youth received vocational training to promote better earning opportunities. 68 young entrepreneurs trained in the Beta Young project, with 2 becoming ThaiBev employees</p>  <p>Supported over 800 professional athletes and created professional opportunities for more than 23,000 youth</p>  <p>The Pracharath Rak Samakkee Project has helped more than 930 communities, covering 68,000 households. In 2019, over 41 million baht in income was generated for the communities</p>  <p>The ThaiBev Helps Create a Model "Sammachip Subdistrict" (Ethical Career Community) project generated 150,000 baht of income in the communities at an average of 6,800 baht per person</p>
 <p>Make cities and human settlements inclusive, safe, resilient and sustainable</p> <p>11.4 Strengthen efforts to protect and safeguard the world's cultural and natural heritage.</p>	<p>Preserving and Creating Thai Culture Project</p>	 <p>In 2019, ThaiBev provided more than 77 million baht to preserve and inspire projects related to Thai culture</p>
 <p>Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss</p> <p>15.1 By 2020, ensure the conservation, restoration and sustainable use of terrestrial and inland freshwater ecosystems, in particular forests, wetlands, mountains and drylands, in line with obligations under international agreements.</p> <p>15.2 By 2020, promote the implementation of sustainable management of all types of forests, halt deforestation, restore degraded forests and substantially increase afforestation and reforestation globally.</p> <p>15.4 By 2030, ensure the conservation of mountain ecosystems, including their biodiversity, in order to enhance their capacity to provide benefits that are essential for sustainable development.</p> <p>15.5 Take urgent and significant action to reduce the degradation of natural habitats, halt the loss of biodiversity and, by 2020, protect and prevent the extinction of threatened species.</p>	<p>Watershed Forest Restoration in a Steep Mountainous Area (The Treeless Mountain)</p> <p>Joining Forces for the Recovery of Nature in the Environment (Sirindhorn Reforestation Project)</p> <p>Cooperation with Huai Hong Khrai Centre</p> <p>ThaiBev participated in Forest Restoration and Quality of Life Improvement Program in Nan Province</p>	 <p>Promote sustainable management of all kinds of forest, reduce deforestation, and revive encroached forests; over 668 rai</p>  <p>Planted 6,000 trees of 39 varieties</p>  <p>In 2019, achieved 92.65% of the growth and survival rate of trees</p>

Education Development

ThaiBev believes that the development of knowledge and the enhancement of human resources play a critical role in advancing sustainable development and improving quality of life. Over the past years, ThaiBev has supported education for children and youth through many types of projects, such as scholarships, promotion of knowledge and business skill. ThaiBev hopes that everyone will be able to develop oneself and contribute to improving society and the country. Furthermore, ThaiBev continues to provide scholarships to employees and their children in order to reinforce their capabilities and to promote employee welfare.

Scholarship Fund for Children of Employees

Because children mean everything to parents, ThaiBev is committed to helping them as part of employee welfare. The company considers it very important to provide educational support through scholarship funds from primary education through university levels for employees' children who have strong academic performance, in order to help the parents with their children's educational costs. The employees who are eligible must work at the operation level and have good or excellent working performance, while their children must have good behavioral and academic records. In addition, ThaiBev's "White Elephant Scholarship" is awarded to employees' children who have outstanding academic records at university level. Over the past 10 years (from 2010 to 2019), ThaiBev awarded more than 10,300 scholarships worth over 64 million baht. In 2019, employees' children received 1,112 scholarships worth 6,891,000 baht.

In addition to awarding scholarships, ThaiBev also considers accepting employees' children to join its



workforce. Currently, there are 40 employees that previously received scholarships from ThaiBev and are now working with the company. This includes 10 employees working in Route-to-Market group, 12 employees in the Spirit group, three employees in the Beer group, two employees in the finance and accounting group, 11 employees in the supply chain management, one employee in the internal audit office and one employee in an affiliated company.

Insight



Jirat Pharkdepingyo

received a scholarship in 2010 – 2011 for secondary education and is now working as an engineer in Sangsom Co., Ltd.

"I am so glad that I had a chance to receive scholarships and join ThaiBev. Given that my mother works at ThaiBev, I started building a relationship with the company since I was young. When I was studying at the university level, I was a trainee here. I felt like I could be myself with my co-workers, so I wanted to work at ThaiBev. I am delighted to be working here with warm and friendly co-workers, so I can work happily. Moreover, ThaiBev encourages employees to attend outside seminars as well as providing scholarships for master's and PhD degrees for its employees"

Leadership for Sustainable Education Development Project (Connex ED)

ThaiBev continues to support education for children and youth through the Connex ED project which is now in its third year. In 2019, over 25 million baht in funds have been awarded to organize activities and projects focusing on the simulated trading business called “Tham Ma Kha Khai” for students in the lower and higher education levels to develop business skills and help ease the burden on their families’ expenses. ThaiBev also hosted the OTOP JUNIOR contest for more than 290 primary and

secondary schools throughout Thailand. In addition, cooperation has been expanded to a total of 27 universities nationwide for students to enhance their business skills, life skills and instilling good behavior through learning and real-life practice. This project is supported by education networks, such as universities, community education institutions, related government agencies and ThaiBev’s volunteer staff.



School

Number of supported schools

306 Schools

290 Schools

Financial support for schools

23,471,850
Baht

5,973,000*
Baht

*Note: The amount of financial support has decreased in 2019 because of the focus on extending the outstanding projects in 2018.

(Data as of September 30, 2018)

(Data as of September 30, 2019)



University

Number of supported Universities and expansion of cooperation

23
Universities

27
Universities

Financial support for universities

18,362,800
Baht

19,140,000
Baht

(Data as of September 30, 2018)

(Data as of September 30, 2019)

- The simulated business project “Tham Ma Kha Khai”**
 is entering its second year with the objective of simulating actual trading to build basic business skills by implementing one project per school, totaling 290 projects. ThaiBev has contributed initial funding for these simulated business projects to more than 290 Pracharath school projects in 47 provinces. There are 1,000 students who have benefited from this project while receiving cooperation from 27 partner universities operating as mentors to provide knowledge about financial and accounting management to students, and add value to the products. Preparing for the real market under the concept of “Helping the Young,” the project encourages knowledge-sharing and generated income for the students totaling 900,000 baht.



Simulated business project
“Tham Ma Kha Khai”*

593
Projects

290
Projects

(*basic business skills)

(Data as of September 30, 2018)

(Data as of September 30, 2019)

Insight



Asst. Prof. Naratthawun Musik, PhD

Accounting professor, Faculty of Accounting and Management
Maha Sarakham University (University network)

As a university mentor for the Mahachai Pittayakarn School in Maha Sarakham, in your opinion, how do the students benefit from the “Tham Ma Kha Khai” project of raising chickens for organic egg production?

“There are so many benefits. First, students have better-quality lunches and can earn an income from it. Second, students who do not continue their university education will have a career and will not be a burden on society.”

• The OTOP JUNIOR contest

Another outstanding activity under the simulated business project “Tham Ma Kha Khai” is receiving cooperation from the Community Development Department under the Ministry of Interior. The contest has become well-known via online public relations channels; its Facebook page has 2,373 followers. The activity provides an opportunity for fourth-year elementary and third-year high school students to present unique products that reflect local identities. Moreover, the OTOP JUNIOR contest offers a platform for students from schools participating in the simulated business project “Tham Ma Kha Khai,” as well as students all over the country to showcase their talent, thereby supporting the next generation of entrepreneurs. Over the past two years, there were more than 600 contestant groups from schools all over the country participating in the contests. There were 20 groups who passed through to the final round and received awards worth more than 500,000 baht in total to further develop their products. Furthermore, the students are given a chance to exhibit and sell their products in OTOP City events, and join business-perspective activities. They also joined the “Walk Rally” activity to exchange ideas with Young OTOP entrepreneurs and broaden their experiences outside of the classroom through field trips.



Opportunities for Children with Special Needs

The simulated business project “Tham Ma Kha Khai” was also implemented in seven special children schools in six provinces, including Chiang Mai, Chiang Rai, Nakhon Sawan, Phitsanulok, Ubon Ratchathani, and Songkhla. Classes and trainings with special needs for more than 200 children to teach them to better concentrate and develop arm muscles through bas-relief art and the production of coconut lamps.

The teachers took the children to learn production methods directly from business owners. Each student completes different components of the finished product; then assembles the finished product as a group. Currently, there are several products made by special children, such as key chains, coconut lamps, and herbal balm. Although there are limitations in the presentation of the products, these children also get a chance to join the OTOP JUNIOR contest with other schools and receive an opportunity to win “inspiration awards” in order to give them inspiration and confidence.



Partnership School Project

ThaiBev has joined the Ministry of Educational in driving education reform in accordance with the “Thailand 4.0” policy. The objectives are to build cooperation between the private sector, civil society and other sectors in order to improve school management and curriculum development so that it better suits the needs of local communities and builds the skills for children. ThaiBev was one of the private companies that participated in the management of 19 schools in 13 provinces during the 2018 academic year. In the 2019 academic year, ThaiBev supported four additional schools in two more provinces and collaborated with the Mechai Viravaidya Foundation, one of the initiators of this project, to strengthen and drive the project forward for a period of three years or until 2021.

Insight



Supaporn Taklom (Teacher Teaw)
Kawila Anugul School, Chiang Mai Province

Teacher from the Kawila Anukul School, Chiang Mai Province under the Leadership for Sustainable Education Development Project (Connex ED).

“Field trip activities are open for students with special needs who submit products to the OTOP JUNIOR contest to broaden their world. They might have intellectual challenges, but they enjoy learning and experiencing new things.”



Insight

What are some of the changes you observed after joining the Partnership School Project?

"Tha Chang Wittayakhan School has joined the Partnership School Project for two years now. We have seen many changes such as students receiving awards from sculpture competitions, the implementation of a palm oil project, the transformation of an empty area into a learning space for students, and the community. Moreover, ThaiBev's coordinators have also taken part in education management. They are not just planning but also evaluating and developing the school. We would like to thank ThaiBev and ThaiBev's coordinator, for placing importance on education management in order to better develop people for the society."



Amornrat Sotharatana, PhD

Director of Tha Chang Wittayakhan School,
Surat Thani Province,
(under the Partnership School Project)



Peeranat Sophap (Jam)

Wat Sing School, Chai Nat Province,
(under the Partnership School Project)

What made you join the singing contest, and how do you feel after receiving the award?

"Currently, I am a second-year student in high school. I live with my father; just the two of us. On the weekend, I would work as a Thai masseur to earn money for my father and to go school. I am not a confident person but I like singing, so my teacher asked me to join the singing contest. After I won the Kids Day singing contest, I was so proud of myself and felt more confident. I'd like to thank ThaiBev for this opportunity. I finally found my dream that I want to be a professional singer. I will keep practicing and make my dream come true."

"I am delighted and thankful to Thai Beverage Logistics Co., Ltd. (TBL) for sharing their thoughts and developing Partnership School activities with the school. Children get the opportunity to access modern educational media in the music, sport and academic fields. Those things will help support their academic achievement, and improve children's IQ and EQ.

I believe that all Educational Service Areas, Provincial Administrative Organizations, and TBL will continue to work together to improve the quality of education at the Anuban Ko Kha (Namtarn Anukhro) School."



Pichet Thingoo

Member of the Provincial Administrative Organization
Council, Lampang Province
Chairman of Basic Education Board

Examples of Partnership School Project Activities



- Training to assist people in emergencies at Wat Chula Manee School, Phra Nakhon Si Ayutthaya Province**
 Enhance the skills and knowledge of how to handle emergency situations with CPR.
- English training for teachers in Anuban Ko Kha, Lampang Province**
 Teacher training through Marshall Cavendish Education media.
- Career guidance activity in Tha Chang Wittayakhan School, Surat Thani Province**
 Expanding views about professional careers taught by more than 20 real professionals.
- Activity to build unity among scouts at Pattani Kindergarten School, Pattani Province**
 Creating unity and instilling foundational knowledge about nation, religion and the monarchy.

ThaiBev aims to improve the professional skills and life skills of students and encourage them to be good people as a foundation for life development in the future by supporting knowledge and providing training activities in schools. This includes planning with teachers, school directors, education boards, and communities, which reflects the idea of "HTS" "Home-Temple-School,". These three are the main pillars that have held together and sustained the balance of Thai society. It shows the cooperation between "company-community enterprise-government" in order to connect local areas and all of the sectors to strengthen the foundation of Thai society and work towards sustainable development.

Insight

The conference to summarize the guidelines of teaching development and life skills under the “Tham Ma Kha Khai” project of Pracharath School project and Partnership Schools in the southern region on March 13, 2019 at Haad Kaew Resort, Songkhla Province.



General Surachet Chaiwong
Former Deputy Minister of Education

“ThaiBev has been contributing to the simulated business project “Tham Ma Kha Khai” which is one of the important projects to use education to sustainably strengthen the economy and society. It is like a starting point to develop people to be skillful, and to have knowledge to create wellbeing and prosperity for families and communities. The Ministry of Education is committed to provide education to develop children, youth, and the general public in order to meet the needs of different areas of the country and be in line with Thailand’s 20-year national strategy. The Ministry of Education has followed the “Understand, Achieve and Develop” strategy from His Majesty King Bhumibol Adulyadej The Great (Rama IX) and incorporated the guidance of His Majesty King Maha Vajiralongkorn Phra Vajiraklaochaoyuhua (Rama X) regarding education.

1. First is having the right attitudes towards the country and adhering to the institutions of the nation, religion and monarchy.
2. Second is having a stable life with morality and ethics.
3. Third is to have a decent job.
4. Fourth is to be a good citizen.

There are four foundations for education. These four foundations create the education-building concept for opportunity and reduce the differences in economy and society in the long term.

Thank you to Thai Beverage Public Co., Ltd. for its commitment in supporting children and youth development as well as boosting the economy at the community level.”



Princess of Naradhiwas Rajanagarinda Teachers Project

ThaiBev has been promoting the Princess of Naradhiwas Rajanagarinda Teachers Project continuously for seven years. From the 5th through to the 11th year of the project, more than 70 schools have been involved. The awards for social and environmental development projects are divided into two categories: awards for teachers in the current year and for teachers who have been recognized in the past. This year, Mr. Suthep Prakit who participated in the fifth year of the project, a teacher from Ban Khlong Nam Sai school in the Office of the Basic Education Commission, Yala Province, was selected to receive the “Princess Maha Chakri Award” from Her Royal Highness Princess Maha Chakri Sirindhorn. This award is given to teachers who make changes, and improve students’ quality of life to be successful and contribute to education.

The Princess of Naradhiwas Rajanagarinda Teachers Project also sponsors activities to develop careers, self-reliance and income for families; for example raising livestock and chickens and growing mushroom for school lunches. The project also supports the purchase of sewing equipment to further process goods into higher value products. It has helped develop the communities into a learning center based on the Sufficiency Economy concept to learn about new careers and help families to be more self sufficient and live sustainably.

Career Development with ThaiBev Project

ThaiBev is supporting projects to promote quality of life and environmental protection in remote communities that feature diverse ethnicities and languages. The Sufficiency Economy model has been introduced to families, communities and even schools in order to build careers and create income. The project works to build the foundation for sustainability and helps reduce unequal access to education by providing courses in sewing, baking and unisex hairdressing. The unisex hairdressing course, in particular, is very popular, perhaps because the participants rarely had an opportunity to take such courses. The hairdressing curriculum was included in the school curriculum. There are two salons that



were opened in Nan Province: in Nam Poon Village, Nam Phang Subdistrict, Mae Charim District, Nan Province and at Ban Hang Thang Luang School, Bo Kluea Subdistrict, Bo Kluea District, Nan Province.

Creating A New Generation of Socially Conscious Entrepreneurs (Beta Young Entrepreneur Project)

This project began in 2011 with the collaboration between the Thai Chamber of Commerce, University of the Thai Chamber of Commerce, and the Sirivadhanabhakdi Foundation. Together these organizations train students from the College of Entrepreneurship, University of the Thai Chamber of Commerce, to become knowledgeable, capable, socially responsible businessmen and women. A variety of activities develop students' skills and business knowledge, along with cultivating morality and ethics.

Business promotion activities

ThaiBev funds practical business experiments to give students the opportunity to participate in the following activities during their four years in university:

- Freshmen students intern at ThaiBev to learn about business work processes. They will have the opportunity to acquire real work experience and learn to work as a team.
- Sophomore students learn and experience a real business environment through trading activities and launching a start-up business. Some of the students who have completed this project were able to build their own businesses, earn more income, and become successful.
- Junior students learn about different aspects of setting up a business through a simulated business project. They also learn organizational management skills.
- Senior students provide advice for Junior and Sophomore students working on the start-ups and simulated companies.
- Freshmen, Sophomores, and Juniors participate in various ThaiBev activities, such as the River Festival. The students set up a booth to sell kratongs. This helps them practice planning, cost management, and develops sales and marketing skills.

Activities to promote morality and ethics

ThaiBev values entrepreneurship. In addition to developing students' capacity to be knowledgeable and capable entrepreneurs, they are also taught to have integrity to reduce corruption in society. Through this program they are given the opportunity to build relationships with the company and build a stable network. Students participate in the following ThaiBev-sponsored activities to benefit society:

- Beta Young Unites to Fight the Cold with ThaiBev
- Volunteering at the River Festival
- Other activities that benefit society using profits generated from the business simulation project

ThaiBev believes that graduates of the program will be able to run their own businesses. They will apply the knowledge and experience gained throughout the course in their career. They may also work for a leading company, perhaps one of ThaiBev's subsidiaries. Currently, there are 150 students that have completed the program.



Insight



The Beta Young Entrepreneur start-up business and simulated business certificate presentation ceremony, April 26, 2019

"The students get to learn from experience, whether it is a simulated business or a start-up business. They are able to adapt and learn from real life experience. They can combine this experience with their studies. When they start working, the important thing is the opportunities and the skills that they have; it is not just knowledge. If the students don't have a chance to practice, there will not be any opportunities for them to improve their skills and knowledge for future use."

Kamolnai Chaixanien
Senior Vice President
Chief Corporate Affairs



The Beta Young Entrepreneur start-up business and simulated business certificate presentation ceremony, April 26, 2019

"Every student who has gone through the start-up business and simulated business experience, they learn to work as a team, to be a good leader, and a good follower. It is useful training and will be a good foundation to help them become effective entrepreneurs in the future."

Phiraphong Fusiri, PhD
Dean, of the College of Entrepreneurship
University of the Thai Chamber of Commerce

Goals of Beta Young Entrepreneurship Project

2020 Goals:

Create a network among all Beta Young Generation graduates for communication, story-sharing, business consulting, and a means to do business together.

2025 Goals:

- Alumni join the project to help train students, share experiences, provide lectures in various business areas as well as providing business consultation for 30 Junior-year students.
- Generate approximately 20 graduates per year, totaling 260 graduates, from the New Generation of Social Entrepreneurs project, at the College of Entrepreneurship, University of the Thai Chamber of Commerce.

Education Institute Support Activity (EISA)

EISA is a project aimed at building relationships and cooperation with university-level institutions. ThaiBev helps promote and support many activities at more than 50 universities to improve the quality of education, both in sports and in the classroom.

This will help students to gain real work experience, to prepare them before entering the workforce. Since 2016, EISA has supported simulated businesses at various universities with more than 450 students participating.



Rangsit University



Srinakharinwirot University



Rajamangala University of Technology Rattanakosin



Silpakorn University



Thammasat University

Total

	Rangsit University	Srinakharinwirot University	Rajamangala University of Technology Rattanakosin	Silpakorn University	Thammasat University	Total
2016	44	8	6	22	–	80
2017	90	17	14	34	–	155
2018	70	16	22	31	–	139
2019	46	9	8	17	6	86

Over the past year, the EISA project has expanded its network into different sectors. This gives students the opportunity to train and practice different activities. For example:

- In collaboration with Bangkok University, 50 MICE Management students from the School of Communication Arts interned at the “100 PLUS Grand Criterium 2018” event in Buriram province, and “Mueang Nhoie Bike” in Suphan Buri province. Students had the opportunity to work as a team to organize the competitions. The students were responsible for tasks such as field management, televising competitions, and setting up exhibitions. Students learned directly from professionals on planning, teamwork, and organizing competitions. The students’ performances at the events were used for student evaluations at the end of the semester.
- In cooperation with the Design, Business & Technology Management (DBTM) program at the Faculty of Architecture and Planning at Thammasat University, students participate in a case study provided by Fraser Property (Thailand) Public Co., Ltd and Grand Unity Development Co., Ltd. The students began by analyzing work plans and observing operations to identify problems and pinch points to create effective operational guidelines for the development firms. This project is compulsory for final-year students in the DBTM program. The students



benefit from this project by working with leading companies to improve their skills and share useful knowledge with experts in various fields.

- ThaiBev is a major supporter for the annual Chang U Champion Cup football tournament, a stage for more than 500 university football players to compete, train, and improve their chances of becoming professional footballers while attending university. More than 600,000 students from institutions in greater Bangkok compete in the tournament.
- Students run a convenience store or mini mart as a simulated business (Dummy Business). This is part of the business administration curriculum at various universities. More than 600 students so far have had the opportunity to get real-life experience running seven simulated businesses.

Goals of EISA Project

By 2025, EISA aims to build deeper relationships with existing partner universities, and to forge a stronger connection and more ways to cooperate. Moreover, the project intends to promote and support various educational activities to continue to benefit the students and to create a good image of the ThaiBev Group in the students' hearts.

Insight

"Everything has been an experience for us to become more professional. Thank you to ThaiBev and the EISA project for giving us the opportunity. The project is like a classroom; it taught us that working at an event gives us the learning experience more than just sitting in the classroom, it is an opportunity to really work."



Wiraphat Sukarin

Student, Event Production and MICE Management
School of Communication Arts, Bangkok University

C asean

C asean, under the management of CAC Co., Ltd., is a social enterprise that focuses on building a creative society, creating a center for networking, and enhancing the potential of ASEAN countries through promotion of the arts, culture, and business. Its motto is "Collaboration for the betterment of ASEAN's connectivity". Today, C asean has over 20 organizations in its network including leading national organizations, international organizations, and global civil society organizations. Moreover, C asean has held various activities throughout 2019, such as meetings, seminars, project contests, and other competitions to drive: 1) sustainable development, 2) cooperation in ASEAN countries and 3) human capital development.

Sustainable Development

ThaiBev organizes a range of activities to support sustainable development at all levels of society – organizational, community and even personal – through seminars, network gatherings, and promoting solutions to social problems through social enterprises.

• Organizational level:

A sustainable development seminar "Thailand Corporate Sustainability Symposium #1: Learning from the Leaders" was held as a platform to showcase the visions of 17 leading sustainable organizations in Thailand. Participants exchanged experiences and discussed environmental management guidelines and ways to give back to society, as well as brainstorming to find solutions for urgent problems concerning the environment, society, and the economy. The networks and knowledge bases will lead to cooperation and new projects that promote the sustainable development of Thai and ASEAN private organizations in the future.



- **Community level:**

With the Pracharath Rak Samakkee Social Enterprise Co. Ltd., ThaiBev jointly hosted the “Thailand Sustainability Forum: Fostering Social Enterprises” for a national and international audience to learn about the establishment and administration of social enterprises, and to provide a forum for exchanging knowledge on laws and practices. The leaders of the Kudi Chin community and the Institute of Smart Community Innovation (ISCI) signed a Memorandum of Understanding (MOU) to establish the “Social Enterprise for the Development of Kudi Chin Community.” This will help develop the Kudi Chin community and provide smart community management that leads to a sustainable community.

- **Personal level:**

The reality TV show “Win Win WAR Thailand” is a business plan competition that identifies and encourages the best social entrepreneurs who apply business mechanisms to solve social and environmental problems. The show is produced to provide knowledge and understanding of the concept “social enterprise” and “business for sharing,” and to support start-ups to grow into successful businesses. In 2018, 900 teams applied for the competition, but only 100 were selected to be on the show. Only 20 teams made it to the market test round where they received business advice from experts.

The first winner of the Win Win WAR program in Thailand was the Siam Able Innovation team, “a manufacturer of prosthetics for the disabled, for a life without disabilities” who helps create job opportunities and income for the disabled in the network,



and was awarded two million baht along with other support to further develop their business, improve production process, and increase capacity to make prosthetics, and become more widely known. Siam Able Innovation improve disabled people is accessibility to prosthetics at a more affordable price point than imported products from Japan and Europe. At the same time, Siam Able Innovation also created a network for learning about how to produce and fix prosthetics for the disabled and anyone who is interested, truly an inspiration and outstanding example of social enterprise. In 2019, Win Win WAR Thailand received the 33rd Golden Television Award for the best game show program category. Therefore, C asean is moving forward to support program production for second year, while also planning to expand this project to other countries in ASEAN.

Building Cooperation between ASEAN Countries

- **ThaiBev sponsored the “9th Social Business Day 2019”**

Joint-hosted with Professor Muhammad Yunus, PhD, a Bangladeshi economist and 2006 Nobel Peace Prize laureate known for his micro-finance concept model and for driving social enterprises around the world through his network. This regional conference was hosted under the concept of “Making Money is Happiness, Making Other People Happy is Super Happiness” with more than 1,500 participants from 58 countries from all around the world. It addressed problems through panel discussions, plenary sessions and workshops. The topics included education, agriculture, food industry, health, finance, environment, green energy and arts and culture. The event marked an important step for C asean to build a global social enterprises network as C asean was invited to be a founder of the Thailand Corporate Action Tank in Professor Muhammad Yunus’s network.

- **ThaiBev collaborated with the United States Embassy to organize the “Young Southeast Asian Leaders Initiative (YSEALI) Summit”**

Under the concept of “Advancing Partnership for Sustainability” with 150 ASEAN youth leaders who have previously participated in YSEALI by the United States government. The summit aimed to develop leadership skills, promote knowledge sharing between new generations in the region, and inspire strategies and ideas for handling the complicated challenges faced by ASEAN countries in terms of politics, society, economy, and the environment. In addition, the sustainable development project contest “Advancing Partnership for Sustainability” which has led to real action in different countries in the ASEAN region. The three projects that received awards include:

- We-Able, a project that provides training and job opportunities for the disabled in the Philippines.
- Sex(z), a digital platform for appropriate understanding in sex education.
- Identify Identity, a project that promotes development of skills and wellbeing of stateless people in Malaysia.





• C asean Consonant

This is the first band that brings together ten music experts from ASEAN countries to form a band playing the national instruments from each country and conveying ASEAN music as fun and harmonized as one, while maintaining the uniqueness of each national music as well as combining the cultural diversity of each nation through music and a melodious and unique performance. In 2019, the C asean consonant band was honored to perform at the opening of the 34th ASEAN Summit in Bangkok

and the 52nd anniversary of the establishment of ASEAN, including the opening of the New ASEAN Secretariat Building in Jakarta, Indonesia. In addition to reflecting the identities of the ASEAN region, it also showed the world that music is a vehicle to exchange knowledge, communicate ways of life and culture, and forge friendship, unity, and understanding between ethnicities.



Personnel Development

• ASEAN Management Development (AMD) 2019

This is a training program for executives of the ThaiBev Group. The purpose is to prepare the executives to be business leaders of the ASEAN region through courses that enhance their business skills and management of international teams, increase their work efficiency in the digital age, and achieve the ThaiBev 2020 vision. The program includes field trips to different countries in the ASEAN community. In 2019, 28 executives from Thailand, Malaysia, Myanmar, and Singapore participated in the AMD program.

• ASEAN Day Goes to School Activity

This is a cooperation between the ASEAN Secretariat, ThaiBev, and C asean to promote knowledge and understanding about ASEAN countries for Thai youth. It aims to develop Thai students to become quality members of the ASEAN community in the future under the concept of "Enforcing Partnerships for Sustainability." In 2019, Patumwan Demonstration School, Srinakharinwirot University was chosen to be the first Thai school to join the ASEAN Day Goes to School activity.

Overview of Educational Projects in 2019



In 2019,
ThaiBev contributed
1,112
scholarships
to employees'
children totaling

6,891,000
baht

There were over **300** participants in the
OTOP Junior project
covering **76** provinces in the country



Through over 500,000 baht, the OTOP Junior project
has sponsored youth entrepreneurs from
21 provinces and **22** schools
to develop
logo packaging, marketing, and field trips

**Tham Ma Kha
Khai project**
has generated income



of over
900,000 baht
for schools in
283 subdistricts,
137 districts and
47 provinces



has supported
7 special-needs
children schools
in 6 provinces



**The Beta Young Entrepreneur
project** has initiated about
30 businesses
each year to enhance entrepreneurial skills

The simulated business project has encouraged aspiring
business people and increased sales and marketing channels
for company beverages through the Sale Market activity,
which is organized **6** times a year

The simulated business project (EISA)

is a learning and operating space
for over **3,000** university students
who are interested in retailing as well as

enabling 200,000 students to
buy cheaper-than-market-price products each year



The Chang U Champion Cup
football competition is a platform for over
600 football players
from **16** universities to improve their skills
without dropping out of the educational system

Public Health Development

ThaiBev recognizes the need to be socially responsible in various areas. Thus, ThaiBev continues to provide support and develop activities that are beneficial to public health to promote good health for people and community throughout the society. ThaiBev works cooperatively to promote sustainable community health and contribute to the UN SDGs.

Bhumirajanagarindra Kidney Institute Hospital (Kidney Institute)



Asia's leading hospital for comprehensive kidney care and has been in operation since September 2012. The Kidney Institute provides a full range of healthcare services, including general screening for kidney disease, high blood pressure, heart disease, and diabetes. The hospital also provides arteriovenous graft surgery and gallbladder surgery using a laparoscope for patients with cholecystitis who are awaiting a kidney transplant. The hospital is fully equipped with modern, cutting-edge equipment, including specialized medical teams and highly experienced nurses. Besides providing treatment to patients with kidney diseases, the Kidney Institute also provides general medicine treatment and conducts research on the prevention of chronic renal failure as well as providing knowledge to patients to better understand the symptoms, so they may have a better quality of life. The Kidney Institute also organizes a project to raise awareness on prevention, treatment, and health care tips for the public every three months. The project has been well received. In 2019, the Kidney Institute and the Thai Nephrology Nurses Society (TNNS) organized a conference titled

"Comprehensive Care in Hemodialysis Patients" for nephrology nurses.

Currently, the Kidney Institute has successfully transplanted kidneys for 27 patients with donated kidneys, 13 of which received kidneys from living donors and 14 from deceased donors. These donations were coordinated by the Thai Red Cross, and the surgery results were successful in all cases, making the patients fully satisfied.

In addition, in 2019, the Kidney Institute signed a memorandum of understanding (MOU) on academic cooperation with Rajavithi Hospital, Department of Medical Services and the Chulabhorn Royal Academy to promote, support, co-develop and collaborate to improve medical and public health services, including conducting research, managing medical and public health studies in related disciplines, as well as developing and enhancing the capabilities of medical and public health personnel.

The Heart Foundation of Thailand under Royal Patronage

ThaiBev collaborates with the Heart Foundation of Thailand in Royal Patronage, the Office of the Basic Education Commission (OBEC), Ruam Pattana School, and the Partnership School Project to organize the “CPR Youth Volunteer – Skills Development Project.” CPR training courses are conducted in 15 secondary schools nationwide, with more than 1,300 students participating. In these courses, students are taught basic life support skills so that they are able to help family members and friends in case of a medical emergency. As part of the program, a manikin named Mr. Somchai was given to the schools to help students and school staff practice CPR. In addition to training students, the project also supports



basic life support training or CPR activities for ThaiBev employees with more than 300 employees participating.

Insight

“Thank you to Thai Beverage Public Company Limited for organizing activities to improve basic lifesaving skills for our students. These are important skills that everyone should practice, especially the youth because at this age, there are frequent drowning accidents due to swimming or flooding in the area. The youth may have the opportunity to try to save lives and increase the victim’s chance of survival. If no one is able to do CPR, there would be zero chance of survival during such events. They should know the basics and be able to help solve immediate problems.”



Sant Inchuran,
 Director
 Chulamani Temple School
 (Chunhachanthana Prachasan)

Community Health Clinic Project

In 2016, Grand Royal Group International Company Limited (GRG), a subsidiary of ThaiBev, opened a community health clinic in Hmawbi, Yangon, Myanmar, near the GRG’s factory. The goal is to improve the quality of life and health of communities in the surrounding areas. GRG sponsored the construction of the clinic as well as provided free medical treatment and care. Before building the clinic, GRG consulted with local communities, and collaborated with local experts to identify various health needs. The company also assessed people’s lifestyles in order to provide the best public health services and benefits to the community.

Since the health clinic was established, GRG has supported more than 100 million Kyats, approximately 20 million baht. It also has covered expenses for doctors, nurses, and medicines amounting to more than 18 million Kyats per year (approximately 360,000 baht). Currently, the clinic can treat more than 920 households, or 3,800 people from three villages in Hmawbi. It has treated more



than 2,900 people with mild symptoms (such as flu and insect bites) and has reduced the risk of illness in the community by 70 percent.

Insight

"I am really grateful that the GRG fulfilled our true needs. I would like to thank GRG for giving us a hospital where we don't have to pay expensive medical fees. This is essential for the community. There is no medical facility in our village to treat minor illnesses such as flu, cough, typhoid fever, or more serious illness. In the event of an emergency or major surgery, we can receive pretreatment in order to avoid a critical situation. This clinic is beneficial to the communities in this city very much. I sincerely thank GRG."



U Than Zaw
Villager from The Kone, Hmawbi, Yangon, Myanmar



Public Health Projects

On the occasion of its 15th anniversary, ThaiBev donated 15 million baht to the "Kao Khon La Kao" charity run project to raise funds for medical equipment for the Navamindrapobitr 84th Anniversary Building, the last building of Siriraj Hospital that His Majesty King Bhumibol Adulyadej The Great graciously granted the name.

One million baht was donated to the Queen Sirikit Center for Breast Cancer Foundation Under Royal Patronage.



Three million baht was donated to the Princess Chulabhorn International Oncology Conference 2019.



One million baht was donated to the Siriraj Foundation, Siriraj Hospital, "Precision Medicine Fund for Cancer," which supports cancer research and the search for more precise treatments for cancer.

Srisavarindhira Thai Red Cross Institute of Nursing

ThaiBev jointly supported various activities under the Srisavarindhira Thai Red Cross Institute of Nursing, a higher education institution in nursing providing courses on nursing and nursing assistants under the auspices of the Thai Red Cross. The activities included granting 100,000 baht to the Institute to support the construction of a school building and dormitory of the former Thai Red Cross College of Nursing. ThaiBev also sent a representative to join the financial committee meetings on a monthly basis.



Mr. Somchai CPR training manikins were donated to various organizations.

Chang Clinical Medicine

The establishment of this project was inspired by the determination of Khun Charoen and Khuning Wanna Sirivadhanabhakdi, who said that "Thai people can support each other", to help and be a part of the promotion of health-related quality of life for members of communities around the factories in Kamphaeng Phet province and nearby provinces. In addition to providing medical services, the project also has a mobile medical unit to assist and provide free treatment and care for people in nearby areas on an ongoing basis every year.

Moving Forward

ThaiBev continues to carry out various public health activities for the community and society, with the belief that good physical and mental health will significantly contribute to the development of sustainable communities and the country.

Overview

In 2019, ThaiBev and its subsidiaries supported public health projects totaling more than

35 million baht



More than
920 households, or
3,800 people
attended the community health clinic in Myanmar for treatment.

Reduced the risk of illness in the community by

70%



Bhumirajanagarindra Kidney Institute Hospital
successfully transplanted kidneys
for **27 patients**

13 patients received kidneys from living donor



14 patients received kidneys from deceased donors



Basic life support training for students in

15 partnership secondary schools nationwide

The project provided basic life support knowledge to

1,300 people



300

ThaiBev employees

attended basic life support training (CPR) in order to be able to help others in case of emergency.



and **a total of 150 manikins** were donated

10 per school

for students and staff to later review their skills and knowledge.

Athletic Development

ThaiBev is actively involved in national sports, especially by facilitating the development of young athletes. Support has been provided for more than 15 different kinds of sports, and through strong cooperation ThaiBev's athletic development program has been operated for more than 20 years. This program aims to create opportunities for youth in the country, to create a proper foundation in athletics, and to develop their abilities to become professional athletes. The slogan for ThaiBev's young athletics programs is "Give Opportunities through Sports, Create Values with Sportsmanship."



ThaiBev Football Academy

ThaiBev's football skills training and development program, for youth from six to 18 years old, is the largest free football training center in Bangkok. It operates according to international standards for more than ten years since its opening. The center promotes physical and mental health, in addition to creating a chance

for passionate young footballers to become future professionals. In total, more than 500,000 youth have been trained at this center. In 2018, more than 70,000 youth participated.



Len Mai Lerk Campaign

Supporting the sustainability of Thai football industry is ThaiBev's greatest mission and commitment.

In 2019, Chang Beverage, in collaboration with the Football Association of Thailand under Patronage of His Majesty the King, launched the campaign #Len Mai Lerk in support of the Thai football industry. This partnership is a great collaboration between a business organization and Thailand's national football organization. In the campaign, football players, trainers and legendary Thai football personalities are invited to share their stories and dedications before becoming professional and national team football players. All participants, Thailand national football team, or the Chang Suek team vowed to "play without giving up" and ThaiBev committed to join forces to wholeheartedly cheer for their team. The campaign's slogan was "Chang Suek Never Stop, and we, Chang Suek No. 12, will never stop supporting the team."



Chang Mobile Football Clinic

The first mobile football training program in Thailand is entering its seventh year. The project has collaborated with 140 communities, in more than 66 provinces, providing free football training to young people. The objective is to offer opportunities to youth throughout the country. Each year more than 10,000 young athletes are selected to participate in intensive football skills training at the ThaiBev Football Academy Training Center. This one-week intensive course inspires aspiring footballers and shows them the path to become professional football players in the future.

Chang Football Community

This regional football skill training center's collaboration with five different communities in remote areas of five separate provinces is another important project. ThaiBev has supported this program for more than five years. Currently there are more than 400 youth enrolled, with more than 50 trainers and staff joining the project. ThaiBev sponsors the football training, equipment, and sports beverages. It has continuously supported the education of youth, trainers and staff, in topics such as nutrition. Training is conducted by well-known, licensed coaches.

Assumption College Thonburi's White Elephant Project

ThaiBev has collaborated with Assumption College Thonburi for more than ten years now. The school provides free scholarships that include food and accommodation. ThaiBev provides a budget that allows for the football training to be conducted by well-known coaches, and sponsors competitions throughout the year to help promising athletes achieve their dreams of becoming professional footballers. At least 250 footballers have gone on from this program to compete at various levels of professional Thai football, making the Chang White Elephant project of the Assumption College Thonburi a famous football academy at the youth level. Through the scholarship training program, Assumption has developed a reputation for consistently producing talented professional footballers.



Youth Long Boat Commentator

Since its inception in 2014, ThaiBev's Youth Long Boat Commentator Project has worked to preserve this tradition, and the skill of long boat commentating in Thai society. More than 1,000 young people from across Thailand, between the ages of 8-15, have participated in the project. Youth are given the opportunity to learn about long boat commentating from professional commentators. More than 15 young people so far have gone on to become professional commentators, carrying on this charming feature of traditional long boat competitions.



Golf

Golf is one of the most popular international sports. It requires concentration, calmness, and expertise. Recognizing golf as a sport that can help develop desirable traits that can also benefit society, ThaiBev sponsors projects for aspiring youth to become professional golfers; through three main projects from beginner level to professional.

- **Chang Thailand Junior Golf Circuit**

is a golf competition that operates with professional standards. It is designed to build the foundation for youth to become professional golfers. The competition is divided into three age groups: 8-12 years old, 13-18 years old, and 19-21 years old.

- **Chang Thailand Junior Golf Clinic**

is a golf training clinic under the supervision of world-class trainers for more than 10 years. Talented youngsters from the Chang Thailand Junior Golf Circuit between 13-18 years are selected to join. The clinic's training system is divided into three levels and opens seven times a year.







- **ThaiTalent Golfers**

is a project to identify young golfers with outstanding skills, through competitions and the clinic. It strengthens the potential of these young golfers to develop into world-class professionals in the future.



ThaiBev invited Mr. Shane Gillespie, a famous American golf pro who organizes golf training courses around the world, to be the primary trainer. Together with four to five Thai coaches, he helped train Thai youth golfers in the Chang Thailand Junior Golf Circuit for a period of up to three weeks.



ThaiBev Sports Development Project 2018: Creating Opportunities / Promoting Health / The Road to Success	Creating opportunities / Promoting health Number of people-age	Building success / Building a career Number of people: % of success
ThaiBev Football Academy International standard football training center – Promoting health and creating opportunities for youth	70,000 people age 6–17 years old	 <p>70% of the youth participating in the program are healthy and strong, with a good mind and attitude. They are also being given the opportunity to practice football skills until being able to receive scholarships and become a footballer in various levels of the industry.</p>  <p>Enabled to develop into a professional footballers in various clubs, with an average of 30 people per year.</p>
Chang Mobile Football Clinic Thailand's first mobile football clinic – Giving opportunities to youth all over the country	11,000 people age 6–17 years old	
Chang Football Community Building a network of five football training centers in five regions – Continuous and strong development	1,000 people age 10–16 years old	
Chang Junior Football Team Youth football team – Opportunity to develop towards success	50 people age 12–14 years old	
Chang Junior Football Project Systematic Youth Football Development Project – Sustainable football system development		
<ul style="list-style-type: none"> Chang Junior Cup 1. Youth football competition for 13-year-olds 	5,000 people age 12–13 years old	
<ul style="list-style-type: none"> Chang Advanced Football Clinic 2. Football clinic in collaboration with famous coaches and footballers 	800 people age 8–16 years old	
<ul style="list-style-type: none"> Chang AFC Coaching Certificate Course 3. Licensed football coach training, certified by the Asian Football Confederation 	24 people age 25–45 years old	
<ul style="list-style-type: none"> Chang Junior Cup Road to England 4. Building experience and inspiration for youth footballers project 	18 people age 12–13 years old	
Chang Soccer School Selection of youth for "White Elephant Football" – The starting point towards success	5,000 people age 9–10 years old	
Assumption College Thonburi's "White Elephant Project" Systematic cooperation in youth development towards professional footballer	100 people age 10–18 years old	
Chang-Air Force Youth Tournament Summer Youth Golf Clinic – Cooperation to promote health and golf skills	200 people age 8–18 years old	<p>ThaiBev's Golf Development Project has been able to create opportunities towards success as a professional golfer averaging 20 people per year and developing skills for the international level for 3 people.</p> 
Chang Thailand Junior Golf Circuit Junior Golf Tournament for three age levels – Building the foundation for professional golfers	1,200 people age 8–21 years old	
Chang Thailand Junior Golf Clinic Golf Techniques Training Clinic for three age Levels – Systematically strengthening the foundation	300 people age 13–18 years old	
ThaiTalent Golfers Promoting and Developing Golfers' Professional Skill Level – Developing professional golfers for international levels	25 people age 15–35 years old	
Youth Long Boat Commentator Youth Long Boat racing commentator competition – Preserving culture and creating careers for young people	1,000 people age 8–15 years old	
Volleyball Clinic : Your Way Volleyball Clinic – Promoting health and distributing opportunities for youth in the region	1,000 people age 14–16 years old	<p>50% of participants became professional volleyball player</p> 
est Cola U-16 Championship Men-Women Volleyball Competitions in six Regions – Building and developing continuously	46,000 people age 16 years old	
100 Plus Junior Championship Youth Tennis Tournament at three Age Levels – Promoting health and developing skills	200 people age 8–18 years old	<p>30% of participants became professional tennis player</p> 
100 Plus U-Team League Championship Higher Education Tennis Competition – Developing skills and experience to become a professional tennis player	1,200 people age 8–18 years old	
Castle 12 Procuring spaces and promoting knowledge of safe motorcycle riding	2,000 people age 15–18 years old	<p>60% of participants has better understanding of motorcycle riding</p> 



146,117
people

Youth of all levels participated in
ThaiBev's sports development project
in 2018

ThaiBev ThaiTalent

To create a database of ThaiBev's athletic development programs and communicate activities in a timely manner, ThaiBev has created the following different online media formats:

1. The website www.thaibevthaitalent.com provides information about ThaiBev's athletic development programs and comprehensive reports on ThaiBev's athletic activities.
2. The Facebook page "ThaiBev ThaiTalent" is a social media platform for the entire youth athletic development project. It helps to expand participation amongst target groups and raise awareness of the programs. Currently it has 150,000 followers.
3. Live events on ThaiBev ThaiTalent's Facebook page, called ThaiTalent Talk and Girl On Ground, creates enthusiasm and joy for and increased knowledge about sports.



Pipop On-mo and family

As a professional footballer and former national team member, Pipob On-mo honored by the Football Association of Thailand and Chonburi FC Football Club to be named a "Role Model" and received a cash prize of four million baht, lifetime employment, and education fund for his two children up to Bachelor's degrees. It created a lot of joy and pride for him and his family to be awarded this prize.

Commitments and Achievements

In addition to creating opportunities for young athletes to become professionals, ThaiBev has been successful in establishing networks and creating positive role models for society.

- **Building Role Models:** In addition to training youth for professional athletes, ThaiBev also creates role models in the sports industry who can inspire the future generation. The training programs promote the qualities of determination, discipline, sportsmanship, and living an exemplary life. More than 20 athletes from ThaiBev training programs have gone on to professional success, such as Pipob On-mo, former footballer of Chonburi FC and the Thai national team, who is now a professional coach. Pipob received various accolades from the club and professional football circles. "To get where I am today, I had to work hard, and harder than others," he said.
- **Networking:** With its athletic development programs, ThaiBev has built a strong network with the cooperation of more than 200 agencies, both public and private, and more than 8,000 related personnel. This network makes the projects run efficiently, cultivates friendship, and leads to achievements in various fields within the organization, as well as creating overall benefits for Thai society.

Insight

"My friends and I worked together with love to build a football club in our hometown of Chonburi. From the beginning until today, it has been over 20 years. Everything, I believe, has to start with action and happiness. The result we get is that we are able to give opportunities to children who have different abilities. I use football to create opportunities for them to have a good future and career. Even if they cannot all reach the superstar level, I hope that they will be good people in society and carry on giving opportunities to society. They have received kindness, a chance from us, just like me and my friends in Chonburi who received generosity from ThaiBev. Building a football field in Ban Bueng District has helped us pursue the dream of what we wanted to do. It was a spark for the development of Chonburi's football. Without this starting point, there might not be a Chonburi FC today. I consider the beginning to be the most important. ThaiBev gives Chonburi FC a chance to deliver that opportunity to youngsters. And we hope that the footballing community will be pleasant and provide good things to Thai society."



Annop Singtothong

Vice President

Chonburi Football Club and a Chang Beverage Partner, a football club executive regarded as a role model for human resource development. Annop has overseen the development of nearly 2,000 footballers at various levels, leading the Thai media to call him "The Saint of Football."



"I turned pro at the age of 18. When Chang opened a golfer selection, I was selected to join the ThaiBev ThaiTalent project. I was very happy to be sponsored by Chang. I got a chance to be trained by Shane P. Gillespie from the PGA Tour Academy and received advice on my career path. It helped develop my skills to become a more perfect golfer. Being a professional golfer comes with a lot of pressure. We have to admit that although no matter how well we have played or how hard we trained, if there are people who play better than us, we must accept and be proud that we have tried our best. We must accept the skill of the opponent and go back to practice more. It is important to realize that golf is about competing with yourself. Although there are many competitors, we have to be the ones who guide ourselves to success. Thanks to Chang for supporting me for the past ten years. I am very excited and happy to be able to take the brand to compete in one of the oldest major golf tournaments in the world."

Kan Charoenkul

Professional golfer on the ThaiTalent project; a professional golfer for ten years, Kan has been successful on the world stage, competing in one of the biggest four major golf tournaments.

Moving Forward

Opportunities

2019–2020

- Offer football skills training opportunities in **66** provinces
- Increase participation by **5%**
- Increase awareness and project quality by **80%**

2025

Offer football skills training opportunities in

77 provinces

Career

Youth development for professional athletes

2019	
Type of Sports	Career level (person/year)
Football	73
Golf	26
Long Boat Youth Commentator	4
Total	103

2020–2025

Youth development for professional athletes



Role Model

Youth development for professional athletes

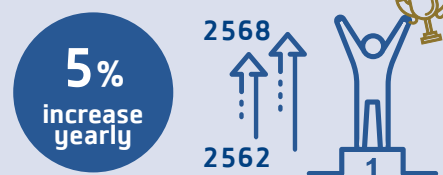
2019

Received support to improve their skills



2020–2025

In support for athletic development programs annually



Network

Expanding Networks

2019

- Collaborated with more than **200** public and private agencies
- Collaborated with more than **8,000** key personnel in the sports industry

Target for 2020–2025

Increase network strength by



- Collaborate with more than **250** public and private agencies
- Collaborate with more than **9,000** key personnel in the sports industry

Preserving National Art and Culture

There is tremendous economic value in arts and culture. From folk handicrafts to high art, from the way of life in the countryside to great traditional festivals, all create economic benefits, income, and careers for people on many levels.

They have also helped build Thailand's reputation and national pride as well. Thailand, considered the number-one tourist destination in Asia, welcomes more than 30 million foreign tourists each year, generating more than two trillion baht in revenue annually. According to research, about 30 percent of tourism-related income is derived from products and services connected to Thai arts and culture, such as regional festivals, art exhibitions, or sales of souvenirs, artwork, and crafts.



To encourage society to appreciate the value of arts and culture, ThaiBev is committed to disseminating Thainess to the world, with a three-pronged strategy, namely: promoting a creative economy, strengthening the corporate image and coordinating cooperation between the public and private sectors. This approach aims to benefit the community, society, and the nation as a whole.

From March 7 to 9, 2019, Thapana Sirivadhanabhakdi, the Phra Chetuphon Temple's lay ministry, Committee Member of the Sirivadhanabhakdi Foundation, and the President and CEO of Thai Beverage Public Company Limited, followed Phra Phrom Bundit (Prayoon Thammachitto), who is a committee member of Maha Thera Association, the abbot of Wat Prayoon Wongsawas Temple, the President of the International Council for the Day of Vesak, and the representative of the Supreme Patriarch, Chao Pra Khun Somdej Praariyawongsakatayan, to The Vatican's International Conference on "Religions and the SDGs" in Vatican City.

Leading this conference was Pope Francis, head of the worldwide Roman Catholic Church, who planned to visit Thailand in November 2019 to perform mass for more than 50,000 Roman Catholic Christians in the country. ThaiBev plans to support this event. In addition, Thai Beverage Recycle Company Limited (TBR) will participate in the Less Plastic Thailand Project by raising awareness about waste sorting and providing bins to collect waste water bottles at the holy mass TBR's employees are contributing to this campaign as these activities are in line with the national goal to reduce plastic waste in Thailand.



Thapana Sirivadhanabhakdi, chairman of Bangkok Art Biennale Foundation, received the "Creative Culture Award 2018" in the category of Best Cultural Moments of the Year, presented by Prime Minister Prayut Chan-o-cha on December 26, 2018 at the Government House of Thailand.

Creative Economy

Creative economy is the creation of arts and culture that adds value and generates income for artists, communities, society, and the country through the following activities and projects:

Bangkok Art Biennale 2018

Bangkok Art Biennale 2018 (BAB 2018) was a phenomenal and historical event for Thailand's contemporary art. For nearly four months and featuring artists from 34 countries around the world, more than 200 works of art were exhibited in 20 important locations throughout Bangkok to spread happiness throughout the city. ThaiBev sponsored the BAB 2018, a world-class art project.

Bangkok Art Biennale 2018 Achievements

ThaiBev formed important partnerships with the government and private sector as well as its own business network, with a budget of more than



200 million baht



Thailand's tourism economy was stimulated, with more than

4.5 billion baht

Throughout the event, more than **3** million

Thai and foreign tourists visited the event



comprised

- 1.44 million foreign tourists
- Ambassadors, diplomatic staff and their families from more than 20 countries
- Art departments, hotels, museums, galleries, and artists from around the world

The number of visitors to the Bangkok Art Biennale 2018 at the Bangkok Art and Culture Center

from October 2018 to the end of January 2019

260,000 people

More than **80** educational institutions requested group visits at Bangkok Art and Culture Centre

The number of people visiting at all 20 exhibition venues averaged more than

45,000 people per day

Both Thai and foreign media were very interested in **BAB 2018. Excellent media coverage from**

The New York Times

THE STRAITS TIMES

Bloomberg

REUTERS®



The total number of Thai and foreign visitors at all 3 temples averaged more than

with an average of more than 6,000 foreigners per day

11,000 people per day



255,278 tourists

visited **Wat Phra Chetuphon Wimon Mangkhalaram Rajworamahawihan**

364,060 tourists

visited **Wat Arun Ratchawararam Ratchaworamahawihan**

55,808 tourists

visited **Wat Pragurawongsawas Worawihan**

47.2 million **social media**

news stories were viewed worldwide



16 million people*

talked about the event on **social media**

BAB 2018 was included in the

Top 10

ART ASIA PACIFIC ALMANAC 2019 rankings

*Does not include online influencers

organized by Art Asia Pacific Magazine (AAP)



The introduction of the curators at the Bangkok Art Biennale 2020 (BAB 2020) under the concept of "ESCAPE ROUTES" at BAB BOX @ One Bangkok



Group of students from Bangkrajao schools and communities visiting and participating in art workshop at the BAB BOX@ One Bangkok Art Gallery.



Thapana Sirivadhanabhakdi, Chairman of Bangkok Art Biennale Foundation, presented a souvenir to Mr. Luigi Brugano, Mayor of Venice, on the occasion of accepting an invitation to meet and exchange on future collaboration between Thailand and Italy, while attending the Venice's Annual Boat Race in Italy on June 1, 2019.



The Moo Pa (Wild Boars) Football Academy visiting the Bangkok Art Biennale 2018 at the BAB BOX@ One Bangkok Art Gallery.

In 2020, the Bangkok Art Biennale festival will return with the theme of "Escape Routes". There will be works of art from Thai and international artists, even more captivating than the 2018 event. The festival will remain a unique art exhibit covering a variety of areas, including historical buildings such as East Asiaticque, and cultural heritage sites such as Wat Arun Ratchawararam Ratchaworamahawihan, Wat Phra Chetuphon Wimon Mangkhalaram Rajworamahawihan, Wat Prayurawongsawas Worawihan, BAB BOX, One Bangkok Project, Bangkok Art and Culture Centre (BACC), and leading department stores.

Insight

“ThaiBev places great importance on the promotion of arts and culture. It is an important mission to help tell the world about Thailand and invite tourists from all over the world to travel to the country. The Bangkok Art Biennale 2018 is a major phenomenon for Bangkok in the field of contemporary art in Thailand. It has been well received by artists, people, and tourists who love art. All of this success is due to the synergy and cooperation of all partner networks. We would like to thank ThaiBev for your cooperation to help Bangkok become a world-class city for arts and culture.”



Professor Apinan Poshyananda
Artistic Director
Bangkok Art Biennale 2018

River Festival

In 2014 ThaiBev launched the “River Festival,” a contemporary cultural festival and Loi Krathong celebration on the longest bend of the Chao Phraya River, which has been arranged for 6 consecutive years. It has been well supported by government agencies, including the Ministry of Tourism and Sports, Ministry of Culture, the Navy, Bangkok Metropolitan Administration, Tourism Authority of Thailand, Wat Phra Chetuphon Vimolmangklararam Ratchaworamahawihan, Wat Arun Ratchawaram Ratchaworamahawihan, Wat Kanlayanamit Woramahavihan, Wat Prayurawongsawas Worawihan, Yodpiman Riverwalk, Asiatique, The Riverfront, Lhong 1919, Icon Siam, the Riverside hotel group, Chao Phraya Express Boat, and many other partners. Together, these organizations helped promote cultural art and Thai traditions to the world.

The partnership has continued to support two other successful projects for sustainability: the “Clean Canal” project and the “Young Host Inheriting the Culture”. Annual survey results show that the satisfaction of visitors to the event is continuously increasing. In the survey, almost 90 percent of Thai interviewees agreed that the event is a good exhibition of contemporary culture. It carries on the tradition of Loi Krathong, according to 98–100 percent of the respondents. It also makes Thai people see Bangkok in a new light. This event can highlight the Thai way of life and helps to support cultural and social sustainability.

The 2019 River Festival was very successful. For instance, visitors gave 98 percent satisfaction score for enjoyment (increased by 29 percent from 2017); 96% for the event being memorable (increased by 31 percent from 2017); 93 percent for event activities (increased by 36 percent from 2017); and overall event satisfaction reached 97 percent (increased by 29 percent from 2017).



Press conference for “The 5th River Festival 2018” under the concept of “The Sound of Happiness” on 25 September 2019.

The festival generated 2.66 million baht income for communities in the Bangkok area. The event organizers hope to soon expand the event to neighboring ASEAN countries with similar Loi Krathong culture and traditions.

Insight

**Suraphon Svetasreni**

Former Deputy Governor
Tourism Authority of Thailand for
Art and Culture Promotion and Economic,
Social, and National Development

Promotion of Art and Culture, and its contribution to the economy, society and national development

“Although advances in science and technology play a significant role today, people still pay more attention to art and culture because they satisfy emotional and mental needs. For this reason, art and culture have enormous economic value. From folk handicrafts to high-art pieces, from the way of life in the countryside to the great traditional festivals, all have an economic impact. That is to say, they are generating income and creating careers for people on many levels, creating a reputation, prestige, and pride for the country too.”

“Many countries support arts and culture, directly and indirectly, to stimulate the tourism industry. There are many socio-economic benefits of arts and culture, such as its use as soft power to strengthen international relations, and to open trade and investment channels. The use of cultural resources can drive the creative economy to create added value for products that can enter the international market.”

Water Festival 2019

ThaiBev hosted the “Water Festival 2019” for the fifth consecutive year, in collaboration with the Department of ASEAN Affairs, Ministry of Foreign Affairs. As Thailand holds the ASEAN Chairmanship in 2019, the “Water Festival” is another big event supporting the government’s policy to publicize Thailand as an art and culture tourism destination. This event aligns with the ASEAN Cultural Year 2019 theme, which highlights diversity, creativity, and sustainability; so that it will be included as part of the ASEAN Cultural Year of Thailand 2019. A tradition that many ASEAN countries share, the Water Festival promotes sustainable cooperation in the ASEAN region.

Compared to the previous Water Festival, the 2019 event resulted in higher satisfaction ratings from tourists. Bangkok and Phuket areas received above average ratings, while people in Chiang Mai and Udon Thani were moderately satisfied. Nearly half of the participants came with a group of families or friends. As a result, 81 percent of the respondents say that they planned to attend the event again next year (survey conducted at Wat Phra Chetuphon Vimolmangklararam Ratchaworamahawihan, Wat Prayurawongsawas Warawihan, Wat Kaliyarnit Woramahavihar, and Phuket). The event generated around 1.13 million baht of income for communities in Bangkok. For next year’s event, the organizers hope to expand the event to neighboring countries that also have similar traditional Water Festivals.



“Water Festival 2019” under the concept of
“Happy and Healthy” between April 13–15, 2019.



HRH Princess Maha Chakri Sirindhorn proceeded to open an exhibition of photographs taken by herself titled “Sawatdi Pi Jo Ma, Ma Koi Tha Pi Kun Mu” on December 10, 2018 at the Bangkok Art and Culture Center.

Photo Exhibition by HRH Princess Maha Chakri Sirindhorn

An exhibition of photographs taken by HRH Princess Maha Chakri Sirindhorn has been organized annually since 2006 at the Bangkok Art and Culture Centre. In 2018, the exhibition was titled “Sawatdi Pi Jo Ma, Ma Koi Tha Pi Kun Mu”.

Corporate Image

At the winter festival, “Love and Warmth at Winter’s End 2018”, ThaiBev provided support for an exhibition of photographs by HRH Princess Maha Chakri Sirindhorn and co-organized the “Chayanitikon Picture Studio”. It also supported and encouraged young people to perform on stage, in the “Sornthong Thai Instrumental Music Contest” and other competitions, both in Thailand

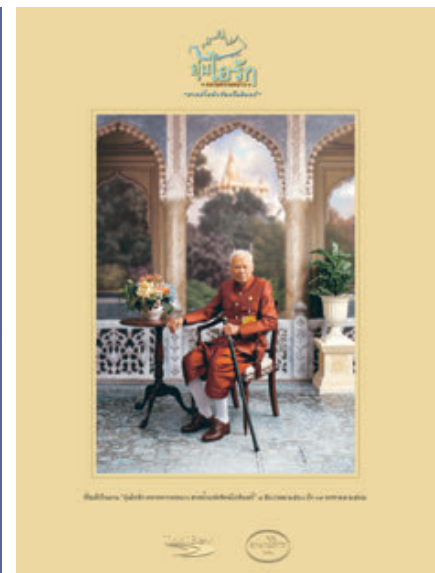
and abroad, enabling young people to develop, exchange, and learn at the international level. In addition, ThaiBev sponsored the Suanplu Chorus in the “Llangollen International Musical Eisteddfod 2019”, the choir won first prize in the category: “Open Category Choir.”



HRH Princess Maha Chakri Sirindhorn proceeded to open the 8th White Elephant Fine Arts exhibition and drew a picture to display in the exhibition on April 27, 2019 at the Bangkok Art and Culture Center.

White Elephant Fine Arts Contest

This project provides a platform to promote and support artists working in realistic and figurative art. The top prize of the White Elephant Fine Arts Contest is one million baht. In 2019, the program entered its eighth year; the theme was "Ritual Enjoyment."



Love and Warmth at Winter's End

This event was arranged as a tribute to His Majesty the King for His Majesty's sage advice for people to cheer up and be happy and reminisce to traditional ways of life. In the event, ThaiBev setup shops to sell products from the Pracharat Rak Samakkee Project and the "Chayanitikorn Picture Studio", which offered retro photographs for visitors at the event. ThaiBev has participated in the event for the past two years.



Support for the Exhibition of Photographs in Honor of His Majesty the King, by a Group of Young Volunteer Photographers

ThaiBev supported this exhibition in honor of His Majesty the King, titled "Siam Nithatwattana Coronation Ceremony 2019". The exhibition displayed 86 images taken by a group of young volunteer photographers from May 4–6, 2019, at the coronation ceremony. The exhibition was officially displayed at Rattanakosin Exhibition Hall on Ratchadamnoen Klang road in July 27–28 and August 10–11, 2019.



Support for the Bangkok Art and Culture Center

Since 2008, the Bangkok Art and Culture Center (BACC) has carried out its primary mission to support, enhance, and disseminate artistic and cultural work, with the objective of achieving internationally recognized excellence. ThaiBev also recognizes the importance of using arts and culture to communicate with children and youth, including art teachers. The "BACC School Program" is an educational field trip for upper elementary and lower secondary school students through this program. Young people get to experience the exhibition space, where they learn through various educational activities that give them a chance to practice their artistic skills.

In 2019, the "BACC School Program" offered activities to encourage appreciation of diversity, and to communicate an anti-bullying message by integrating content from the "Art of Element and Therapy" exhibition. The program also organized a teacher training program called "Workshop for Teachers," which integrates museum-based learning into the school curriculum.



Insight

ThaiBev's policy and plan on arts and culture programs

"ThaiBev works extensively to promote art and culture for society. We see that art and culture are the foundation of the country. Arts and culture can lead to cultural exchange and collaboration to boost social and economic growth at both the national and international levels. This can happen through various forms of collaboration, especially in the creative economy. In accordance with our approaches and intentions, this will be part of ThaiBev's corporate image: to show that the arts and culture program is an important mandate and mission that we always value."



Nitikorn Kraivixien
Director of Art and Culture Program

Scholarships for the College of Music, Mahidol University

ThaiBev has been providing scholarships for the College of Music at Mahidol University since 2010. The music college, equivalent to a faculty under the supervision of Mahidol University, offers courses in music specifically from the preparatory level (High School) to the level of PhD. It is the only institution in the country that offers music at the doctorate level. There are professors who specialize in each musical instrument and it is also the only institution in Thailand that offers both Thai and international music courses.

ThaiBev supports and encourages Thai youth to have the opportunity to develop their musical skills and knowledge of music by providing financial support to attend the College through a total budget of 1 million baht per year. These funds are



allocated to the youth who pass the criteria of the College Committee to receive a scholarship for future competition or international training.

Support for the Thailand Philharmonic Orchestra (TPO)

ThaiBev has been supporting Thailand Philharmonic Orchestra (TPO) continuously from 2010 until the 14th season performance, which concluded in September 2019. This orchestra was established with the objective of creating a professional symphonic band in Thailand to an international level and with the ability to perform in various countries. An international conductor and international musicians are also invited to join the TPO so that it can develop its international potential.



Support for the Royal Photographic Society of Thailand

ThaiBev has supported this association since 2010, offering activities that promote and benefit the photographic society. These activities include an exhibition of photographs taken by HRH Princess Maha Chakri Sirindhorn, the Chang Fine Art International Photo Contest (the seventh consecutive contest on the topic “Maya: Illusion”), the RPST YOURS Campus project (together organized in collaboration with the Photographic Arts Foundation and ThaiBev’s Educational Institute Support Activity), and the One Shot Knock Out Photo Contest. These activities have proven to be very popular among photographers.



Support for the Bangkok Sketcher

ThaiBev sponsored the C asean Sketch Workshop 2019. The activity is designed to facilitate the exchange of artistic knowledge among various groups, in Thailand and abroad, in response to the growing interest in art amongst the general public. The work includes both paper drawings and digital art that tells a story.

The C asean Sketch Workshop 2019
at C asean Center, Ratchadaphisek Road.

Support for the Suanplu Chorus Group

ThaiBev has continuously provided major support for this chorus. In 2019, the Suanplu Chorus competed against 9 other groups in the “Llangollen International Musical Eisteddfod” competition and won first prize for “Open Category Choir”. As the victor, the chorus was invited to participate in the Choir of the World Final in which participants are the winner from each category (mixed, youth, female, male, and open).

ThaiBev also has supported the production of music CDs of His Majesty the King Bhumibol Adulyadej the Great in order to spread His Majesty’s musical genius.



Support for the Luang Pradit Phairoh (Sorn Silapabanleng) Foundation

ThaiBev sponsored the 2nd “Sornthong Thai Instrumental Music Contest.” Elementary and secondary school students compete to win the King’s cup, the HRH Princess Bajrakitiyabha Narendira Debyavati’s Cup, the HRH Princess Sirivannavari Nariratana Rajakanya’s Cup, and HRH Prince Dipangkorn Rasmijoti’s Cup. The contest is divided into two levels with six categories of musical instruments: treble fiddle, alto fiddle, Jakhe, Khlui Phiang Aw, Khim Sai and Ranat Ek. In 2018–2019, there were 1,641 contestants (589 elementary level, 1,043 secondary level) from 397 educational institutions, hailing from 54 provinces across the country.

The 2nd King’s Cup Sornthong Thai Instrumental Music Contest 2019 Award Ceremony, on 22 June 2019 at Kasetsart University.

Insight



Atsadawut Sagarik
Secretary
Luang Pradit Phairoh
(Sorn Silapabanlang) Foundation

The principles of the foundation's mission to conserve arts and culture

"Luang Pradit Phairoh (Sorn Silapabanlang) Foundation uses music as a medium for linking various fields of arts and culture with the support of volunteers offering help with such activities, as follows:

1. Conservation: create learning resources, including the "Ruen Banlang" museum and library, and sorting document and sound records for restoration and research convenience.
2. Inheritance: organize the annual Sorn Thong [Golden Arrow] Thai Instrumental Music Contest and the Thai Music Youth Camp and offer music lessons to interested parties, organize lectures and travel tours for education in Thailand and abroad, and provide music training and skills development for interested parties.
3. Development: create a database for research, convert old data to digital format, and create teaching material in various formats."

In addition, the Foundation operates a project called "Friends of Music" as a channel on social media, and visits schools and communities to create a support network. The foundation also opened a section called "Ruen Banlang" where activities and education are provided for interested people free of charge."



Ekaphong Lapto
Teacher, Ko Kha Wittayakhom School,
Lampang Province: Friends of Music Project

ThaiBev is supporting musical education through the Friends of Music Project to increase opportunities and experiences for the youth

- It creates opportunities for students who love music and are interested in playing musical instruments. It gives them the opportunity to express themselves.
- It helps the school band to have a powerful sound system for performing music. The students can perform with this sound system outdoors.
- The student musicians and singers in the band can earn income from musical performances which can become their job, a source of income, and a career.
- All students of the Ko Kha Wittayakhom School have been given the opportunity to become musicians at the school to gain musical experience, supporting them to become famous musicians in the future.
- They can build a reputation for themselves and their family by performing in the band. They can become a good example to other youth and encourage students at Ko Kha Wittayakhom School to make good use of their free time and stay far away from drugs.
- They can also support school events and activities, communities, and various agencies."



Collaboration

Collaboration with public-private sectors, both domestic and international, resulted in the initiation of new projects, which were beneficial to the development of arts and culture such as music projects or the use of art to treat patients etc.

C asean Consonant ASEAN Traditional Ensemble

The C asean Consonant ASEAN Traditional Ensemble is akin to an ambassador for the arts and culture of the ASEAN region, and a way to encourage regional unity. Connecting audiences with a love and understanding of people in the region, it reflects boundless friendship and the beautiful heritage of ASEAN culture. It also represents a valuable culture transfer from generation to generation.

Since 2019 was the year of ASEAN culture, the C asean Consonant Ensemble has participated in the celebration of the following important programs:

- On June 23, 2019, the ensemble performed at the opening ceremony of the 34th ASEAN Summit, spreading the beauty of ASEAN arts and cultures through the universal language of music.
- On August 8, 2019, the ensemble was invited to perform at the opening ceremony of the new ASEAN Secretariat building, established to serve as the center of ASEAN and promoted greater mutual awareness. The event also celebrated the 52nd anniversary of ASEAN.

Insight



Anand Nakkong
C asean Consonant Music Director

What are your opinions on C asean Consonant which musicians from each country cooperated to create and develop music in the ASEAN region?

"C asean Consonant is a group of musicians who speak different languages and come from different ethnicities, cultures, beliefs, lifestyles, genders, and ages. They play a collection of indigenous musical instruments in the Southeast Asian region which once was originated on a common ground. The integration of creative music in the C asean Consonant approach is not just about putting new musicians and musical instruments together and playing strange, surprising, fun songs. It is an important area for learning. It is a lively learning process. It is learning about a peaceful coexistence despite the differences of people. It is learning about the heart of ASEAN music from its roots; how to communicate with different societies and different audiences. Even though it's just a small band, it is a model world of ASEAN member countries, driven by a new generation that conserves and develops the ancient musical instruments, songs, poems, and rhythms. It is a band that creates a new generation of listeners. For four years now, ASEAN music lovers have enjoyed the colorful music of these diverse flavors."



Friends of Music Project

ThaiBev and Luang Pradit Pairoh Foundation has jointly organized this project by mobilizing civic-minded volunteers from various organizations, communities, temples, and schools who recognize the importance of creating an environment conducive to music and cultural education with a community network.

The objective is to support the distribution of musical instruments, equipments, and learning media for schools, communities, and clubs in need. The project donates, lends, and repairs equipment,

and provides Thai musical education. It also organizes activities to create an atmosphere of learning and strengthens the community of musicians, so it can become self-sustaining. It is hoped that the network will help enable the repair of old or damaged musical instruments. Through 14 various activities throughout the year, local wisdom is disseminated, helping technicians and youngsters learn skills and find jobs so they can make a living in the musical profession.

Supporting “Cancer Cancel” Exhibition

ThaiBev believes in the concept of art therapy and provided support for the “Cancer Cancel” exhibition by Emeritus Prof. Pisanu Suphanimit. The exhibition showed the use of art therapy during six months of cancer treatment. ThaiBev supported the promotion of the exhibition and emphasized the significance of Art Therapy through various activities including fundraising for art pieces for the exhibition, and others with the Art for Cancer Group to benefit cancer patients.

ThaiBev collaborates with the Art for Cancer Group, by providing financial support for social activities. One activity allowed patients to write messages to doctors, and vice versa; support was provided for a sale of souvenirs made by cancer patients; along with sponsorship for “Cancer Cancel” exhibition, which took place at the Princess Chulabhorn International Oncology Conference on August 8–9, 2019 at Centara Grand at CentralWorld.



Insight



Emeritus Professor Pisanu Suphanimit

Lecturer at the Faculty of Painting, Sculpture, and Graphic Arts, Silpakorn University

Art helps us to concentrate our attention on the creation of that work.

“It is a period when we have less anxiety about our illnesses. When there is less stress, hormonal systems and/or mechanical systems in the body can be fully treated. The term ‘art’ here is very open. It can be any kind of art. Just let the art that you create bring happiness to you.”



Supporting the Sukree Charoensuk Foundation

ThaiBev has provided sponsorship for the Sukree Charoensuk Foundation since 2010. The following activities were conducted in 2019: Talent Education Project, Music for Youth Development Project at Ban Pranee Training Center for Female Juveniles, Talented Youth on Folk Music at Wat Lat Sai's Thai Music Band, Pilot Band Development Project

at Wat Suwannaram School, Suzuki Early Childhood Education Project, Foundation for Children, the 8th Smile Community Project in collaboration with ThaiBev, Classical Music for Society Project, and Music Program for Children Project. ThaiBev also provided scholarships for music education.

Moving Forward

In its art promotion program, ThaiBev continues to demonstrate its commitment based on a three-pronged strategy: creative economy, corporate image, and collaboration.

"Creative Economy"

Art projects and activities can be propelled continuously forwards with a greater visibility, as follows:

- **Bangkok Art Biennale 2020 (BAB 2020) moving forwards to BAB 2022**, with plans to expand activities outside of Bangkok or to recruit artists to participate in public events, to create added value for the country's art industry, including support provided for the Suanplu Chorus to establish and operate using the social enterprise approach.
- **Waste Management:** waste materials / product labels are used to create pieces of art by artists in the network.

"Corporate Image"

ThaiBev aspires to be a leader in promoting, conserving and disseminating Thai and ASEAN culture and art, for example, C asean Consonant, which absolutely embodies ThaiBev intentions in developing Thai and ASEAN arts and cultures.

"Collaboration"

Expansion of arts and cultural collaboration with the government, private sector, civic society, and the community enterprise sector continuously, to become more diverse. Activities that benefit communities, society, and the nation were encouraged such as the BAB, C asean Consonant, and the Water & River Festival. The goal is to expand partnerships with surrounding communities so that activities can be organized smoothly, and allow people to see the value of collaboration and how it helps bring many benefits to both communities and individuals.

Community and Social Development

Climate change and the more frequent occurrence of serious natural disasters has adversely affected the price of agricultural products, incomes, and livelihoods of Thai farmers. Between 2015 and 2017, it was found that the number of poor people in Thailand increased by more than 478,000, mostly in the northeastern and northern regions. ThaiBev has been monitoring this problem and recognizes the importance of community and social development. The Group focuses on educating and training farmers, as well as encouraging communities to help conserve forest resources and prepare for natural disasters. These steps are consistent with Articles 1, 2, 3, 6, 8 and 15 of the UN's Sustainable Development Goals. ThaiBev has worked consistently for more than 15 years to strengthen communities with the "A Good Community with Smile" project. The project helps communities to be self-reliant and sustainable. By collaborating with partner organizations to organize activities and projects, this project aims to improve the quality of life in targetted communities, while stimulating local economies and protecting natural resources and the environment. The project also creates learning opportunities for children and various disadvantaged groups.



ThaiBev Unites to Fight the Cold Project 20th Anniversary

ThaiBev Unites to Fight the Cold Project is entering its 20th year. The project started handing out warm blankets to vulnerable communities in 2000. This project has received cooperation from the Ministry of Interior, Department of Disaster Prevention and Mitigation, and provincial governors, who collect data on the number of people affected by cold weather in each province.

Every year, 200,000 green blankets are distributed in areas affected by cold temperatures in the north and northeast. To date, 4 million blankets have been delivered across 45 provinces in Thailand. Each year the donation of blankets shifts, depending on changing weather patterns and data from the Ministry of Interior.

People who received blankets in 2019

Elderly citizens

88,654
people

Low-income households

61,095
people

People exposed to cold weather

33,098
people

Disabled people

13,220
people

Unaccompanied children

3,933
people



ThaiBev gives employees and business partners the opportunity to buy additional blankets through the “1 share, 1 warm-up” program. In the past year, ThaiBev employees and business partners purchased 1,000 additional blankets for students affected by cold weather in Uthai Thani Province. In addition to delivering the blankets, ThaiBev is supported by business partners from many sectors to help communities in other areas with scholarships, teaching aids, and sports equipment for schools in need.

Insight



“I have participated in ThaiBev Unites to Fight the Cold activities for ten years. Since I was based in Phitsanulok, I have carried out this volunteer work. Every time I give out blankets, I feel good about being a donor, giving back to society, caring for each other. Currently, we have more and more business partners to distribute and support the donations. I feel good every time. It’s a useful activity that should be continued.”

Karan Trakun-iamcharoen
Event Manager



Duan Chitsrakham, 70
who is affected by cold weather and received blankets from ThaiBev

“The weather is very cold here. Today, I have to thank ThaiBev. I feel very warm, and happy, very happy.”

“A Good Community with Smile”

This project has been conducted for eight consecutive years. It creates opportunities for more than 3,500 young people in communities surrounding ThaiBev Group factories. The aim is to develop their knowledge and skills with expert teachers in three areas:

- **Football:** Trainers and speakers from ThaiBev Football Academy teach basic skills to local youth.
- **Music and Singing:** With help from the Sukree Charoensuk Foundation, musicians train selected students from various schools who have shown an interest in performing with bands and orchestras, so they can further develop their skills and earn an income through music in the future. Five students are able to enter the competition at the inter-campus level.
- **Art:** Children are taught how to make handicrafts and other products, such as herbal compress balls, woven bamboo, and painted Ban Chiang jars. Speakers from various communities are invited to inspire students to be creative, work hard, and generate income for themselves. ThaiBev encourages young people to learn from these activities and hopes that they will continue to practice these skills throughout their lifetimes.



Insight



“Joining the “A Good Community with Smile” project has allowed the foundation to teach and create opportunities for young people in remote areas where the foundation hitherto has not been able to reach. We are covering more area now, because for eight years we have been going almost everywhere with ThaiBev. We share musical knowledge with the children, to help build their capacity for the future.”

Akrapol Rattanawongsakul

Musical Expert and Speaker from the Sukree Charoensuk Foundation
details available at <https://www.facebook.com/มูลนิธิธารน้ำใจสุกรี-เจริญสุข>



“I learned dribbling skills and how to pass the ball. More importantly, I learned about nutrition, what food I should eat before and after the match. I will continue practicing every day what I have learned, because football is a sport that must be practiced regularly to become more skilled and become a professional footballer, in parallel with my studies as well.”

Nanthana Silasan

Hin Cone Academy Team Captain, a student participating in
“A Good Community with Smile” project in sports skills (football)

Developing Water, Developing Lives, Developing Quality of Life

In order to help communities manage their water resources, ThaiBev has partnered with the Utopakat Foundation under Royal Patronage, implementing His Majesty King Bhumibol Adulyadej The Great's principle, "Think Macro, Do Micro." It means that the whole country's water management must be viewed as a macro system. There must be various water storage areas – large, medium, and small — that are linked. Because we cannot focus on all of them at the same time, we have to start with micro water management at the community level. Through education and collaboration, communities can own and support the application of science and technology. Communities will be able to manage water resources more efficiently, and fit water management practices to social conditions. They will also be able to find, use, reserve, and efficiently manage water, leading to sustainable development, greater productivity, a better economy and quality of life.

ThaiBev has worked with Nong Ping Kai village in Na Bo Kham Sub District, Mueang District, Kamphaeng Phet Province, to solve



a water shortage problem that occurs during the dry season, and flooding during the rainy season. The community's Tao Tai canal was restored and dredged, and 3,100-meter-long cement support structure was built to reduce water flow velocity during the flooding season. The community's existing check dam was also improved to increase water storage and deliver water to agricultural areas with greater efficiency. The community has laid down rules for water usage and allocation. In total, the project affects 9,564 rai of agricultural land, with 588 households in four villages benefiting.



1



2

1. Before constructing water drainage system
2. During constructing water drainage system
3. After constructing water drainage system



3

Insight



Mun Narata

Farmer from Nong Ping Kai Community, Kamphaeng Phet Province

“Before we had a problem during floods: the Tao canal weir would often overflow. This made it difficult for the farmers to make a living. During the dry season, water would have to be released from Suan Mak canal into farmers’ plots, a process that took three-to-four days to complete – until ThaiBev and the Utokapat Foundation came to help improve the canal. Now the water management here is better; there is no flooding anymore during the rainy season, and in the dry season.”



Sa-ngat Phasuwan

Farmer from Nong Ping Kai Community, Kamphaeng Phet Province

“In the past, there was an irrigation pipe placed above, but it collapsed, and the water was not able to flow into agricultural areas. During the flooding season, especially from July to August, the water would overflow into farming areas. But then ThaiBev and the Utokapat Foundation came to improve the canal. Now it is easier for water to run into agricultural areas, and farmers are happy.”

ThaiBev Engages in Forest Conservation with the Huai Hong Khrai Royal Development Study Center to Improve Quality of Life

Deterioration of forests has occurred where some communities living on high mountains plant monocrops that need little water. Another challenge these communities face is the continuous use of large amounts of chemicals. ThaiBev has, in collaboration with the Huai Hong Khrai Royal Development Study Center, successfully applied the His Majesty King Bhumibol Adulyadej The Great’s development model in Nan province to restore watershed forests and improve local people’s quality of life. Two villages have been chosen for the project: Srinapan village and Nam Poon village, with 217 villagers participating. The villagers were given professional training and input support, creating employment and income opportunities for local communities, enabling them to reduce expenses and increase income. The communities were also taken on a study visit to the Huai Hong Khrai Center in Chiang Mai Province. Sustainable practices were adapted to suit conditions in the area. The project provides pigs, chickens, frogs, catfish, and tilapia to farmers to improve their quality of life. Participants are also encouraged to preserve the forest and environment by planting tree seedlings and building weirs to keep the soil hydrated. ThaiBev has closely monitored the progress of farmers and hopes that farmers in both villages, have food to eat or crops to sell to generate income of at least 3,000 baht per month on average.



Watershed Forest Restoration in a Steep Mountainous Area (The treeless mountain)

This project promotes the policy of the Ministry of Natural Resources and Environment that requires the private sector to participate in the rehabilitation of watershed forests in deteriorated mountainous areas. The pilot projects are located in 13 provinces: Chiang Mai, Nan, Chiang Rai, Tak, Mae Hong Son, Phetchabun, Phitsanulok, Phayao, Phrae, Uttaradit, Lampang, Lamphun, and Loei. ThaiBev sponsored a project to restore watershed forests in Tak province at Sri Khirak village, Chiang Thong Sub District, Wang Chao District. This is a small village with a population of 994 people, 189 households, and 157.38 rai of deteriorated forest.

Together with local communities, ThaiBev helps grow and care for tree seedlings, plant various economic crops gives educational training, and provides support for agriculture, livestock and fisheries. For example, mushroom cultures, chickens for eggs and meat, and tilapia-breeding skills for a student lunch program. The project also aims to reduce household expenses and promote livelihoods for the communities to be self-reliant and sustainable, which in the next few years, green area would be expanded more than 50 rai.



ThaiBev's employees construct tilapia fish pond (claying waterproofing clothes) for a student lunch program for students at Baan Srikeereerak School.

The Recovery of Nature in the Environment Project, in "Celebration of the Auspicious Occasion of Her Royal Highness Princess Maha Chakri Sirindhorn's 5th Cycle Birthday Anniversary"



ThaiBev supports the restoration of forest areas and biodiversity in a 17-rai plot of land at the Sirindhorn International Environmental Park in Phetchaburi province, under the Joining Forces for the Recovery of Nature in the Environment Project, in "Celebration of the Auspicious Occasion of Her Royal Highness Princess Maha Chakri Sirindhorn's 5th Cycle Birthday Anniversary." A budget of 2,978,400 baht was provided, as ThaiBev's management team and volunteers joined to help with reforestation and mangrove rehabilitation, from 2015–2020.

In 2019, ThaiBev used drip irrigation systems and water spraying trucks to plant and water existing trees in a total area of 17 rai. Cow manure was added to these trees three times a year and the trees were cultivated to help increase their growth. The area is divided into two plots.

ThaiBev Plot 1

12 rai



A total of
299 trees
were planted to replace
dead trees in the area



The survival
rate was
98.29%

ThaiBev Plot 2

5 rai



A total of
45
additional trees
were planted



The survival
rate was
100%



Study of tree biomass:

Based on a random sampling of woody perennial tree biomass, it was found that the total biomass was equal to

8.46 tons per hectare

Above-ground biomass was 7.2094 tons,
and underground biomass (roots)
was 1.2501 tons per hectare



Study of tree biomass:

Based on a random sampling of woody perennial tree biomass it was found that the total biomass was equal to

9.89 tons per hectare

Above-ground biomass was 8.4266 tons,
and underground biomass (roots)
was 1.4592 tons per hectare

Assessment of carbon sequestration in various biomass components

found that the woody perennial trees in a random sampling contained carbon deposits equal to

3.98 tons per hectare



The assessment of carbon sequestration found that carbon deposits averaged

4.65
tons per hectare

Soil sample analysis results

in a random sampling showed
an acid-base condition of 7.7pH,
and a salinity value of 0.09 dS/m,
(a low level of salinity)

Soil sample analysis

showed an acid-base condition of 7.1pH,
and a salinity value of 0.37 dS/m
(a low level of salinity)

2015 – 2019 Performance Summary

Forest restoration
in ThaiBev Plot 1

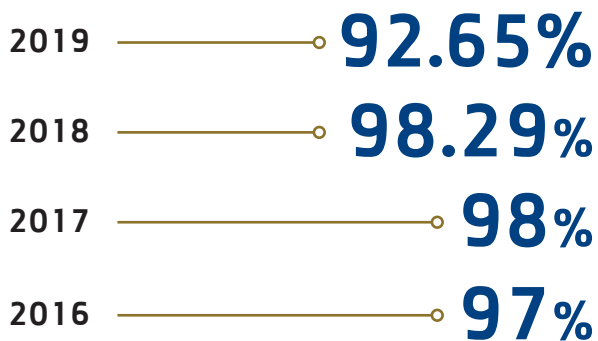
Planting of additional trees
and maintenance of existing trees,
a total of

6,088 trees were planted,
including **39** species

Forest restoration
in ThaiBev Plot 2

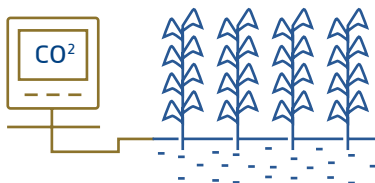
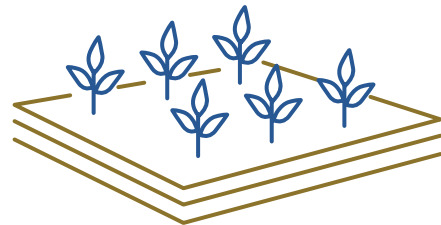
Planting of additional trees
and maintenance of existing trees;
a total of

130 trees were planted,
including **17** species

The tree survival
rate in

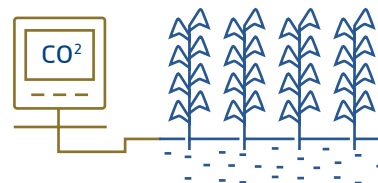
100%

survival rate, both additional
and existing trees.



Biomass and carbon storage analysis of trees:
data collected in 2018 showed a total biomass of

8.46 tons per hectare
in 2019, the total biomass was
5.51 tons per hectare



Analysis of biomass and carbon storage of trees:
data collected in 2018 revealed total biomass of

9.89 tons per hectare
in 2019, the total biomass was
4.37 tons per hectare



ThaiBev Helps Build a Model District for Good Living in Srisawat District, Kanchanaburi Province

Since 2017, ThaiBev's Community Development Program and Pracharath Rak Samakkhee Kanchanaburi (Social Enterprise) Limited has helped to establish the Khon Na Suan Community Enterprise Community, with 22 members under autonomous local management by the community. This project develops the community's potential and economy through three working groups: agriculture, processing and community tourism.



ThaiBev's Activities

2017



Samagae Reforestation activity planted trees

for soil, water, and forest conservation.

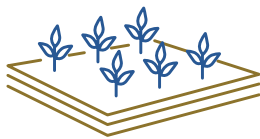
2018



ThaiBev employee volunteers helped locals build ten check dams
together in order to improve water management.

Developed organic Karen pepper gardens as a learning opportunity

- Coordinated with agencies to provide training
- Received a budget from Project E5*
- Defined management



Supported Organic Farms
6 Rai

Planned an organic enterprise group

- Defined roles
- Defined work structure
- Defined group regulations
- Defined management



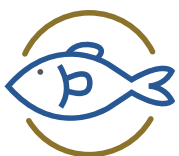
Community tourism

- Helped with publicity by bringing Chuen Chai Thailand to do a report about the area that was broadcast on Amarin TV
- Created local tourism programs together with the community
- Published public relations brochures
- Tested accommodations in the community
- Supported hill tribe relations to preserve culture and promote tourism

2019

Training on packaging development provided

in cooperation with the Office of Small and Medium Enterprises Promotion (OSMEP)



Training provided for pickled fish processing
Coordinated with agencies to provide training

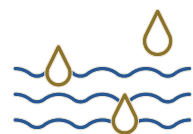


Training provided for sesame oil pressing techniques

Joint operation with Pracharath Rak Samakkee Kanchanaburi (Social Enterprise) Limited

ThaiBev employee volunteers

built a groundwater bank for organic farming



*Pracharath Policy on Basic Education and Leadership Development

Agriculture

Participants who are interested in organic farming, but do not have land or are afraid to make the change from chemical farming, are encouraged to collectively cultivate a six-rai plot. A portion of the profits were allocated for the group. Currently, there are five people participating. The project is in the cultivation phase; no produce has been harvested yet.



Product Processing

ThaiBev along with the Office of Small and Medium Enterprises Promotion (OSMEP), is collaborating with the community to upgrade standards for processing products made from local raw materials. ThaiBev provides product-processing knowledge, investment planning, packaging, and branding design to increase the value of fish, chili, and sesame products. Currently, there are ten OTOP registered processed products, with the name of the community and ThaiBev brands appearing on the product labels.



Community Tourism

Management of certain areas in the community have been enhanced by focusing on preserving culture, tradition, and the environment. A homestay to accommodate tourists was upgraded. Currently, there are three houses serving as homestays that accommodate 20 people, including one house raft that can accommodate more than 50 tourists.



Insight



Prapha Yangprayut
Chairperson of
the Khon Na
Suan Community
Enterprise Group

"I am happy that ThaiBev came in to help us organize. Aside from generating income, it allows us to meet and take care of each other, unlike before when everyone would be doing their own job."

Performance in 2019



Organized the community to establish
**Khon Na Suan Community
Enterprise Group**



Accumulated income
for the community totaled
150,000 baht



Participants earned an average of
6,800 baht per person

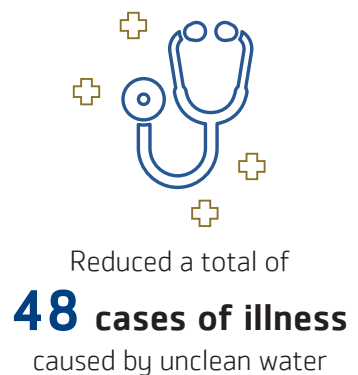
Clean Water for Community Project in Myanmar

An outstanding community development project sponsored by Grand Royal Group International Company Limited, a ThaiBev subsidiary, is taking place in Myanmar. The company foresees that central and southern parts of Myanmar will be facing water shortages. According to a 2014 World Bank report, more than 30 percent of the Myanmar population still do not have access to water. In some regions of Myanmar, the population faces severe water shortage problems. The Grand Royal Group initiated the Clean Water for Community Project in 2016 to help solve the problem, educate the communities about clean water, and allow them access to clean water sources for daily use. Even during a disaster, there are techniques to treat water in order to survive. From April 2016 to September 2019, the Grand Royal Group donated more than 800 million kyats, or 15 million baht (referring to the exchange rate as of September 30, 2019) to

build water reservoirs, water tanks, and water distilleries. The company provided equipment and personnel to maintain operations for ten projects. The Grand Royal Group has initiated five new projects between October 2018 and September 2019, including a project to build a groundwater reservoir in the Mandalay area, and four water treatment systems in the Ayarwaddy area, at a cost of 6.5 million kyats, or 120,000 baht. Since the project began more than four years ago, Grand Royal Group has built eight wells and 16 water tanks. The five clean water treatment projects in ten locations benefit more than 40,000 people who are in need, covering 6,000 households and nine villages in Yangon, Mandalay, and Irrawaddy areas, resulting reducing the health problem of 840 cases caused by unclean drinking water.



2018–2019 Snapshot



Insight



U Htay Lwin

Villager from Tha Htay Kone, Meikhtila,
Mandalay, Myanmar

“In the past, we had many people die from problems with water. Villagers used rainwater that they collected in the rainy season. But when the rainwater ran out, we faced the same problems all over again. In our area, there is only one pond located at the entrance to the village, and there are problems associated with using the pond water. For daily use, we had to get up at 2 AM to fetch the water. The projects that Grand Royal has done are very good and effective in helping the villagers in this area. Now we have no shortage of water. Thank you very much for the help from Grand Royal, because a sustainable water supply is the most important thing for human life. I thank Grand Royal from my heart. We hope that you will continue to support this project in the future.”

Clean Drinking Water for Communities Project

OISHI Group Public Company Limited (“OISHI”) is committed to look after the health of the people in the communities around the OISHI factories in order to build good relationships with the communities. The project responds to the needs of people in the communities who have been engaged via the factory’s outreach program. To help improve the drinking water production system for the surrounding communities, OISHI employs its skills and

knowledge as an expert in the production of quality water and beverages in line with international standards. The project focuses on schools, youth and people in the area around the school to have access to safe and healthy drinking water at no cost. It aims at helping everyone stay healthy and avoid illnesses caused by unclean drinking water.



This project started on August 3, 2018 at Ban Manichoti Samakkhi School in Wang Muang District, Saraburi Province. This year it was implemented at Wat Phuennimit School in Klong Luang District, Pathum Thani Province on September 12, 2019, benefiting a total of 839 students, and 49 teachers and school employees. The project helps reduce the cost of drinking water by as much as 450 baht per person per month (average expense is 15 baht per day), equivalent to 4,795,200 baht per year. Furthermore, it can help reduce the risk of illness due to drinking unclean water, such as gallstones and gastrointestinal diseases, and thus preventing the occurrence of medical expense in the future. After delivering the water system to the schools, OISHI monitors the water quality every two months to ensure that drinking water production systems remain safe and of good quality.



Disabled People's Quality of Life Improvement Project

Sermsuk PLC, in collaboration with the Nakhon Ratchasima and Sisaket Employment Offices, Suranaree University of Technology, Internal Security Division 2, and the Army Region 2, implemented a project to promote and develop the quality of life of the disabled according to the Persons with Disabilities Empowerment Act, B.E. 2550 (2007) and its amendment (Vol. 2) B.E. 2556 (2013). From 2017 until now, Sermsuk has already implemented projects to benefit 167 people with disabilities in the northeastern region, with a budget of approximately 6,295,520 baht/year. The projects implemented are divided into two types, as follows:

1. Handicapped Career Building Project

Sermsuk, together with Suranaree University of Technology, organizes three career training courses for people with disabilities as appropriate for their physical condition, including raising hens, planting hydroponic crops, and growing mushrooms. The courses provide the disabled with vocational training by skillful experts ranging from technology transfer, teaching management methods, and household accounting to develop skills, knowledge, and abilities with an emphasis on the use of local resources for maximum benefit, as well as

producing products that are safe for consumers and enabling the disabled to be self reliant. In addition, Sermasuk also supports expenses for constructing housing, laying hens, fodder, plant varieties, fertilizers and all necessary materials in all three courses. Experts from the university's farm provide advice and monitor the operational results throughout the project period.

Achievements

118 people with disabilities participated in the career building project and increased their incomes by an average of 3,000 baht per person, per month. In the past, these people were unemployed, but now they are able to pursue careers according to the training.

2. Disability Employment Project

Sermasuk, together with the Nakhon Ratchasima and Sisaket Employment Offices, considers hiring disabled people with skills, readiness, knowledge and ability in administration, information technology and other office work skills suitable for their physical conditions to work in government departments and in the Internal Security Operations Command Region 2 Army Region 2 in twelve provinces in the northeast region with wages supported by Sermasuk throughout the contract period.

Achievements

49 people with disabilities participated in the employment program and have been able to use their skills and knowledge in their careers while generating an average income of 9,368.33 baht per person, per month.

The project provides opportunities for the disabled to pursue appropriate careers, so that they can use their full potential at work, develop learning skills and earn an income for themselves and their families. This allows them to achieve a better quality of life and to be treated equally by people in society. On November 8, 2019, the project was selected as one of the two outstanding projects by the Internal Security Operations Command Region 2 Army Division 2. Therefore, ThaiBev had the opportunity to meet with Prime Minister Prayut Chan-o-cha and present the project's achievements.

Commitments and Achievements

The Right Livelihood Foundation presented the "Model for the Right Livelihood" award to Thanthip Sirinuphong, the director of ThaiBev's Community Development Program. The award recognizes her role as the executive of an organization that promotes community development work and improves communities' livelihoods. This community development work is based on the concept of developing a "role model." Role models have been created for better living in three sub-districts: Phon Thong Sub-district in Chaiyaphum Province, Bua Yai Sub-district in Nan Province, and Khao Tan Sub-district in Surat Thani Province. Each sub-district is focused on a different type of economic growth, depending on the resources available to each region. In addition, they foster strong community leadership to develop and manage their own areas sustainably.



Insight

What are the guidelines for cooperation with ThaiBev in joint operations

"The Foundation has introduced His Majesty King Bhumibol Adulyadej Borommanathbophit The Great's principles and initiatives in the rehabilitation and conservation of soil, water and forest resources, and the Sufficiency Economy Philosophy. It is an extension of the royal initiatives to enable communities to be self-reliant and manage water on their own. The cooperation with ThaiBev extends the development of water resources; communities are provided with water for agriculture. ThaiBev supports agriculture in accordance with the New Theory concept His Majesty King Bhumibol Adulyadej Borommanathbophit The Great. It is hoped that the community will have continuous harvests throughout the year, resulting in food security. ThaiBev promotes economic stability for the wellbeing of people in the community and for their families to live happily together. This helps strengthen the social structure."

How do you feel about ThaiBev and corporate social responsibility (CSR), water management, and water development, and its impact on the community and society

"Working with ThaiBev has been ongoing since the foundation was established in 2007. ThaiBev has always seen the importance of water management in accordance with the royal initiatives, and has continuously supported it. The Utokepat Foundation does not focus on organizing activities only from time to time – it emphasizes continuous development to ensure the community's stability with water, food, and the economy. The Foundation hopes that the private sector will continue to work together to help develop water resources in accordance with the royal initiative of His Majesty King Bhumibol Adulyadej Borommanathbophit The Great, for greater social sustainability."



Roybun Ratsamithet, PhD

Director and Deputy Secretary-General
Utokepat Foundation under Royal Patronage
of H.M. the King, ThaiBev's partner in
joint development of water resources, and
improving livelihoods and quality of life.

Moving Forward

In order to work towards the development of a society that lives happily and sustainably, ThaiBev continues to support communities to live in accordance with the principle of self-reliance. Under the "A Good Community with Smile" project, ThaiBev is focused on projects in the following three areas:

Local Economies

increasing at least two community development projects around the factory and other model areas by 2020.

Water Management

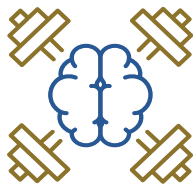
increasing at least two more green areas and water management areas for communities by 2020.

Children and Youth

expanding various projects by 10 percent to give opportunities for children and youth to gain access to professional development and life skills training.

2019 Snapshot

Youth Participation



3,541
students offered
extracurricular life skills training



61 schools
were involved

Relief from the Cold and Other Assistance

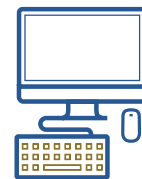


Donation of **200,000**
blankets annually

Blankets given to
people vulnerable to
cold temperatures in
15 provinces



More than **4,800** people
in ten provinces in the North/Northeast
received blankets and were offered medical
checkups from mobile medical units



Educational equipment and
60 computers
donated to
18 schools

Water Management



Built and repaired
canal-connecting pipes
along a **total distance**
of **920** meters



Dredged the canal and
constructed the cement structure
on the side covering a
total distance of
3,100 meters



9,564 rai
of farmers' land benefited from the
water management project
578 households in four villages
benefited from the water
management project

Pracharath Rak Samakkee Project

The President and CEO of ThaiBev, Thapana Sirivadhanabhakdi, has taken on the important mission to be the head of the private sector working group, working together with General Anupong Paochinda, Minister of Interior, as the head of a government working group, to drive local economic and social enterprise development under the San Palang Pracharath public-private partnership initiative. This project operates in conjunction with the government's important policies to bring together various sectors, including the public sector, private sector, civil society, and academia, to solve problems and find ways to drive the country's local economy.



The Working Group on Local Economic and Social Enterprise Development has introduced His Majesty King Bhumibol Adulyadej The Great's (Rama IX) Sufficiency Economy and philosophy on the development of "Understanding, Accessing, Developing," in accordance with the royal initiative to truly realize the needs of the local people, help create opportunities for them to generate income, and improve their quality of life and the local economy. The ultimate goal is to drive and develop the country towards stability, prosperity, and sustainability.

The working group also adheres to the first Royal Command of His Majesty King Maha Vajiralongkorn Phra Vajiraklaochaoyuhua (Rama X), "I shall continue, preserve, and build upon the royal legacy and shall reign with righteousness for the benefit of the people forever," as a framework for creating concepts and principles of operation focused on three areas, namely agriculture, value-added products, and community-based tourism. The working group has jointly established a company in the form of a social enterprise under the name Pracharath Rak Samakkee (Social Enterprise) Co., Ltd. in 76 provinces nationwide. It has also established a company called Pracharath Rak Samakkee Project Social Enterprise (Thailand) Co., Ltd. to team up with 20 private companies for them to be a central unit for successful linkage between different sectors.

Through this integration, the company has achieved results and generated revenue for communities comprising more than 60,000 households, with a total revenue of 543 million baht. The project has also led community products (OTOP) sales to grow from 109,000 million baht in 2015 to 125,208 million baht in 2017 to 154,000 million baht and 190,000 million baht in 2018 and 2019 at a rate of 15 percent, 23 percent and 24 percent respectively. The rate is considered high when compared to the country's gross domestic product which grows at three-to-four percent per year. This success has driven the government to create the Social Enterprise Promotion Act of 2019.

This collaboration to move forward in the form of social enterprise has allowed the government to see the importance of this type of business as a forum for cooperation that will lead to sustainability in accordance with all 17 United Nations Sustainability Goals (SDGs). Therefore it enacted the Social Enterprise Act 2019, which was announced in the Royal Thai Government Gazette on February 27, 2019. This Act is the first law certifying the status of a juristic person to be a social enterprise in this region. It can be seen that the joint operation of San Palang Pracharath public-private partnership initiative has great potential to change and reform the country. It is considered the main driving force of the Thai economy on the local level to enable communities to run businesses based on sustainable practices.

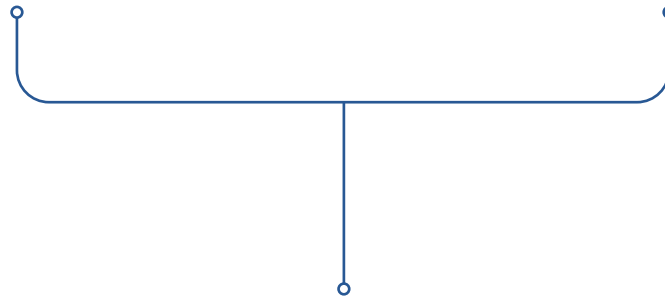
Project Outcome



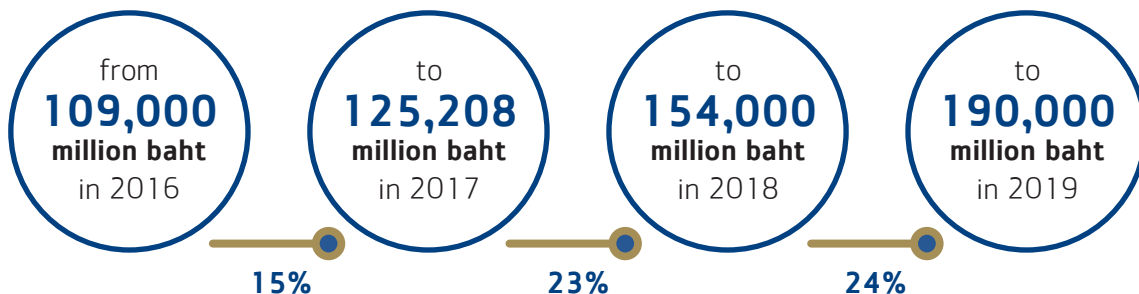
generated revenue for communities comprising
more than **60,000** households



a total revenue of
543 million baht

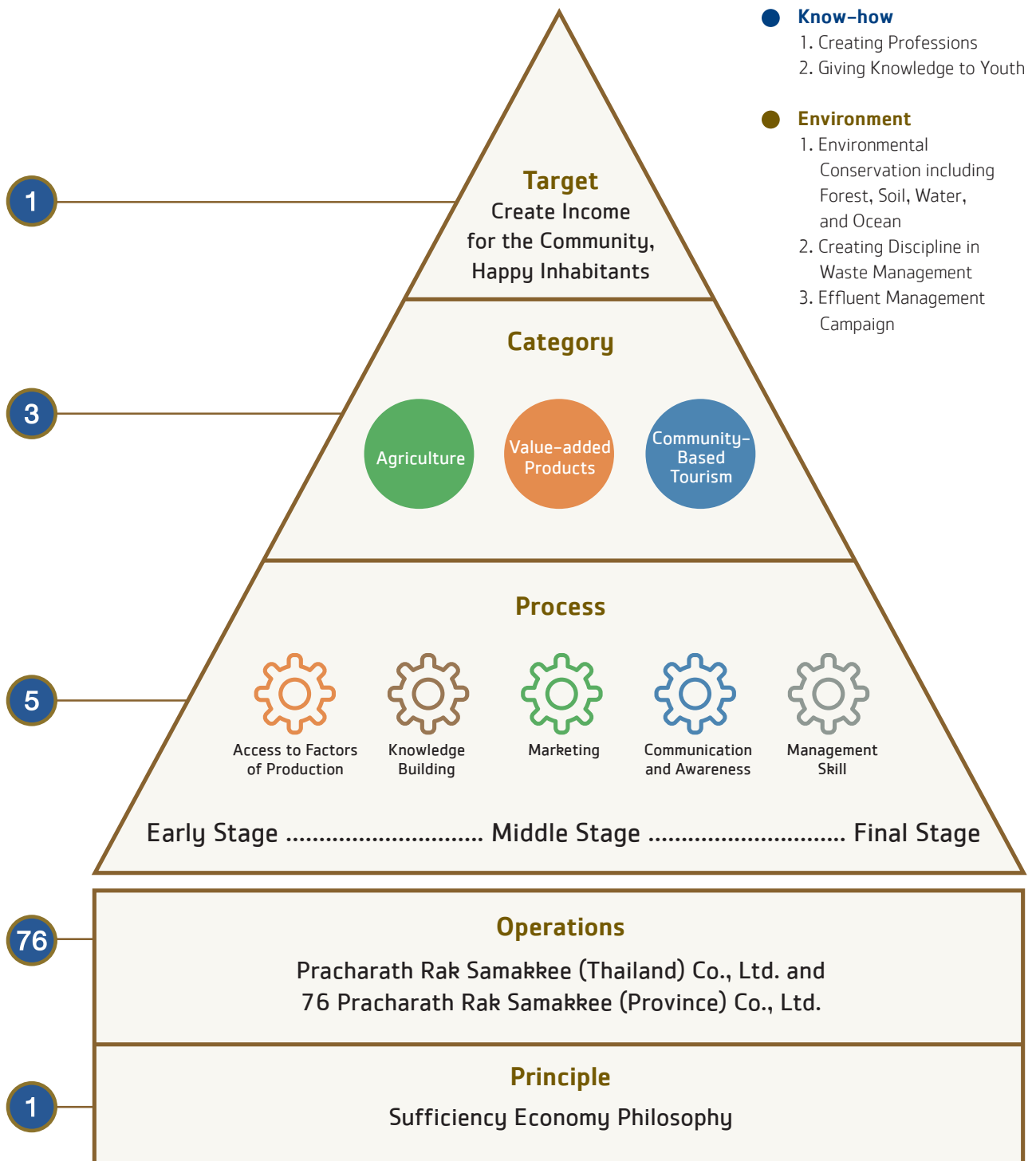


The project has also led community
products (OTOP) sales
to grow



at a rate of 15, 23 and 24 percent respectively, which is significantly higher than Thailand's GDP which has grown by 3-4 percent annually, supporting the establishment of the Social Enterprise Promotion Act 2019

The operating principles are based on the principles of the Sufficiency Economy Philosophy. Important strategies and action plans follow one goal, and are divided into three working groups, and five processes for 76 provinces nationwide.



Thai Handicraft Pakaoma Project

This project commenced its activities on August 12, 2016. The project aims to raise awareness about the diversity and usability of Pakaoma, a local fabric of Thailand with a long history. By developing their quality and improving production techniques, the project also aims to make the processing of hand-made Pakaoma to become more diverse and meet the needs of consumers. As a result, the value of these traditional products that have been produced in the Thai countryside for a long time is increased and local communities are able to gain a more sustainable income.

In addition, the project is focused on finding Pakaoma that reflect the distinctive identities of various communities around the country, as well as providing opportunities for students and the general public to have a creative platform for expression through a design contest of hand-woven Pakaoma in various categories. In the past year, the project has initiated a cooperation with the Thai Pakaoma community to create innovations for Thai Pakaoma by producing garlands of Pakaoma and bouquets of Pakaoma. The project also sponsored the winners of the Pakaoma design contest "Nava-atalak" (innovative identity) to travel to observe activities at Bunka Fashion College, a world class design and fashion institute, and IFF Magic, a fashion event in Japan.



Furthermore, the project also led to the organization of the Pakaoma Design and Development Contest for the third consecutive year under the concept of "Pakaoma, the Precious Identity of ASEAN METROPOLIS" with 282 individual design submissions. The contest was divided into four categories, namely fashion design, jewelry design, home textile design and fabric design.

Over the past three years, the Thai Handicraft Pakaoma Project has increased the income for 15 Pakaoma-producing communities participating in the project threefold, with a total income of over 51 million baht.

Insights



"Pakaoma has always been in my life because in our house my grandma is the one who weaves them and my mother is the one who transforms them. She used to use natural colors but later changed to chemical colors instead. Until one day, we all came together and thought that we have to revive our sense of community; we have to use our local wisdom to create a unique identity. We then started to use brown-orange from the soil gathered in our community, green from tree leaves, and gray from the combination of three beautiful natural colors. All of these colors are long-lasting and come from our Ban Sa-ngor community. We then used marketing to help with our products. It was a difficult task. We have to always think about how to make it sustainable and how to provide the community with income and have a better quality of life. Therefore, we must not stop to keep improving."

Suphattra Saengkongme

A descendant of the Thai Pakaoma community, Ban Sa-ngor Traditional Cloth Weaving Group (Daranakhi Pakaoma), Bueng Kan Province



"We are pleased and happy that Pracharath Rak Samakkee Amnat Charoen came to help develop our group in many aspects, including in regards to the design of weaving patterns to meet the needs of the market, assistance with the procurement of production equipment and the calculations of costs and wages in production, and also marketing. Therefore, all 42 members in the group now have more income due to the continuous orders our group received."

Krisana Charoensuk

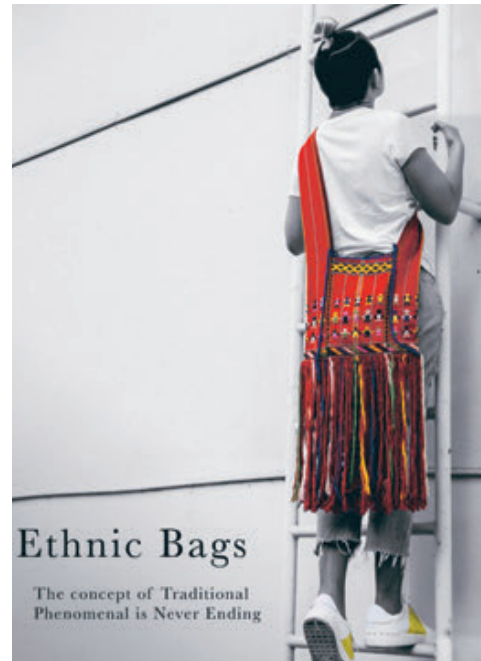
Chairman, Eri Silk Production and Processing Group, Enterprise in Amnat Charoen Province



Sapai Sainaew Project (Local cloth for bags and straps)

“Yaam,” a type of colorful shoulder bag, has been with the Thai people for a long time. It is a reflection of their ethnic identity and the way of life of the community. So that the Thai-style shoulder bag will not be forgotten, especially among the new generation, ThaiBev has supported the “Sapai Sainaew Project” since April 2018. The project focuses on improving their design and production so that they meet the needs of consumers and increase revenue for the community. The project receives cooperation from partners such as the Textile Industry Development Institute which helps develop weaving techniques, colors, and patterns, and offers volunteer designers to help create beautiful and interesting products. Furthermore, ThaiBev works with Pracharath Rak Samakkee Social Enterprise (Thailand) Co., Ltd. to help promote marketing and sales support at various events, including sales via online channels such as Facebook and Instagram under the account name Sapai Sainaew. In addition to the team’s trips to the area to collect in-depth information and help the community develop their products, they also take the community products to sell at various local events such as Baanlaesuan Fair and OTOP Fair, and also to overseas markets. The products have been well received by customers, and as a result, the villagers’ income has increased.

Currently, the Sapai Sainaew Project has a membership of more than 2,932 people in more than 20 provinces, generating a combined revenue (at all sale events supported by ThaiBev) of almost ten million baht in the last 16 months (April 2018–September 2019). Among the communities that ThaiBev and Pracharath Rak Samakkee support, many groups can now stand on their own and continue to develop their own products. Many of them have increased their income, such as Baan San Kong and Baan Sridonchai in Chiang Rai Province and Mae Chaem in Chiang Mai. In addition to improving the products, another important aspect of the project is that many of the young people in the communities who might otherwise leave their hometowns come back to help their parents to develop the products. Thus this project helps keep families together.



Insight



Somsri Pricha-udomkan
Traditional Yaam maker
in Ban Mae Ming,
Mae Chaeng District,
Chiang Mai Province

Somsri is a Pagayor Karen housewife living in Mae Chaem. She did not have a chance to go to school and cannot speak Thai clearly. Her husband passed away from illness. With debts needing to be paid, Somsri chose to weave Yaam to make a living. She taught herself to be very skillful. Somsri formed a group and gathered female members in the village to join. At present, Pracharath Rak Samakkee has helped her group to sell over 100 bags. In total, there are a total of 20 members in the group.

“At first, farming on the mountain top was a happy life. Then my husband got cancer and died. I had 2 children to raise and a debt of 600,000 baht. I felt very discouraged. I wondered if I could go on any longer. Until one day, I gathered up my strength and decided to continue to fight.”

Insights



"My great-grandmother was a weaver. She taught my grandmother to weave, and my grandmother taught my mother. So, I probably have to carry on the Lao Khrang's way of weaving so it can continue to exist. Every time we return home, the villagers are waiting for us. They know that we will come back with money from selling the clothes."

Phairat Sararat

The 6th Generation Lao Khrang Weaving Producer, Lao Cotton Weaving Group, Ban Na Pho, Ban Rai District, Uthai Thani Province. Currently, the weaving group has a total of 77 members.

"I just realized that I can paint and that I like it so much. Instead of playing around, I spend my free time painting Krajoed bags, which makes me very happy. I can also earn some money from painting, so I do not have to ask for money from my parents to go to school everyday."

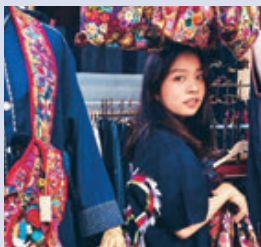
A student in the Trading Hour Project

at Wat Thep Nimit School in Phuket Province

**Nakarin Yano**

Owner of Yano Handicraft hand-woven cotton brand, Saraphi District, Chiang Mai Province

"We teach female inmates in a northern prison to do embroidery on Yaams or shoulder bags. We just hope that they will gain some money and professional skills to carry forward after they are released from prison. For former inmates, when they leave the prison, no one would want to hire them. Many of them end up back in prison. It is like a vicious cycle in which nobody's right or wrong. For us, if they are released with some skills and income, we are confident that many of them will choose not to go back to prison. In the end, when they are imprisoned, they get to work, they get to earn some money, and when they are out, they are ready to start a new life. We only hope for this."

**Kampu**

Owner of a local clothing store called Fai Plueak Mai in Mae Chaem, Mae Chaem District, Chiang Mai Province

"I have seen my grandmother and my mother weaving since I was small. I had the idea to create a brand from the beautiful fabrics created by my mother."

The Pracharath Rak Samakkee (PRS) team first met Kampu standing in the booth selling items made by her family. Kampu is from Chiang Mai, and she helped her mother developed the embroidery work in Mae Chaem. From the first day PRS met her, Kampu has come a long way, upgrading the original work from cotton clothes naturally dyed using tree bark from Mae Chaem, her mother's unique method, to create her own brand called 'Najai.'

**Suriya Wongchai**

Owner of the Lue Lai Kham Museum in Ban Sridonchai, Chiang Khong District, Chiang Rai Province

"I had a dream since childhood that I would like to open a Tai Lue Weaving Museum to pass on our roots to our descendants."

"It is a great encouragement to make the communities proud of the things they create through their own ideas, stories and two hands, and for all the time they spend each day embroidering all these patterns. Encouragement acts as reward for their hearts."

**Chumphon Aphisuk**

An artist in Nan Province

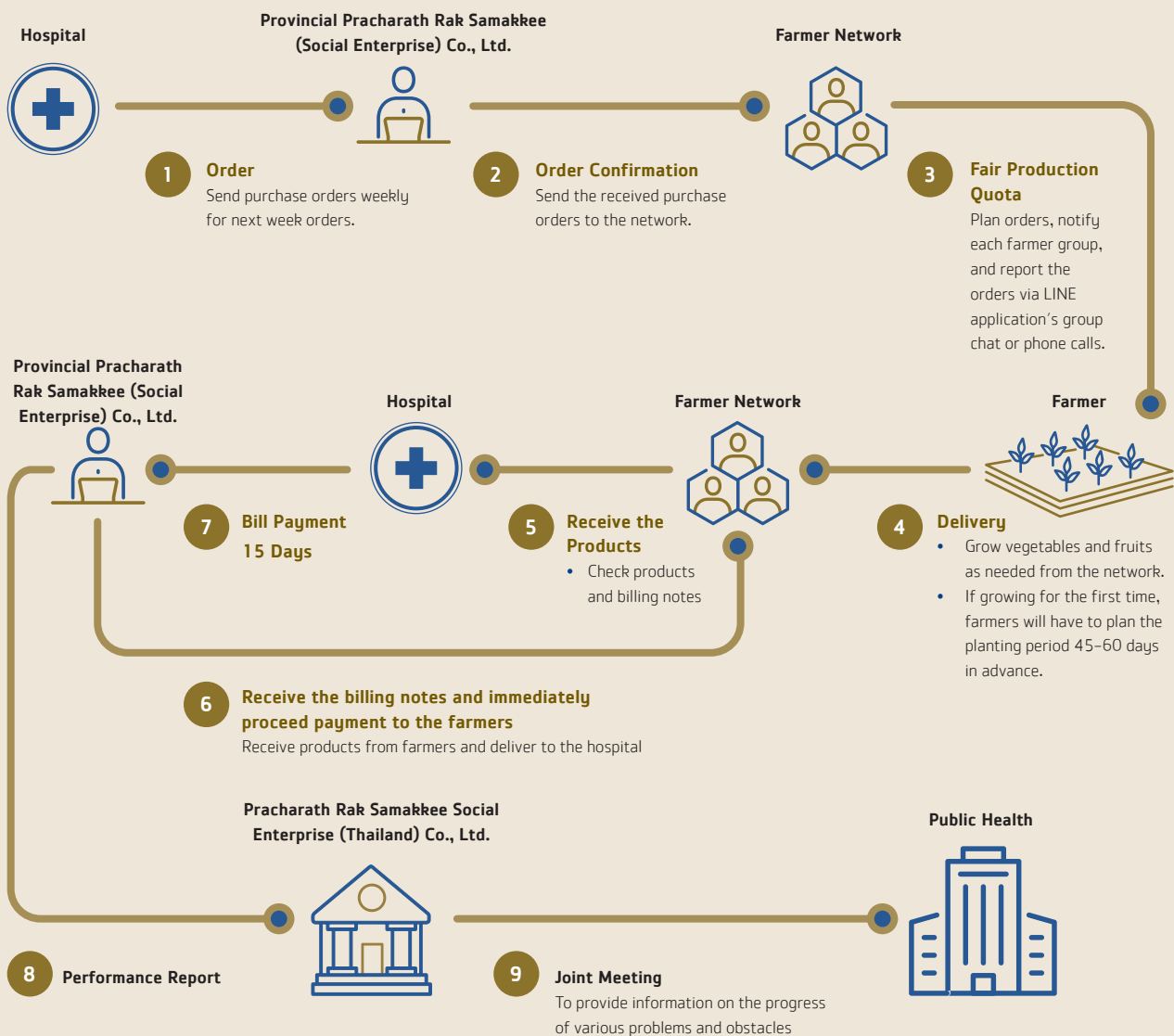
The Hospital Food Safety Project

This project has been in operation since mid-2017. It is an integrated collaboration between the Ministry of Public Health, Ministry of the Interior, Ministry of Agriculture and Cooperatives, Ministry of Commerce and universities, with the Pracharath Rak Samakkee network acting as the community liaison. The aim of the project is to find safe production areas for raw food materials both within the province and nearby provinces, to organize farmer groups, to gather the raw materials, and to provide delivery service/transportation of them to hospitals in the participating provinces. Another important goal is to generate income for farmers

and community enterprise groups in the area so that they have a market for their safe and sustainable vegetables and fruits. In the end, people in the country will be healthier and happier as a result of the project.

Today, the Pracharath Rak Samakkee network in 29 provinces can deliver safe agricultural products to 41 hospitals nationwide, and more than 63 million baht in revenue has been generated for communities.

Hospital Food Safety Project Flow Diagram



Insights



Thikhamphon Sriworakun

Managing Director, Pracharath Rak Samakkee Kanchanaburi (Social Enterprise) Company Limited

"Pracharath Rak Samakkee Kanchanaburi (Social Enterprise) Co., Ltd. has continuously driven the Hospital Food Safety project since 2017, with a network of 206 farmer members from five districts. Apart from sending fruits and vegetables to Phahonphon Phayuhasana Hospital, since the beginning of this year we have been able to create networks and provide products to seven hospitals in Bangkok and its surrounding provinces, including Bamrasnaradura Infectious Diseases Institute, Prasat Neurological Institute, Navamin 9 Hospital, Queen Sirikit National Institute of Child Health, Priest Hospital, Maha Vajiralongkorn Thanyaburi Hospital (Khlong 10 Cancer Center), and the National Cancer Institute of Thailand. The project has been able to generate over 10 million baht of income for farmers."



Boonma Mukkaew

Egg farmer and product collector for Krabi Hospital Food Safety Project

"Since Pracharath Rak Samakkee Krabi came into operation here, farmers and villagers in the community have a better life. They have additional careers and have additional income. In an economic downturn when rubber prices fall low, farmers have changed their lifestyles. They turn to grow organic vegetables so that consumers can get quality vegetables from Krabi province. Illnesses among consumers is reduced. For all of this I must thank Pracharath Rak Samakkee Krabi very much."

"Ready-to-Mill" Household Rice Miller Project

Pracharath Rak Samakkee Social Enterprise (Thailand) Co., Ltd. jointly developed a compact rice miller suitable for household rice milling. It is able to produce a sufficient amount of rice for household needs and thus maximize the benefits households receive from the rice they grow. The milling process takes no more than five minutes to complete.

One of the important goals of the development of this household rice milling innovation is to create a new supply chain based on a new marketing channel for farmers, one that allows them to sell native rice varieties directly to consumers at a higher price than through traditional sales. The innovation also helps to encourage farmers to develop their production skills, whether it is through rice drying, selection, packaging or transportation, in order to ensure quality before delivering directly to consumers. The technology also creates more direct income for farmers.

Currently, more than 100 "Ready-to-Mill" household rice millers have been ordered.





Promoting Community-based Tourism via ["Cheunjai Thailand"] TV Program

ThaiBev supports the budget for producing "Cheunjai Thailand," a creative travel documentary TV program. The goal is to promote community-based tourism and community products nationwide under the operation of the Pracharath Rak Samakkee network. The program has been continuously broadcasting and has featured 144 episodes until now.

Since its first broadcast on July 3, 2016, the program has received positive audience feedback and helped the general public to learn about new tourist attractions operated by communities. The program has also helped bring the communities that have been featured to various fairs and events, enabling them to generate income of over 30 million baht.



Commitments and Achievements

- Since its implementation, the nationwide network Pracharath Rak Samakkee has driven more than 930 projects, divided into three areas, namely agriculture, value-added products and community-based tourism, covering more than 68,000 households with more than 545 million baht generated in income. In addition, since January 2019, more than 41 million baht has already been generated for the community.
- Many community products received support for distribution to various public and private organizations, including sales at Pracharath stores and through online media. This has already generated more than nine million baht of income for the communities.
- Network partners are linked together in order to provide space for communities to sell the products of the Pracharath Rak Samakkee network. This year, these events have generated more than 500,000 baht in revenue for the communities, totaling 15 million baht since the project started operating.

Insight

“Together with ThaiBev, the Department of Community Development has supported and promoted the local economy at the community level under the philosophy of the Sufficiency Economy. The project brings together community funds to develop Local Economy on three levels, including:

1. Promote career creation and income at the household level

this is in accordance with the goal of enhancing the honest livelihood approach that encourages people not to be exploited by others, reduce dependency on outside resources, avoid spending extravagantly, and stop all vices.

2. Promote collaboration

a group is organized to collectively buy and sell products. This will help community entrepreneurs to initiate production and trading.

3. Create cooperation and network (interdependent):

this is an expansion of the economic production system and is part of the economic system at the community and local level. It is considered a form of social enterprise.

Although the implementation of the Pracharath Rak Samakkee Project is something new in Thai society, through hard work over the past four years, we have been able to promote local economy and social enterprise in order to create stronger local market.”



Aphichat Todilokwet

Former Director-General
Department of The Community Development Former
Secretary of Public Sector for the Working Group on
Local Economic and Social Enterprise Development

Moving Forward

The local economy development is divided into three steps as follows:

- **Create Foundation and Network (2016–2019)**

Started with the formulation of a network framework, mechanism design, and the local economy development operation through the establishment of Pracharath Rak Samakkee Social Enterprise network covering all 76 provinces nationwide and the Pracharath Rak Samakkee Social Enterprise (Thailand) Co., Ltd. To build understanding of the integrated development process, each provincial social enterprise individually initiated projects in parallel with national projects such as the Household Rice Miller Project, the Thai Handicraft Pakaoma Project, Sapai Sainaew Project, and Hospital Food Safety Project. The Business Development Institute for Society Foundation (FINSED) was also set up to drive the social enterprise sector across the country.

- **Create Success in Every Province (2020–2022)**

Encourage the Pracharath Rak Samakkee Social Enterprise network in all 76 provinces nationwide to build a model of success in three areas, namely agriculture, value-added products, and community-based tourism, and to pass on and exchange knowledge to network members. The main goal is to create a business network from the community level to the national level.

- **Further Develop and Expand (2023–2026)**

Create opportunities for further development and expand the success of community businesses to national and global business levels.

Project Overview



Thai Handicraft Pakaoma Project

consists of

15 participating
communities nationwide
and has been able to generate more than
21 million baht
in revenue



The Sapai Sainaew Project

boasts

2,932 members
in more than
20 provinces
and has been able to generate nearly
10 million baht in revenue



The Hospital Food Safety Project

involves **29** provinces under the

Pracharath Rak Samakkee

network and has been able to deliver
agricultural products to

41 hospitals nationwide
and generate more than
63 million baht
in income for the communities

Community-based tourism has been promoted

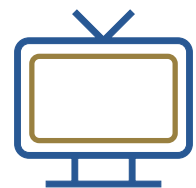
via the “Cheunjai Thailand”

TV Program Project, which has been
broadcast on Amarin TV Channel 34 for

144 episodes
which covered

73 provinces

126 communities



income for the communities increased

by **30–85%**

and the number of visitors increased

by **20–70%**





GRI 102-11, GRI 102-13, GRI 102-14, GRI 102-16, GRI 102-17, GRI 103-1, GRI 103-2, GRI 201-2, GRI 205-3, GRI 206-2, GRI 403-1, GRI 403-10, GRI 403-2, GRI 403-5, GRI 403-6, GRI 403-8, GRI 403-9, GRI 404-1, GRI 404-2, GRI 404-3, GRI 412-1, GRI 412-2, GRI 415-1, GRI 416-1, GRI 416-2, GRI 417-1, GRI 419-1

Caring for People

ThaiBev seeks to create limitless opportunities for its employees through investment in skills training and by creating a culture of professionalism and excellence. ThaiBev is also committed to the safety and wellbeing of its customers and all stakeholders.

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GRI 103-1, GRI 103-2, GRI 416-1,
GRI 416-2, GRI 417-1

Consumer Health, Safety and Wellbeing

The health issues of the world population are a major problem today. According to a World Health Organization report, 73 percent of deaths worldwide in 2020 is predicted to be from chronic non-communicable diseases such as obesity, diabetes, cardiovascular disease and cancer. At the same time, the change in communication technology is another factor that is making consumers aware of the importance of health and wellbeing. Consumers can search for nutritional value and product safety information from various sources. As the largest producer and distributor of beverages and food in the country, ThaiBev places great importance on health and consumer safety to meet future market growth, starting from procurement of quality and safe raw materials. ThaiBev conducts research to develop more healthy products by reducing the amount of sugar, sodium and fat as well as controls the production process to meet international standards of consumer health products while still preserving the original flavor. In addition, to give consumers confidence in the safety of raw materials, ThaiBev discloses the nutritional value of products such as energy, sugar, fat and sodium by using food labels as a communication tool.

OISHI Gold

OISHI developed a new tea formula, “OISHI Gold,” with tea leaves from Matsuda Tea Plantation, a quality tea plantation in Japan. The plantation is located on the Makinohara Plateau, Japan’s number-one tea growing area that is extremely fertile with year-round sunlight and temperatures that are best suited for tea growing. Most importantly, it is a cultivation area that receives spring water that flows directly from the Japan Alps, which is considered as a clean and pure water source. This makes the best quality tea as confirmed by many quality awards, such as The Emperor’s Cup trophy from the Emperor of Japan.

The Matsuda Tea Plantation implements meticulous growing methods by hand-picking all tea leaves, selecting only the three youngest leaves from the buds. The tea leaves are steamed to preserve tea quality before being pressed. This method creates a chemical process that brings out a special aroma in the tea leaves. This process must be done within four hours to keep the tea as fresh as possible. OISHI has developed these high quality tea leaves into a premium healthy drink. With its outstanding feature of mellow taste and low sugar content, OISHI Gold has been certified as “Healthier Choice Logo” by the Nutrition Foundation, Mahidol University.

1. OISHI Gold Genmaicha

Genmaicha is the first premium Japanese roasted rice tea to be available in Thailand. The three youngest tea leaves are hand-picked and combined with top quality Japanese roasted rice; an original recipe from 1930 giving the tea a mellow, fragrant, and unique flavor. The soft tea flavor makes it easy to drink. The flavor is elevated when taking with food making Genmaicha popular among the Japanese. OISHI Gold Genmaicha comes in two formulas; no sugar and minimal sweet (Delight).

2. OISHI Gold Kabusecha

Kabusecha tea is a premium green tea that is produced through a different cultivation process than other green teas, where a black mesh is used to cover the green tea leaves to prevent them from being exposed to direct sunlight for a week prior to harvesting. Since the tea leaves are not exposed to direct sunlight, they develop a more delicate aroma and flavor than other green teas. The leaves also contain theanine, a natural compound that helps reduce astringent taste for perfect concentrated flavors. OISHI Gold Kabusecha comes in both sugar-free and minimal sweet (Delight) formulas.



Reducing Sugar in Products

To promote consumer health, ThaiBev has been focusing on reducing sugar content in non-alcoholic beverages without affecting the original taste of the products for the past two years. Currently, ThaiBev is able to reduce the amount of sugar in all 14 products (compared to 2014 as a base year), by more than 9,800 tons in 2019.



Project Performance



Reduced sugar content in
14 Products
compared to 2014 as a base year



Sugar used in the production process
was reduced by more than
9,800 tons
in 2019

Insight

"In a nationwide survey, close to 80 percent of ThaiBev's consumers are opting for healthier choices of food and beverages in their daily diet. More than 55 percent of drinkers seek low calories and low sugar alternatives. With this healthier trend, ThaiBev is making efforts in developing healthier products, and we place importance on developing and reformulating lower sugar products. Our est Cola and est PLAY brands, where the majority of our consumers are teens and young adults – are continually being reformulated to drive down sugar content as well as launching new products that come certified with the "Healthier Choice" label. In our product portfolio, our premium ready-to-drink tea OISHI Gold serves up one of the healthiest options since it is produced from premium tea leaves right from the source where it is grown. The ready-to-drink teas are available in two options: low and no sugar.

In addition, safety is our highest priority for the millions of bottles that we serve. We are proud of our strict guidelines to



Pitupong Soraphan
Acting Vice-President, Market Intelligence
Non-alcoholic Beverage Business

ensure the highest quality and safety throughout our entire supply chain from sourcing to storage, transportation, production, and distribution. This is guaranteed by our ISO22000, NSF, BRC, and GMP/HACCP certifications. The company believes that our consumer palettes are ready to evolve into healthier choices, and it is our job to serve healthy lifestyles in a tasty and enjoyable way."

Promoting Good Consumer Health

ThaiBev has adjusted all ramen noodles recipes to be free of preservatives and monosodium glutamate in all OISHI affiliated restaurants, such as OISHI Ramen and OISHI Eaterium. This includes the “OISHI Eato” ramen ready-to-eat food product group, such as stir-fried clam ramen with chili paste, yakisoba with pork and vegetables and teriyaki chicken ramen with nabe sauce.



Food Menu from KKU1 Chicken

The KKU1 or Isan Pearl 2 chicken breed, is a research development by the Faculty of Agriculture, Khon Kaen University. In collaboration with Pracharath Rak Samakkee Khon Kaen Company (Social Enterprise), farmers are encouraged to raise this breed of chicken to generate additional income. The outstanding properties of this breed are low uric acid levels (only 1.91 mg percent which is lower than other types of commercial chicken breed), less fat, with thick, firm, and tasty meat, and low in cholesterol. Most importantly, there are no hormones or antibiotics. This breed of chicken grows quickly, is easy to raise, and can be raised free-range. Currently the food business group uses the meat of this chicken breed in dishes such as Volcanic Grilled Chicken and Turmeric Grilled Chicken at Café Chilli Bangkok Ruamrudee, and Whole Roasted Chicken and Braised Chicken at Hyde & Seek @Plaza Athenee.

Insight

“In the past year, the food business of the ThaiBev Group has grown from its continuously expanding food business portfolio and branches. The company has expanded branches, developed restaurant formats and menus, and expanded delivery channels with online platforms that respond to the needs of modern consumers, to push forward the food business under the ThaiBev Group and to achieve our “Vision 2020” objectives.

Health & Nutrition development is one of our first priorities that we place importance on. The company aims to develop healthy food products and promote sustainable production and consumption. In 2018–2019, we collaborated with educational institutions on nutrition research to improve quality and food safety throughout the process. This year, the company continues to focus on the development of Health & Nutrition continuously by creating more healthy products: reducing saltiness, sweetness, and calories in food menus, but still maintaining a delicious taste that is pleasing to Thai people. In addition, the company uses 100 percent

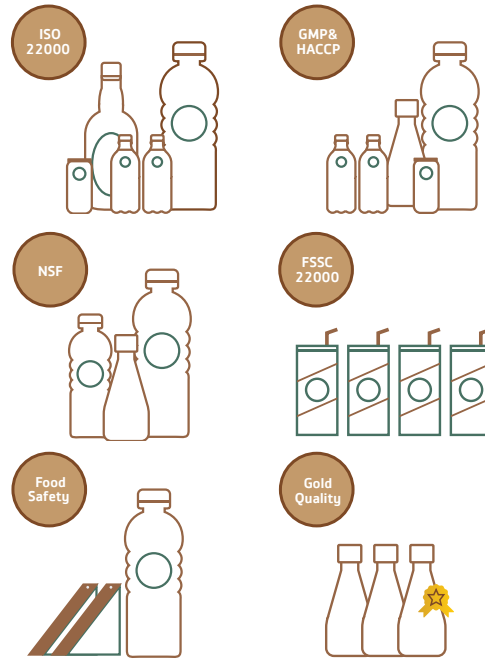


Paisarn Aowsathaporn
Executive Vice President
Food Business

trans-fat-free raw materials and gives consumers nutritional information on the product label. All of this is to deliver quality food, bring about consumer satisfaction, maintain popularity, continuously be a top –of–mind brand among consumers, and become a total food business leader in Asia that covers all needs of consumers.”

International Production Standards Certification

- All products of the company have passed the food safety management system certification, or ISO 22000.
- All ThaiBev non-alcoholic beverages and OISHI affiliated restaurants are certified GMP & HACCP (Good Manufacturing Practice & Hazard Analysis and Critical Control Point).
- Drinking water and mineral water manufacturing processes have been certified by the National Sanitation Foundation (NSF) from the USA.
- Sermasuk Public Co., Ltd. and the production processes of OISHI Green Tea in UHT packaging has been certified to the standard of the Food Safety System Certification 22000 (FSSC 22000).
- Beer Thip Brewery (1991), OISHI Trading Co., Ltd. and Sermasuk Public Co., Ltd. received the FDA Quality Award 2019, organized by the Food and Drug Administration (FDA), Ministry of Public Health, to establish safe production of healthy products.

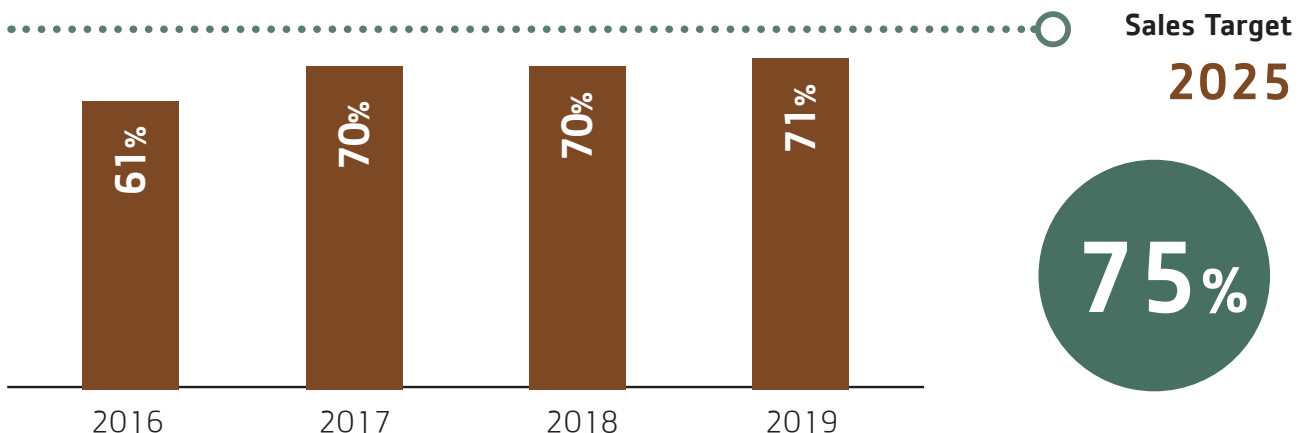


Moving Forward

By 2025,

The healthy beverages sales target will increase to 75 percent of all non-alcoholic beverages.

Sales Target of All Non-Alcoholic Healthy Beverages



In 2019
15 certified “Healthier Choice” products or **45%**
by the Institute of Nutrition of Mahidol University

By 2025
50%
of non-alcoholic beverage products
must be certified as a “Healthier Choice”



Plan for “Healthier Choice” Food Product Development

The food business group is cooperating with the Mahidol University to analyze the nutrition information in all OISHI Delivery 60 menus with the plan to fully disclose nutritional information and nutrient content of its products to consumers in the future. In addition, it plans to reformulate and develop products with consideration for higher nutritional benefits to obtain the “Healthier Choice Logo” from Mahidol University in the future.





GRI 103-1, GRI 103-2

Customer Relationship Management

Customer Management is the key to build long-lasting relationship with customers. ThaiBev categorizes customers into two segments: customers and consumers. Customers are those that sell and distribute ThaiBev's products. Consumers are those that ThaiBev directly sell and distribute products to. ThaiBev develops strategies for each segment as they are ThaiBev's key stakeholder groups.

Customers

Business-to-Business (B2B) model is used to manage relationship with the customer segment. ThaiBev has implemented various programs to help develop customer relations across all distribution channels as well as providing trusted advice as a business consultant to help customers adjust their work process, increase competitiveness, efficiency and sales, and improve working relationship with ThaiBev. This will ensure sustainable profits and customer's satisfaction with a lasting and stable business relationship.

Consumers

Business-to-Consumer (B2C) model is used to manage relationship with the consumer segment. ThaiBev has applied technology to improve operations with online applications to meet the changing lifestyles and the growing needs for convenience, speed, and accuracy. An implementation of new consumer-friendly technology keeps ThaiBev's food business as a top-of-mind brand.

Triple A Project

This project was introduced in 2018, an extension of the Agent's Next Generation Development (Agent Next Gen). The goal in 2019 is to develop capacity and efficiency of agents in each area, including organizational management, warehouse management, logistics, and Cash Van Management by setting standard operating procedure

and systems to increase efficiency and drive towards results. The Triple A team pilot project with Siriwongsub Co., Ltd., a ThaiBev distributor in Ratchaburi, has resulted in higher satisfaction and an increase of sales. ThaiBev has therefore expanded this project to another 10 agents to achieve a goal set for 2019.

Insight

Agent: Siriwongsub Co., Ltd.

Auratsa Khemathon

"After working with the ThaiBev sales support team to improve our work processes, we have now clearly assigned the responsibilities of each employee and ensure that they can work interchangeably in every position. We collect and check data on any errors for correction and improvement. We have a more accurate accounting system applied for monitoring errors that can reduce losses.

The Cash Van Development team has set up 3 systems, including Dashboard, Morning Talk, and On-the-Job Training (OJT). The Dashboard is a very important tool that has made our team more enthusiastic and competitive, as well as improve data collection. As for the Morning Talk system, it has enabled the team to communicate more effectively. They can use information from Dashboard to solve problems and improve their work. Our team can discuss challenges daily together, and collectively decide what parts they can fix and improve. OJT offers sales staff intensive one-on-one training activities. Information gleaned from the Dashboard and Morning Talk are used to discuss how the team can improve and increase sales. Activities to improve our team leaders' capabilities also have been arranged. This enables them to better solve problems and design clearer work plans with specific roles and responsibilities, which they pass on and teach our sales staff."

Jeerawan Khemathon

"The Morning Talk activity helps our employees become more open and communicative. Every morning, they have an open conversation and let each other know what's happened the day before. This allows employees to solve real-time problems, be well prepared to help each other to generate



Wichin Khemathon, Auratsa Khemathon
and Jeerawan Khemathon (from left to right)

sales. It makes everyone feel fresh every morning; they sit down and chat before going out to sell products with a positive attitude."

Wichin Khemathon

"Help from Thai Beverage Logistics Co., Ltd. (TBL) by warehouse management has allowed us to save time in transporting products; and products are now arranged in a cleaner and more orderly manner. We can count product quantities and check on them more easily. The efficiency of our transportation system has been improved as well. By conducting vehicles to pick up products directly from the TBL warehouse, Siriwongsap has enjoyed an increase in revenues. Previously, we would deliver products and return empty vans to our warehouse: but now vans will drop by at TBL to pick up products first and come back to the warehouse fully loaded. This way, revenue has been increased, employees get more work done, and time and vehicle utilization has become more efficient."

Training School Project

The Training School teaches ThaiBev's agents to systematically improve their skills and experience in sales, resulting in an increase in sales potential. It also serves as a knowledge center for new employees of ThaiBev Cash Van distribution channel, a subsidiary of ThaiBev (Cash Van Management Co., Ltd.) There are 8 operational training schools located in all 8 ThaiBev Sales Regions, featuring lecturers with more than ten years of sales experience. They can annually provide 100% training required for ThaiBev's new sales staff (workforce has been increasing year-by-year), and for 350–400 agents' sales staff. The training course covers theory and practice, including actual operations at model shops simulated by retailers, that are set up at training schools in each sales region.

The sales staff, who have passed the training course, have a better understanding of their roles and perform more efficiently. This project also monitors and evaluates trained employees, resulting in sales and product distribution increase by at least 30%.

In 2020, ThaiBev plans to add 8 additional training schools in each sales region (totaling 16 schools), to cover areas that are suitable with the training program and to accommodate more participants. ThaiBev expects to be able to train new sales staff and agents' sales staff at the rate of 800–1,000 persons annually. By 2025, ThaiBev plans to set up a comprehensive training school for executive sales development and to raise sales capability to international standards.

Insight



Thanthicha Piwatpacharakul, Kullawat Piwatpacharakul, and Patthamon Piwatpacharakul (from left to right)

Agent: J.Sermisup Co., Ltd.

"In the past, our company used to sell products in a traditional way. We did not have a concrete plan; we would focus on generating sales from the company's regular clients (stores). Our company lacked good sales techniques. However, after ThaiBev came in to advise and support us with staff training, our employees learned better practice and became more enthusiastic. They know how to plan and organize visits to retail stores. Our employees can increase sales and try to achieve their goals. After participating in the training, the employees feel that they have gained knowledge, met new friends and shared work experiences. Our company believes what ThaiBev recommends or teaches is great, and standardized. It is beneficial and can be used to develop the organization. We have always felt like part of the same family, and we would like to thank ThaiBev for recognizing the importance of sustainable organizational development."

"I started working for Cash Van as a salesman at Khonburi Unit, Nakhon Ratchasima Province, in June 2018. I did not have any knowledge about the sales process. When I started, I had learned from my supervisor as well as participating in the on-the-job training program and learning how to sell products according to the plan. We typically would sell products to stores that regularly buy from us, but after participation in sales process with training practice at ThaiBev school, I have more confidence that I can improve my performance. The training school monitors and evaluates trainees to ensure that their performance is more consistent with ThaiBev standards. For example, a daily sales plan helps me to work more systematically. I can increase daily sales by an average of 5–10%. So I am proud to be a part of ThaiBev because it has been helpful to educate and develop my career potential. I feel I am an important part of helping ThaiBev to grow sustainably as well."



Chirasak Sridi
CVM Sales Staff, Khonburi Sales Unit
Nakhon Ratchasima Province

Restructuring Customer Service in Modern Retail Trade

In order to meet high customer satisfaction level, ThaiBev has implemented a restructured operational system for modern retail customers, such as 7-Eleven, Tesco Lotus and Modern Trade Management Co., Ltd. (MTM) (a subsidiary of ThaiBev), to achieve the following:

- Increase the speed and flexibility of handling, contacting, and serving customers engaged in modern retail trade: In the past, ThaiBev had separately managed its product groups, with many different sales representatives meeting with each customer. Now, ThaiBev has restructured its sales management team so that only one contact person coordinates and communicates with each key account.
- Organize an annual joint business plan and business review: This practice provides a space for ThaiBev and its customers to share, and to exchange information in order to reduce obstacles. It also helps increase opportunities for ThaiBev to offer additional products and services to customers and consumers through the customers' retail stores so that business relationships are expanded and developed for the future.

Insight



"As joint strategic partners, it is necessary for ThaiBev and 7-Eleven to plan things together. ThaiBev is able to provide key information about changing market trends, and 7-Eleven knows the needs of their customers. So, both parties can combine this expertise to serve the needs of their customers and consumers: it is a win-win strategy for both companies. With consumer satisfaction as our focus, joint business plans can be consistently implemented throughout the year, enabling both businesses to grow sustainably together."

Kusawadee Techawichittra

Dry-Food Senior General Manager, CP All Public Company Limited

Ketsinee Manokham

Assistant General Manager, CP All Public Company Limited

Key Commitments and Achievements

To meet expectations of modern consumers who demand convenience and speed, ThaiBev has introduced new technology to customers and storefront staff. This allows customers to access information and services quickly and conveniently, via the BevFood mobile application (a replacement for the OISHI Pointo application). In the initial phase, BevFood will provide access to a customer loyalty program to accumulate points when visiting OISHI brand restaurants. Customers can choose to redeem points for discounts under specified conditions. ThaiBev has developed gift vouchers as mobile coupons and sends marketing messages and personalized promotional text messages to drive sales. Limited special offers help to drive short-term revenue.

Introduced in 2019, BevFood will add more features and benefits, such as discounts or promotions in local areas, payment via QR Code (an important turning point for the rapid growth of a cashless society), advance reservations, and the ability to order food and make payments through the application.



Achievements

Number of active members in the customer database



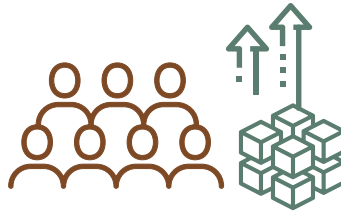
with a targeted increase of

200,000

new customers

by February 2020

An increase in number of customers and frequency of use



by **5%**

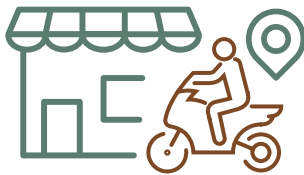
compared to the original database



An increase in
customer satisfaction
scores

4%

Increased sales channels for Kakashi and OISHI Ramen through food aggregators



orders from
OISHI Delivery



via phone
1773



oishidelivery.com

These channels enable
consumers

**to use online food
ordering services
more conveniently**

In 2019, OISHI Food Delivery
began its alliance with **GrabFood**
delivery service, to increase channels
for product delivery to consumers.

It has also developed new food ordering formats.

These offer an opportunity
for OISHI Food Delivery to increase sales by

retaining existing customers

adding new customers



As a result, sales in the OISHI Food Delivery group

grew by 10.9%

compared to 2018 in the same period

Targets

- **Brand penetration** of the food delivery business, becoming number one in the Japanese restaurant industry
- **Expand partnerships with other service providers** by leveraging customer database to penetrate a wider range of consumers



Serve Responsibly

The Serve Responsibly program was created to raise awareness of alcohol servers at hotels and restaurants that are ThaiBev's customers. ThaiBev holds workshops with invited experts and professionals such as doctors, police, and lawyers to educate servers about legal and medical issues that can arise due to alcohol consumption. Lecturers explain the effects of alcohol on the body that result from drinking alcohol, and provide guidelines on how to serve alcoholic beverages responsibly. Servers are trained in consumer safety and are taught to refrain from serving alcoholic beverages to customers who drink irresponsibly. The program aims to reduce problems that may occur in society due to overconsumption of alcohol. Three workshops take place each year.

2019 marked the fourth year of the program. ThaiBev has expanded the workshops to hotels and premium restaurants as well as pubs and bars located in popular tourist destinations such as Nakhon Ratchasima, Chiang Mai, and Phuket. More than 150 alcohol-serving staff have participated. ThaiBev has improved the workshop from the previous years by asking participants to take part in activities and share their opinions. Participants were divided into five teams to compete in activities that encourage them to think and learn in real-time situations. Teams were quizzed about alcohol laws, taught how to pour standard-sized drinks, and encouraged to share stories about accidents caused by excessive drinking. The Thai Foundation for Responsible Drinking provided information brochures titled "Drink Safely, Serve Responsibly" to participants and media who attended the workshops.





In the beginning of 2019, ThaiBev organized a video contest titled “Serve Responsibly”. More than 20 groups of students from leading universities submitted their entries through the EISA (Education Institute Support Activity) program. The winning video is shown to participants at the training sessions to help raise awareness about serving alcoholic beverages responsibly. The competition encourages students to think about how to produce creative videos about serving responsibly that benefits society.



Since 2016, ThaiBev has organized eight training sessions with more than 450 entrepreneurs and 100 to 150 alcohol servers participating. On average, each participant serves alcohol to 6,000 customers per year. Thus, more than two million customers are served alcohol by servers that were trained by this program. This promotes safe alcohol consumption. At the end of the training sessions, all participants receive certificates to show that they have completed the training program to serve alcohol in a socially responsible manner. Due to improvements in the training that made it more enjoyable, participants rated their satisfaction in the latest workshop as high as 95 percent.



Serve Responsibly Program

8 workshops organized



Over **450**
restaurants and sales/alcohol service
providers participated
(100–150 persons per year)



1 employee serves
6,000
customers/year (on average)



2 million
customers/consumers
received good care from employees,
resulting in safe consumption of alcohol

Participants
are



satisfied with
the workshop activities
95%



satisfied with the
courses and content
95%

This project is consistent with the third UN Sustainable Development Goal (SDG 3.5 Strengthen the prevention and treatment of substance abuse, including narcotic drug abuse and harmful use of alcohol). It was found that alcohol serving staff who completed the training sessions were able to apply the knowledge at work and able to stop serving customers who were not in a condition to consume more alcohol. As a result, the volume of servings decreased 33 percent.



Commitments and Achievements

In 2019, ThaiBev created a “Serve Responsibly” page on Facebook as a media channel for the project. The page increases awareness via social media so that entrepreneurs, former participants of the project, and the general public can learn about responsible serving and drinking as well as exchange opinions on the issues. Currently there are more than 800 people following the page and more than 300 personal posts on the Facebook page. These numbers also help enhance the public image of ThaiBev as a socially responsible organization.

Insight



"We hope participants will share their knowledge and experience with their co-workers because we believe it's important for service providers to look after the welfare and safety of consumers. This project has successfully shown consumers that ThaiBev is a socially responsible organization. It is our belief that once every employee sees our good work, they will feel proud to work in such a caring and socially responsible organization."

Kamolnai Chaixanien

Senior Vice President and Chief Corporate Affairs

"Many people say that the law is difficult to understand and not relevant to them. But this training helps service staff to understand that they are an integral part of looking after the lives of customers and must be socially responsible. As a lecturer, I am impressed by participants' willingness to learn. For the business to grow sustainably, alcoholic beverages must be sold with morality and consciousness. In addition to taking care of themselves, service staff must take care of our partners and all stakeholders. If they are able to balance these things, it enables entrepreneurs to operate happily and sustainably."

Chusri Prasertsin

Assistant Director, Office of Legal Affairs
Serve Responsibly Legal Lecturer



"I have been working in the hotel industry for about 20 years, but there are still things that I do not know or am mistaken about. Today I came here to learn about legal matters, obtain medical information, and listen to a law enforcement officer's perspective. This is the kind of information that people working in the service industry should be aware of. Thank you to ThaiBev for organizing beneficial activities for entrepreneurs in Khao Yai. I am confident that the participants in this training will be able to truly serve responsibly."

Chatbodin Klatprasert

Hotel Manager
Sala Khaoyai Hotel, Nakhon Ratchasima Province
Participant in the 6th Serve Responsibly workshop

Moving Forward in 2020

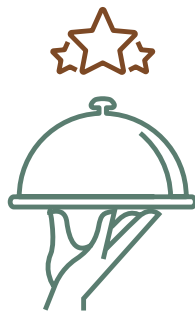
Target



Additional
150
entrepreneurs
and service staffs

from **80–100**

hotels and restaurants
in provinces popular with tourists,
such as Surat Thani (Koh Samui),
Chiang Rai, Khon Kaen, and
Nakhon Ratchasima, will attend
the workshop



The “Serve Responsibly”
Facebook page will be expanded
by adding fun activities to attract
more followers and continuously
promote the project.

The goal is to reach

2,000 followers
by 2020



The most challenging goal of the project is the expectation that

100%

of participants will use the information or knowledge
to provide services and serve responsibly. Since the training focuses
on raising awareness, therefore, it is up to the participants’ commitment
whether to provide the service responsibly and
with total regard for consumer safety.

Moving Forward

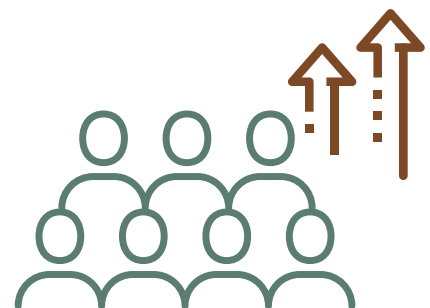
In 2025

The training program will be offered in all regions of the country.

The goal is to train
1,500 participants

(throughout the entire project’s duration) by 2025

The program will be expanded to train ThaiBev employees who work as
sales promoters (PG) and in the sales and marketing department.





GRI 404-1, GRI 404-2, GRI 404-3

Limitless Opportunities

ThaiBev creates opportunities for all employees under the concept of “Limitless Opportunities”, a proposition that has been communicated throughout the organization since 2015. Employees have the opportunity to achieve their goals in life, advance their careers, develop skills, enhance their capacities and grow with the organization. They can also build strong networks and relationships, as well as make a difference to the community and society. Happy and progressive employees will unite to drive the company’s business and lead the organization to sustainable success.

Insight

“As CEO, my job is to create value from growth and share the opportunities with our stakeholders, especially employees. It is truly our intention when we say there are limitless opportunities at ThaiBev.”

Thapana Sirivadhanabhakdi
President and CEO



ThaiBev believes that the happiness and advancement of employees are important motivating factors for them to stay with the organization for the long term. Therefore, ThaiBev has continued to provide such opportunities to its employees. As a result, ThaiBev's employees are capable and work happily with the organization for a long time. In addition, they are able to create the foundation for growth, strengthening the organization and its corporate culture. ThaiBev has seven strategies of human capital management as follows:

	Strategy 1: Clear Structure and Roles	Arrange organizational structure to be in line with the roles and responsibilities to achieve the goals of Vision 2020 and for the future.
	Strategy 2: Market-oriented Compensation and Benefits	Continuously monitor changes in the job market and the needs of personnel to analyze compensation and benefits in order to create appropriate standards for ThaiBev Group's companies.
	Strategy 3: Recognition-based Performance Management	Build a comprehensive employee performance management system and expand the system's accessibility to meet the needs of employees in each age range. Provide fair evaluation as well as development planning to unlock employees potential enabling them to work towards their goals and achieve excellence.
	Strategy 4: Holistic People Development	Promote a learning culture for employees to develop their capabilities. ThaiBev uses the principle of developing employees' potential, according to the 70: 20: 10 model for learning and development. It also promotes the development of digital technology skills, and the implementation of the individual development plan (IDP) as well as employee progress tracking.
	Strategy 5: Proactive Succession and Workforce Planning	Proactively prepare the readiness of employees and executives identified as potential successors to ensure seamless transition and business continuity; enhancing sustainability of the organization.
	Strategy 6: Strategic Talent Acquisition and Onboarding	Develop the recruitment process and the selection of personnel with appropriate knowledge, ability, and skills to perform the job as desired by the organization as well as projects to reach and attract potential candidates to join the organization, especially new generations who are looking for an organization that is agile and capable of adapting in the digital age.
	Strategy 7: Engaging Corporate Culture	Build knowledge, understanding, and engagement by strengthening a sense of oneness through the global values of the ThaiBev Group, promoting employees' continuous engagement to encourage appropriate behavior according to corporate values.

The business expansions in Thailand, Vietnam, Myanmar, Malaysia and Singapore, have increased limitless opportunities for ThaiBev Group's employees. Therefore, ThaiBev has restructured the organization, adjusted and appointed high-level executives in accordance with its business development plan as outlined in Vision 2020, and strengthened its business both domestically and internationally.

ThaiBev places importance on three key development themes: career-based people development, engaging employees through ThaiBev Global Values and performance management culture, and preparation for the future through digital experience.

Career-based People Development



With a work structure divided into product groups and support groups, both domestically and internationally, ThaiBev designs work groups based on their functions, defines the career path, and determines the necessary competency of each position. ThaiBev provides opportunities for employees to progress, plan a career path, and improve their capacities, while also recognizing their individual development plans. All of these actions

systematically developed employees to be knowledgeable, capable and ready to advance their career. Details are as follows:

1. ThaiBev designed career paths for employees in 14 job families, covering 85 percent of the total workforce in 2019. ThaiBev plans to achieve career path design and development for a total of 22 job families in 2020.

22 Job Families are Defined as Foundation for Career-based Development



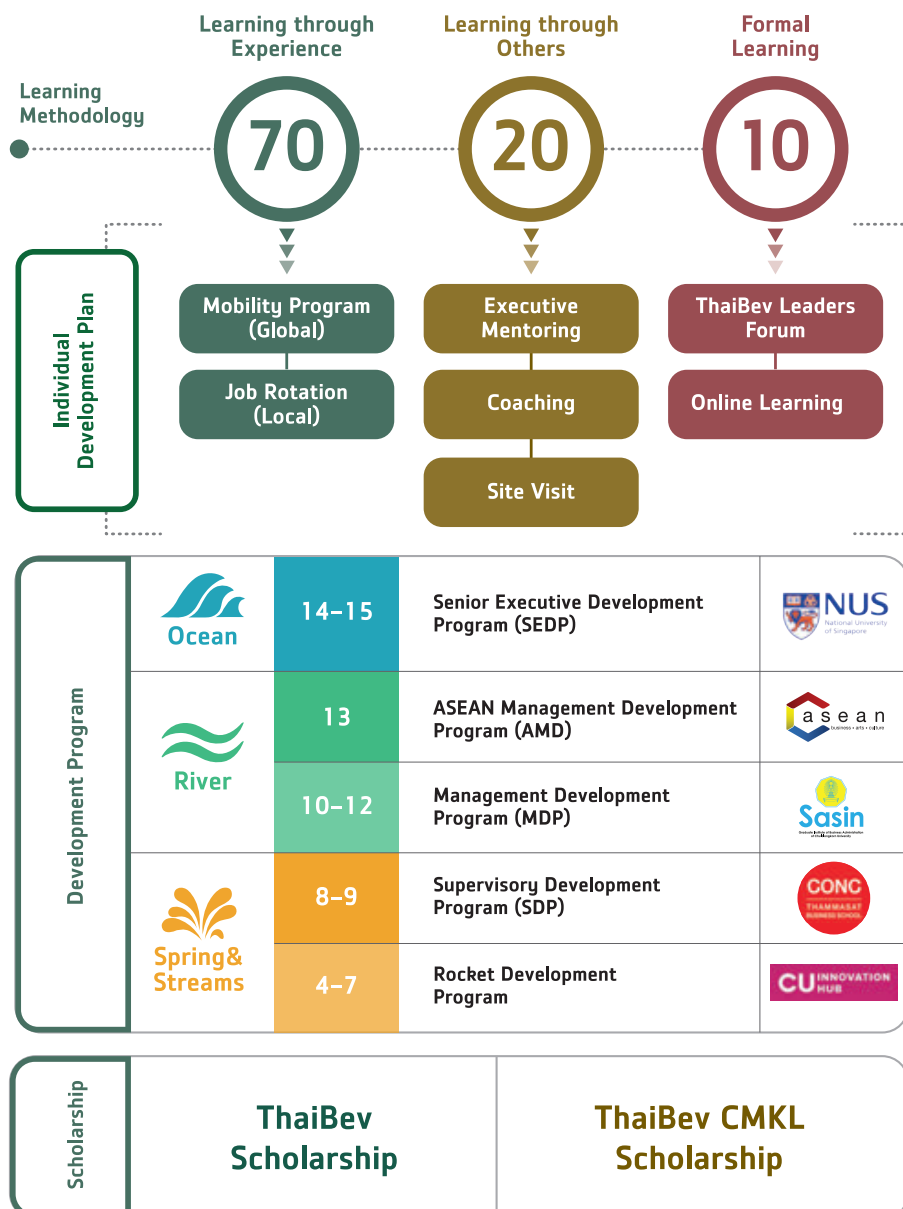
2. ThaiBev has continuously developed employee potential according to levels. The employees are divided into levels name as Spring & Streams, River and Ocean. ThaiBev uses the principle of developing employees' potential, according to the 70: 20: 10 formula, including 70 percent learning by doing, 20 percent learning from others, and 10 percent learning from formal training. The development program is divided into four types, as follows:

- Core Competency
- General Skills

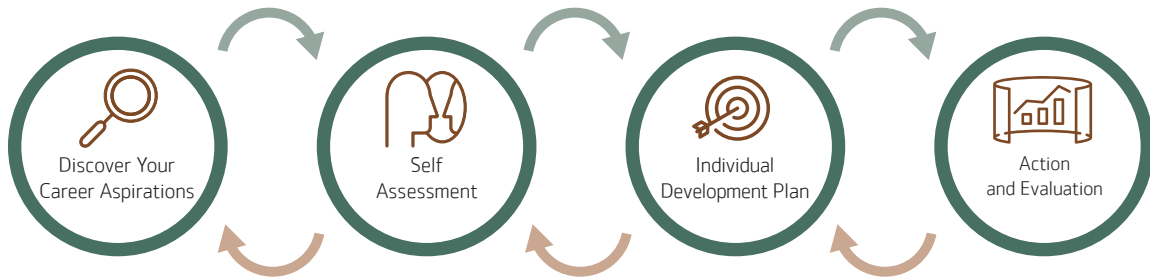
- Functional Competency
- Leadership Competency

ThaiBev has applied the Kirkpatrick Four-Level Training Evaluation Model and implemented this leadership development program among those employees who have outstanding potential. Various job levels, from top executives to supervisors, are offered learning programs, with 167 employees participating in 2019.

Talent Development Program Framework



Individual Development Planning Process



3. ThaiBev has created a holistic Individual Development Plan (IDP) with employees, covering 100 percent of employees from officer to executive level (4 and above) positions in ThaiBev, Oishi and Sermasuk. The company aims to improve weaknesses and enhance its strengths to prepare employees to advance to higher levels of their careers. In addition, ThaiBev also has a program to monitor the progress of individual development plans to ensure that those development plans are implemented seriously and achieve the goals.
4. ThaiBev has developed its employees according to Functional Training Programs. The company has applied the program after its design was completed to teach employees in three groups, including sales, finance and accounting, and human capital, creating opportunities for career development for more than 5,400 people in 2019.
5. ThaiBev has designed employee development programs to introduce new skills for employees (reskill), including cross-functional skills development (multi-skill). This has resulted in ThaiBev employees taking on opportunities in other positions within the organization, averaging about 27 percent of the total positions open in 2019.
6. ThaiBev has identified employees and prepared for succession in critical positions. In 2019, it was able to cover 94 percent of all critical positions. The continued business growth in ASEAN has contributed to create opportunities for employees to grow both at the domestic and regional levels. This also acts as a platform for the succession plan of employees so that they can develop themselves to become leaders of the organization now and in the future.

CRAFT YOUR CAREER JOURNEY

1. Career Path



Desired path to serve business growth

2. Competency Model

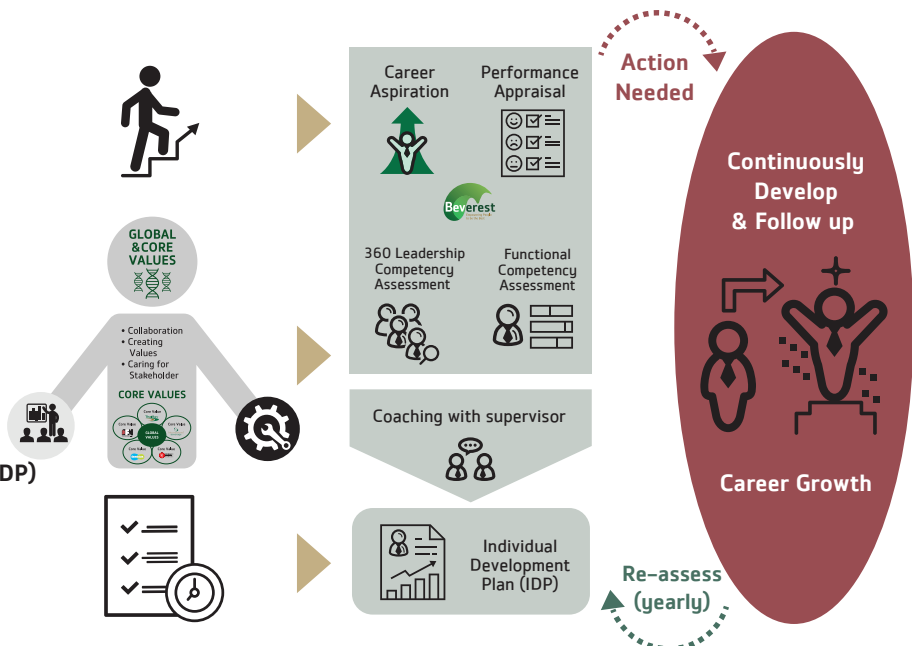


Desired people capabilities

3. Individual Development Plan (IDP)



Desired learning based on learner centricity



Employee Engagement through ThaiBev Global Values and Performance Management Culture



ThaiBev's focus is to create a culture that emphasizes excellence through performance management. During the past year, 100 percent of employees were evaluated as well as put through calibration, comparison and ranking of the evaluation scores of employees in the same group. This evaluation process is connected to the competitive compensation and welfare framework of ThaiBev, in particular, the link between performance and bonuses has been strengthened, increasing the compensation ratio related to performance excellence over the past year. This increases the average rate of bonuses for those with excellent results up to three times the average of those with good contributions, an increase from the previous average of 1.5 times in the base year.

1. ThaiBev cultivates employee engagement within the organization through the Say-Stay-Strive* model, which aims to continually improve employee engagement. In addition to help to reducing the rate of resignations, the model also encourages employees to continuously create value for ThaiBev.

*Based on the concept of Aon Hewitt (2015)

ThaiBev Employee Engagement

	Year 2015-2016	Year 2017-2018
% Employee Engagement	61	69

**Employee Engagement Survey for year 2019-2020 is executed during December 2019-February 2020

ThaiBev Employee Turnover Rate

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Total employee turnover rate	14.8	12.86	12.87	11.48	11.52

not including new mergers & acquisitions in the food business



Asia's Best Employer Brand Awards 2018

ThaiBev received three international awards organized by the Employer Branding Institute and the World HRD Congress in Singapore. Asia's Best Employer Brand Awards 2018 were based on surveys from organizations in 36 Countries in Asia and recognized ThaiBev as a leading organization in 3 categories: 1) Best Employer Brand Award 2) Dream Employer of the Year, and 3) Awards of Talent Management.



Best Companies to Work For in Asia Award

In addition, ThaiBev was awarded with the HR Asia Best Companies to Work for in Asia 2019 (Thailand Edition) from a survey of the top companies with the best corporate engagement and culture score of 2019 from HR Asia Magazine. This reflects ThaiBev's direction and commitment to improve its management of human capital to become "ASEAN Best Employer".



Collaboration

"Reduce ego and selfishness, or even the urge to be a superstar, and let's focus on mutual success like

**One Goal,
One Team"**

Dr. Pisanu Vichiensanth
 Senior Executive Vice President
 Chief Technology and Engineering Group



Creating Values

"All work can be accomplished if we cooperate and focus on the common good.

**If the organization is
successful, then
we are successful.**

I'd like to ask everyone to believe and strive to succeed. Don't give up easily."

Sithichai Chaikriangkrai
 Senior Executive Vice President
 Chief Finance Officer



Caring for Stakeholders

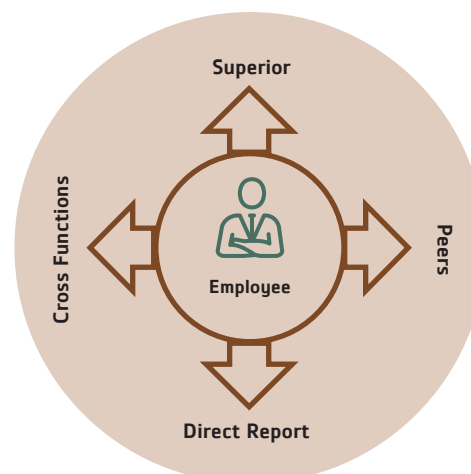
**"If not you, who?
If not now, when?
It starts with YOU."**

Uaychai Tanthaopas
 Senior Executive Vice President
 Chief Operating Officer Thailand

2. ThaiBev has successfully launched ThaiBev Global Values represented by 3Cs for Collaboration, Creating Values and Caring for Stakeholders in order for employees in the Group to share and adhere to these values as guidelines to their behavior. The three important Global Values are collaboration, creating values and caring for stakeholders.



3. ThaiBev has improved its performance assessments approach to better reflect the actual performance of employees. The components of the assessment are defined as follows: Shared KPIs, Individual KPIs and Competency Assessments by using ThaiBev Global Values in varying proportions according to the level of the employee. As compared to the previous arrangement, ThaiBev has increased the number of employees receiving multi-dimensional assessments from manager level employees to employees at supervisor level. As a result, the percentage of multi-dimensional assessment more than doubled in 2019.

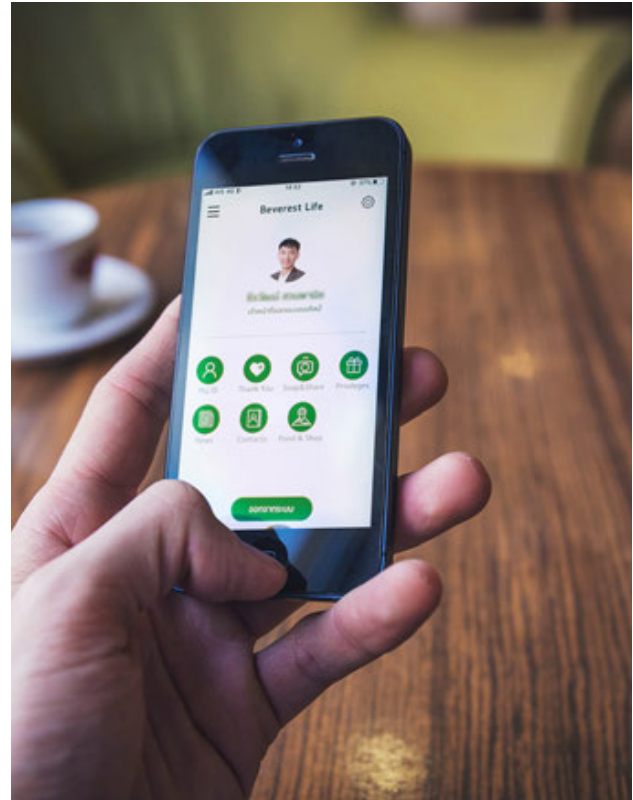


Preparation for the Future by Gaining New Digital Experience

Strategy 6

Preparing employees with digital literacy and skills to utilize digital technology innovations is an important aspect of ThaiBev's human capital development as the organization is preparing its employees to be ready for the organizational transformations required in the digital age.

Recognizing the huge impact of digital technology on the organization's success, ThaiBev has invested in the development of the Beverest system, a global system for human capital management and development. The system can support the management of all employees' information, both domestically and internationally. ThaiBev has also developed additional features in the Beverest Connect and Beverest Life applications to support its use among all employees in the organization. At present, there are 38,000 employees using the Beverest Connect system.



The Road To Digital Transformation: The key steps and competencies of digital literacy



1

Information Essentials

- Able to identify and locate information
- To store and organize information
- To evaluate and to analyze information



2

Communication Engagement

- Able to communicate in digital environments
- To share resources through online tools
- To collaborate through digital tools
- To interact and participate through digital technology



3

Content Creation

- Able to create and edit new content through various digital tools (from word, blog, image, video)
- To use calculation functions & formulas to create additional contents



4

Security and Protection

- Understand data privacy, security, and identity
- Understand security measures and sustainable use
- Able to secure data and digital identity



5

Problem Solving

- Able to identify digital needs and resources to improve work efficiency
- To innovate and create solutions through digital tools
- To solve conceptual problems through digital means

The application is developed with the aim to improve digital literacy for employees that aligns with their current lifestyles and work behaviors via smartphones. To do that, ThaiBev categorizes the digital knowledge and understanding levels of the employees into five levels as follows:

Skills Level 1: Access to information (Information)

Skills Level 2: Communicate, interact, share information (Communication/Interaction)

Skill Level 3: Create content through digital media such as document creation, calculation using formulas (Content Creation)

Skill Level 4: Know how to secure data

Skill level 5: Problem solving, know and understand what methods to use to help solve problems, improve work processes (Problem Solving)

The Beverest system also allows employees to express their opinions and express themselves creatively, as well as share knowledge, skills, and information to colleagues within the organization. At the same time, employees can learn by themselves, take responsibility for their own progress, recognize opportunities and benefits given by the organization, record training information and build a network of employees around the world. This system can be used either on a PC laptop or through a mobile phone without any limitations.



Make **"People Smile"**
Say **"Thank You"**

"All-in-One" ThaiBev smartphone portal for employees

ThaiBev Apps

- Meeting Room: Reserve meeting rooms
- TMS: Manage leave and working hours
- Privileges: Enjoy employee privileges
- e-Pay Slip: Go paperless with E-pay Slips

In addition, ThaiBev has developed the Thank You System, an application that can be used on smartphones. This system is included in the ThaiBev Life Suite under the concept "Make People Smile with Thank You." This promotes a culture of appreciation, compliments and encouragement for fellow employees who exceed their duties within the departments,

between departments or between business groups. This system is also an important mechanism to support unity as well as collaboration between departments, and also promotes corporate culture and oneness through the use of systems that drive businesses toward sustainable success in accordance with ThaiBev Global Values.

Insight



Dr. Agapol Na Songkhla
Executive Vice President and
Chief People Officer

“I believe in everyone’s great potential”

“ ThaiBev Group is moving towards 2020 as a leading ASEAN company with over 60,000 employees, of which more than half are new-generation employees or Gen-Y. The key to success is to increase the potential of employees in the digital age, joining together to energize the whole Group, especially to make ASEAN truly our home. In the past year, we have linked the Group experience with the Beverest system, a cloud system that develops the Group’s potential from the new generation to the top executives together throughout Thailand, Singapore, Malaysia, Vietnam, and Myanmar. In addition, ThaiBev received the prestigious Best Companies to Work for in Asia 2019 from *HR Asia Magazine*, which analyzes international employee culture data. This is in line with ThaiBev’s Limitless Opportunities, which features opportunities for career growth, networking, and making a difference to society, both in Thailand and ASEAN.”



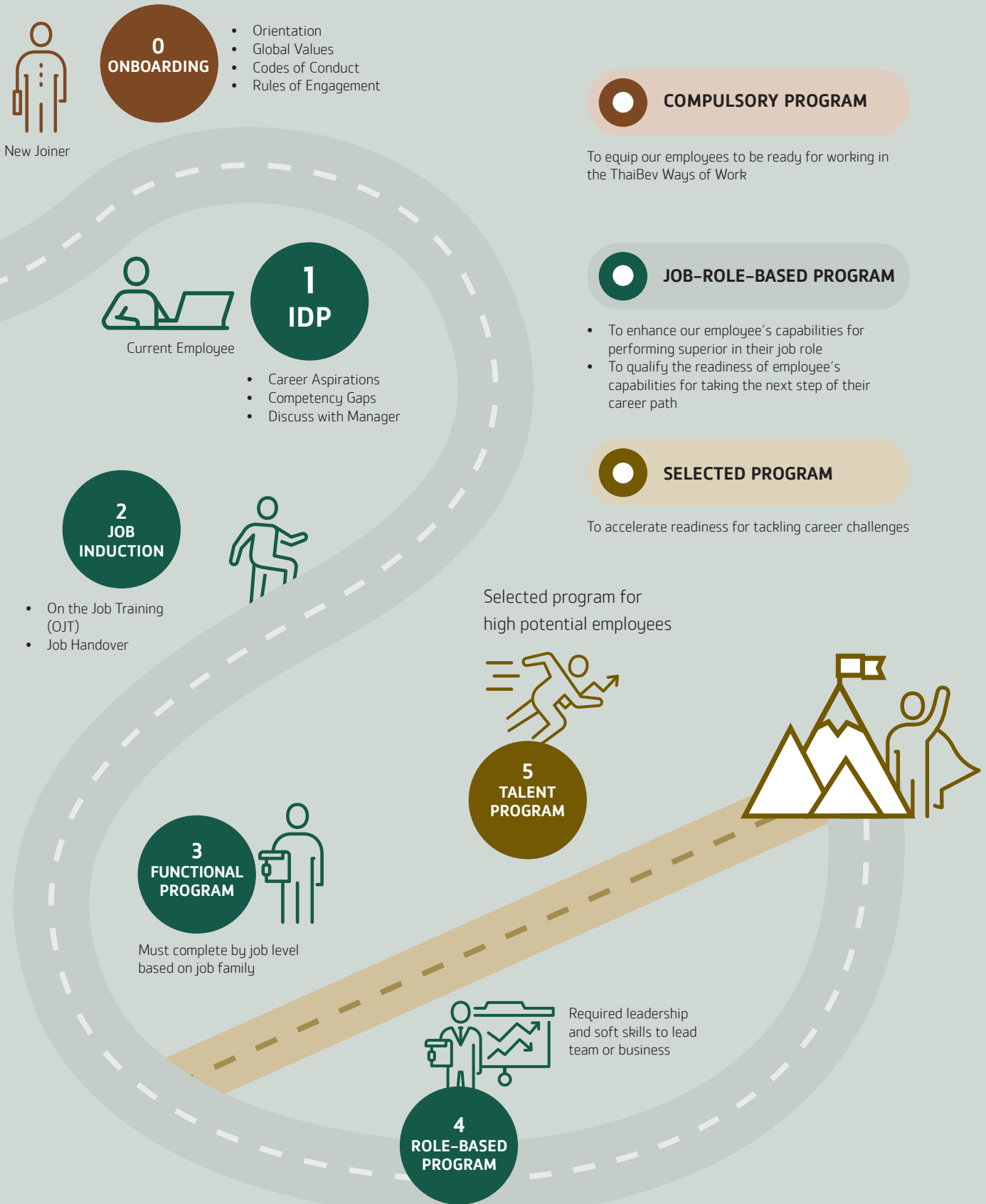
Moving Forward

1. Continue to strengthen employee engagement in the organization in line with the vision to become ASEAN's best employer by 2025. Our aim is to attract quality personnel to join the organization and retain employees working in the organization, supporting ThaiBev to become a truly stable and sustainable total beverage leader in ASEAN. In addition, ThaiBev also sets the goal that by 2022, the employee engagement rate will be higher than 75 percent.
2. Increase the skills and competency in professional work. The aim is to increase the efficiency of the work processes of employees through the enhancement of current skills (Upskill) and the addition of new skills required in other work (Reskill). This also includes the promotion of internal mobility (Mobility) by increasing cross-functional skills (Multi-Skill) according to the concept of limitless opportunities with at least 28 percent internal transfer success from total job openings. This also includes digital literacy training so that they can support the organization's transformation in the digital age and also utilize digital technology innovations to increase their own efficiency while also increasing the company's business potential.
3. Expand the scope of multi-dimensional performance assessment from management to the supervisory level. The goal is to have at least 15 percent of all employees evaluated through this multi-dimensional performance assessment by 2020. This would further strengthen systematic development of leadership competency.
4. Consistently promotes and encourages a culture of continuous improvement and learning. This culture acts as a key foundation for the organization to grow. This year, for example, the ThaiBev Sustainability Academy (TSA) was established. Its mission is to institutionalize a knowledge-rich, continuously learning and competent global workforce and culture for ThaiBev when it comes to sustainability practices.

Over the past five years, ThaiBev's Sustainability Development Centre of Excellence (COE) has built up a global network of Communities of Practice (CoPs), collective knowledge of good sustainable practices from internal and external practitioners, and DJSI membership experience since 2015. The plan is for TSA to leverage these experiences, resources and assets through its curriculum's framework design and development, and through knowledge propagation.

Beyond ThaiBev, TSA programs are designed to include alliances and partnerships with corporate communities, sustainability luminaries and global subject matter experts in the exchange of knowledge and experiences through conferences, workshops and site visits. TSA represents another one of ThaiBev's commitments to "Creating & Sharing the Value of Growth" for a stronger and better sustainable economy, community and planet, as aspired through Vision 2025.
5. Promote the use of the ThaiBev Thank You System to all employees both in the country and overseas. The target is to have at least 10,000 users by 2020.

ThaiBev's Employee Learning Journey Guidelines For Your Learning Journey





GRI 403-1, GRI 403-2, GRI 403-5,
GRI 403-6, GRI 403-8, GRI 403-9,
GRI 403-10

Safety, Occupational Health, Work Environment, and Employee Wellbeing

ThaiBev is committed to raising standards related to safety, occupational health, and the work environment for its employees throughout ThaiBev Group. It aims to ensure that all departments operate in accordance with strict safety, occupational health, and work environment standards, both domestically and internationally. ThaiBev also promotes improvement of the work conditions and creates an atmosphere in which employees can work happily.



To maintain a high quality of life and health for employees, ThaiBev has established guidelines for safety, occupational health, work environment, and employees wellbeing as follows:

- Establish guidelines and standards for safety, occupational health, and work environment
- Record, inspect and collect data on safety and accidents in the workplace, and prepare safety reports for executives in accordance with ThaiBev standards
- Establish and review safety metrics and goals related to occupational health and the work environment of the ThaiBev Group to assess the effectiveness of operations, as well as to prepare for annual verification by third-party assurance
- Provide basic safety and occupational health training for ThaiBev employees and contractors and advanced training for executives
- Communicate and strengthen the culture of safety and the importance of occupational health and a positive work environment; organize activities to proactively educate employees and contractors about health and safety



- Administer the welfare and benefits for employees and their families to encourage retention, create feelings of attachment to the organization, and cultivate a happy workplace
- Support employees' good health by providing annual health checkup for all employees, which are designed to deal with the risk at employee's type of work Financial support and accident insurance is also provided to help employees with their medical expenses

In 2019, ThaiBev focused on the communication and implementation of safety, occupational health, and work environment guidelines to create employee's happiness and wellbeing in the workplace. Key activities in 2019 were as follows:

Safety

- The safety team from the corporate office conducted on-site inspections to audit the safety standards of companies of the ThaiBev Group in Thailand, Singapore, Malaysia and Myanmar
- A new data collection and reporting system was developed in the ThaiBev Group to collect safety and occupational health data in accordance with the Global Reporting Initiative (GRI) standards. The data was analyzed for safety performance indicators to ensure that operations are properly monitored and that corrective actions are taken in a timely manner. ThaiBev regularly reports the safety performance of each subsidiary to the product group's top executives.
- In 2019, Safety training was provided for employees and safety officers, such as ThaiBev Group Standard Safety Workshop, ISO 45001 Standard Training, and Safety Officer Training in various business groups. Safe-driving training was also expanded to office workers who drive their own vehicles.
- An internal safety data audit team for each product group was set up. Knowledge and workshops were provided to ensure that safety information was reported accurately and in accordance with international standards. Safety information was verified by third-party assurance.

Occupational Health

- Care – ThaiBev cares for its employees' health and hygiene by providing doctors and nurses for medical treatment and health consultations. In addition, the company has agreements with nearby hospitals to treat injured or sick employees, so they can quickly and conveniently receive medical treatment day or night.
- Prevention – The company pays attention to the prevention of diseases and illness for its employees such as providing an annual flu vaccination to employees.
- Treatment – ThaiBev provides support for outpatient medical expenses for employees, in addition to the social security contributions that the company pays under the law. The company also provides accident insurance and inpatient illness insurance for all employees.
- Checkups – ThaiBev arranges different health checks for all employees according to gender, age, and risk factors. These include, prostate and breast cancer screening for employees in certain age groups and an additional check-up for factory employees to deal with their health risk. ThaiBev also arranges health checks and electrocardiograms for employees' parents in family-related events.
- Education – ThaiBev provides educational materials about healthcare and common diseases for employees and their family members; such as knowledge about office syndrome and stress reduction. In addition, the company also provides basic life saving skills training for employees, and first aid CPR AED training course.





Working Environment

- **Opening a new office at ThaiBev Quarter**

ThaiBev has opened a new office in the ThaiBev Quarter at the heart of Bangkok. The new facility supports business growth at the international level, with a total usable area of 48,273 square meters. The new office features modern decoration. There are small and large meeting rooms, virtual offices, and an exhibition space for employees and guests. The new office provides a great lifestyle for ThaiBev employees with the following facilities: restaurants, access to a hospital and bank, fitness facilities, recreation room, sports area, basketball court, futsal court, tennis court, and karaoke room.

- **Ergonomic workplace**

ThaiBev ensures that jobs assigned to employees are appropriate for them by providing tools and work equipment, office furniture, and work processes that are suitable and ergonomic. In addition, ThaiBev analyzes working processes to make sure they are suitable for the capability of each employee group.



Employee Wellbeing

ThaiBev aims to create a happy workplace for its employees. In addition to being fairly compensated, having opportunities for promotion, and receiving employee benefits, ThaiBev offers activities and projects to continuously create happiness among its employees and make them feel engaged with the company.

- **Establish working groups to promote the health and wellbeing of employees.**

In 2019, ThaiBev formed a working team to promote the health and wellbeing of its employees. The working team consists of representatives from various departments. The objective is to promote a happy workplace.

- **Increase employee benefits**

ThaiBev revised the work regulations of the company and its subsidiaries in 2019 by adding benefits for employees more than those required by law. For example, increased maternity leave days for female employees and paternity leave days for male employees to take care of newborn babies, increased business leave days for daily workers, and increased compensation for employees.

- **More freedom for employees with flexible work rules**

ThaiBev recognizes the importance of family to its employees. In 2019, ThaiBev gave employees the freedom to choose their daily work schedule by announcing flexible working hours for employees of ThaiBev and its subsidiaries working at ThaiBev Quarter facility. This project officially launched on June 15, 2019 with 250 employees participating initially. ThaiBev encourages its employees to have a healthy work-life balance. Employees can choose to avoid traffic congestion during rush hours in the morning and evening to reduce stress. In addition, ThaiBev provides co-working spaces for employees to communicate and meeting with their teams. It also provides non-fixed desks or 'hot seats' so that employees can choose their seats to work more conveniently; they can change their seats each day as needed.

- **Reduce cases of office syndrome**

Physical and mental comfort can result in positive thinking and increased work efficiency. ThaiBev hires professional massage therapists to treat employees at the corporate office and various factories to reduce tension and fatigue in the neck, shoulders and upper arms. Massage services are provided every Monday and Thursday, throughout the year. In 2019, more than 1,000 employees used the service.

- **Provide employment opportunities for people with disabilities**

ThaiBev offers employment opportunities for people with disabilities. In 2019, 36 subsidiaries under the ThaiBev Group recruited a total of 496 people with four types of disabilities (disabilities of movement, vision, hearing, and intellect) as a way to help the disabled to be self-reliant with dignity the same as others.



- **Caring for senior employees**

ThaiBev believes in the potential of the elderly. The company is committed to providing opportunities for senior employees who want to continue working after retirement under employment terms and conditions set by the company. ThaiBev provides flexible and suitable working hours for elderly employees. They can choose their working days according to the schedule specified each week as needed. Currently, there are 245 senior employees over 60 years old with in-depth experience, who chose to continue working for the company. Providing such opportunities helps the elderly to be proud of themselves and helps alleviate their financial burdens, allowing them to continue to support themselves and their families.

In addition, ThaiBev has organized a program to prepare employees for retirement. This program enhances their knowledge in various fields for their benefit and wellbeing in the future. This year, ThaiBev held a lecture on benefits and privileges that employees are eligible to receive from the company and the government – both prior to, and after retirement. Other lectures were given on physical and mental health, money management, and various career channels and hobbies for senior employees to consider in order to better manage their lives after retirement. These lectures have been broadcast live to employees in 23 factories and other agencies, with more than 500 viewers.

ThaiBev has organized a Monday flea market to give retired employees the opportunity to earn extra income by selling food and other products. The market gives retired employees additional career opportunities, hobbies, and extra income every Monday throughout the year.



• Caring for employees' families

In addition to caring for its employees, ThaiBev is proud to be involved in looking after employees' families, including both children and parents.

Day Care for ThaiBev Kids Project is an activity that allows employees to bring their young school-age children to work during the school break. Children spend their free time doing artistic activities and learning life skills in various areas. This project helps to ease the burden of childcare for employees and their families, and allows employees to spend more time with their children.

Furthermore, the "Love Mother Project... Nurture the Heart" was organized by ThaiBev for employees to bring their parents for a health check-up and electrocardiogram exam. The events feature lectures from doctors and healthcare experts about physical and mental health, booths with various learning activities for participants, such as basic life-saving training. More than 230 employees and their parents attended this event.

Insights



Arunya Wudhikanakorn
Group Key Account Manager
Modern Trade Management Co., Ltd.

"I have been working at ThaiBev for eleven years. I am proud to be working at this organization because since I began here, I have seen the company changing continuously into a good direction. The executives have a wide vision to develop the organization to grow rapidly, become strong and sustainable, and give back to society too.

Working at ThaiBev, I have been impressed by many things. For example, the company has supervisors who provide advice and support our work. We have good colleagues here, and the company gives importance to employees at all levels. It also provides training for the employees to develop themselves, gain knowledge and grow together with the organization. The company has many activities for its employees. In addition, the company also cares about the safety of the employees. It creates a pleasant working environment for employees to be happy."

Moving Forward

1. ThaiBev is building awareness among employees and contractors to promote a culture of safety, and expanding programs for occupational health and a safe working environment to ThaiBev subsidiaries in ASEAN.
2. Reduce the Lost Time Injury Frequency Rate (LTIFR) of employees and contractors. The goal is to achieve a LTIFR of 1.0 by 2022.
3. Continue to instill road-safety discipline among employees working in transportation-related jobs, and also among general employees who drive cars and motorcycles to reduce the high traffic-accident death rate among employees from the 2017 and 2018 levels. Most of the deaths were caused by accidents due to traffic violations and lack of discipline. ThaiBev will organize training and activities to foster road safety among its employees. The project will be extended in scope to employees in other regions as well as agents.
4. Build a safety network of safety officers in the ThaiBev Group throughout ASEAN as an important mechanism to increase the effectiveness of safety activities and allow more extensive communication and exchange of safety knowledge and information among members. Provide advanced safety training to safety officers on a regular basis.
5. Create a health profile for each employee for statistical analysis with a focus to proactively administer physical and mental health care prior to being sick. Raise awareness, encourage employees to exercise and maintain good hygiene for themselves and their families, reduce work-related stress, and provide vaccinations against diseases that occur frequently among employees to promote a healthier, quality life, and happy workplace.





GRI 103-1, GRI 103-2, GRI 103-3,
GRI 412-1, GRI 412-2

Human Rights

Human rights are fundamental rights relating to life, body, mind, thoughts, and wellbeing that all humans are equally entitled. ThaiBev conducts its business by adhering to the principles of Human Rights and respecting the Human Rights of all stakeholders, including employees, suppliers, and business partners. ThaiBev is also committed to complying with the provisions of International Human Rights Standards, International Labor Standards, the United Nation Universal Declaration of Human Rights, the International Labor Organization (ILO) Declaration on Fundamental Principles and Rights at Work, Thailand's Labour Protection Act (No. 6) B.E. 2560 (2017), and with respect for the ILO.

ThaiBev sets guidelines for the Human Rights management throughout the value chain as follows:

- Respect Human Rights by treating all parts of the business equally without discriminating between employees, communities, business partners, including children and women, disabled and disadvantaged people, indigenous groups, local communities, and foreign workers.
- Proactively tackling Human Rights issues through the Human Rights due diligence process, examining violations of Human Rights through the company's mechanism on the promotion and protection of Human Rights, and regularly inspecting and monitoring potential Human Rights impacts.
- Communicate Human Rights practices to all stakeholders, and providing a transparent and effective channel for complaints, establishing a fair treatment process for those who are affected. In addition, ThaiBev has appointed a labor relations team to advise employees when violations occur in the company.
- Provide knowledge, training and support for employees, suppliers, and customer to strictly respect the Human Rights of all stakeholders in their businesses by taking into consideration ThaiBev's policies and regulations, such as ThaiBev's Code of Business Conduct, Supplier Code of Practice, and Human Rights Policy. In 2019, a Human Rights workshop was organized for selected employees from various departments at risk of potentially causing Human Rights violations, such as Production, Logistic, Procurement, Sales and Marketing, and Human Capital, to educate them about Human Rights risks.

In 2019, there were no Human Rights violations reported in ThaiBev. However, ThaiBev is aware that its business activities may be directly or indirectly linked to a violation of the Human Rights of stakeholders. ThaiBev is therefore seriously committed to reducing the risk and potential violations by consistently using ThaiBev's Human Rights risk assessment mechanisms. In addition, the company has implemented additional mitigation measures to solve and reduce the likelihood of Human Rights violations that may result from ThaiBev's business activities.



Projects and Initiatives in support of the Human Rights Policy

1. Establishing a Human Rights

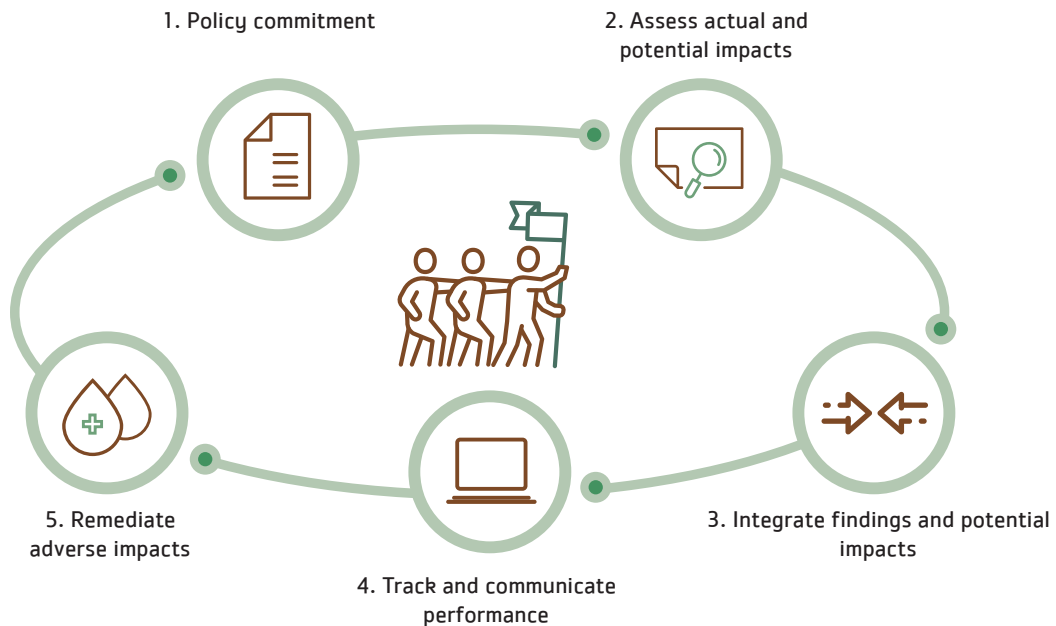
Due Diligence Process

This program has been organized for the third year since its inception in 2017. In 2019, ThaiBev has identified three important Human Rights risks, which are:

- Employee health and safety
- Employee working conditions
- Community health and safety

The next process is to hold a meeting among all relevant parties to find root causes for collaborative solutions, track success, and further communicate to those involved.

ThaiBev's Human Rights Due Diligence Process



2. Establishing Employee Wellness Management Working Team

Every ThaiBev employee is an important stakeholder of the company and their Human Rights must be honored. Therefore, all employees will be taken care of by the Wellness Management Working Team and the Welfare Committee. This allows employees to fully demonstrate their potential under a suitable working environment. In addition, paying attention to the health of employees, both physical and mental, helps make ThaiBev employees work happily. The Employee Wellness Management Working Team is also an important channel for receiving complaints and learning about grievances from employees whose human rights have been violated.



3. Selection and Inspection of manufacturers and service providers for Human Rights risks

ThaiBev has established the Supplier Code of Practice covering the Human Rights issues, which apply to all suppliers. In addition, ThaiBev has a process to identify the Human Rights risk of its suppliers, beginning from the selection of new suppliers to annual Human Rights risk assessment for active suppliers.

To serve as a communication channel with its suppliers, the company has established an online portal for buying and selling products, namely the Supplier

Life Cycle Management (SLCM) system (<http://www.paninter.com/home>). The system requires all new suppliers to comply with the Supplier Code of Practice and undertake risk assessments, including Human Rights, before registering as a company supplier. ThaiBev also has a Procurement Service Center that receives complaints, and tracks and solves problems related to procurement, including coverage of Human Rights issues as well. All of these mechanisms are used to regularly monitor the suppliers' procurement processes and operations to ensure they meet the company's human rights requirements and policies.

Insights



"Participating in the Human Rights workshop has helped me understand clearly that Human Rights are an important issue in the context of procurement. This is particularly relevant to the contractor's employment that I am responsible for, which is a group at risk of Human Rights violation in terms of compensation, and occupational health and safety. In mitigating these risks, ThaiBev has considered Human Rights risks starting from the selection of contractors and stipulated conditions in the contract of employment. In addition, the company has a process for regularly inspecting business partners to ensure that these business partners are aware and comply with ThaiBev's Human Rights requirements and treat their employees fairly."

Saksayam Arunsang

Category Manager, Construction and Material Handling Procurement
Pan International (Thailand) Co., Ltd.

Moving Forward

- ThaiBev plans to create knowledge and understanding about Human Rights by communicating and providing ongoing trainings and workshops for its employees both domestic and overseas, as well as for its contractors and suppliers. The company organizes annual training and includes Human Rights topics in its new employee orientation program.
- ThaiBev proceeds to improve the three risk issues identified in the Human Rights inspection process in 2019, including employee health and safety, employee working conditions, and community health and safety. In addition, ThaiBev is committed to prevent risks that may occur in the future by implementing measures to ensure safety, occupational health for the working environment and wellbeing of employees in all regions continuously and extensively. It will also organize safety activities for employees in companies in the ThaiBev Group, as well as a project to develop paramedic and rescue experts at the operation sites and communities around the factories.
- ThaiBev performs on-site risk assessment, including Human Rights issues, for all of its critical tier 1 suppliers. The company also collaborates with these key suppliers to mitigate Human Rights risks that could arise from its non-tier 1 suppliers.



GRI 102-11, GRI 102-13, GRI 102-15,
GRI 102-16, GRI 102-17, GRI 201-2,
GRI 205-2, GRI 205-3, GRI 415-1, GRI 419-1

Corporate Governance and Compliance

Good Corporate Governance is an international corporate management method and an important factor in the organization's efficiency improvement. It shows that the organization's management system is efficient and transparent and its operation is aligned with the principles of corporate governance. This creates confidence and trust among shareholders and stakeholders, strengthens ThaiBev's competitiveness at an international level, and boosts the performance while taking long-term impacts into account. It also ensures that the Company conducts its business in an ethical way, and respects the rights of and is responsible for shareholders and stakeholders, as expected by the business sector, investors, capital market, and society.

Good Corporate Governance

ThaiBev emphasizes principles of good corporate governance in line with its Code of Business Conduct. Appropriate risk management plans are established in accordance with the Company's sustainable development approach and information is adequately disclosed to give confidence to shareholders, investors, employees, customers, and stakeholders. ThaiBev also determines to support and develop customers' business potential for stronger and more sustainable growth in order to add value for shareholders in the long term while considering all stakeholders inside and outside the organization.

The Board of Directors takes the leadership role in the organization and ensures its leading position in the business by determining the directions, strategies, operational objectives, and long-term success for the companies in ThaiBev Group. This allows ThaiBev's business to be conducted according to its core business plans and the shareholders' resolutions in an honest manner under the law and the Company's objectives and articles of association. The Board of Directors also oversees that the companies in ThaiBev Group and their subsidiaries comply with the rules and regulations of the Singapore Exchange and other relevant stock exchanges. (The Company's organizational structure and Corporate Governance Report are in the Annual Report 2019 and on the website www.thaibev.com)

Furthermore, ThaiBev has announced the use of Whistleblowing Policy as a way to emphasize the importance of receiving and responding to the concerns about suspected wrongdoings within the company, which are raised by directors, executives, and employees. In 2019, there were no significant incidents of conflict found and no significant cases of grievances related to ethics were investigated and found to be valid.



Code of Business Conduct

Business ethics are a key part of enabling business growth, stability, sustainability, and social acceptance. ThaiBev has established its Code of Business Conduct with the intention of



Nanthika Ninvoraskul

Senior Vice President and Chief Corporate Support representatively received the "Most Transparent Company Award in the Consumer Staples Category" at the SIAS Investors' Choice Award 2019 in Singapore. The award is a symbol of good corporate governance in terms of transparency in disclosing information to investors.

integrity, legal compliance, and the observance of morality and ethics. The executives, managers, and employees all have the responsibility to adhere to the Code of Business Conduct, so that ThaiBev achieves its objective of upholding ethical conduct and maintaining ethical standards.

ThaiBev has a duty to maintain transparency in its operations and protect the interests of its shareholders by considering market conditions and risk factors, both present and future. The company must act correctly towards employees, customers and all its trading partners. ThaiBev is committed that its employees truly understand the content and meaning of the Code of Business Conduct; at every level, ThaiBev personnel are bound to accept and follow the code. If every person connected with the company accepts and practices the Code of Business Conduct under the policy of good governance, the results shall be as follows:

- The company will be able to uphold its responsibility toward society and all stakeholders
- Employees will work efficiently
- There will be fairness
- Employees will have dignity and integrity
- The company will be more socially accepted
- Employees' happiness and wellbeing

Anti-Corruption

ThaiBev recognizes the importance of transparency and morality, and adheres to the principles of fairness and compliance with the Code of Business Conduct, while striving to provide maximum benefits for all stakeholders in its business operations, in Thailand and abroad. ThaiBev's anti-corruption policy has established practices to protect against corruption, and to serve as a guideline for promoting business sustainability and stability in the future.

In the case of changes to the business, regulations, standards, and the law, the President and CEO is responsible to monitor and implement an efficient anti-corruption system, report to the Chair of the Board of Directors and the Audit Committee; and review and revise policies to ensure they are up-to-date and responsive to any changes. The company has specified the roles and duties of all parties as follows:

- High-level executives are responsible for making sure that board members, supervisors and employees understand policy compliance, encouraging them to be vigilant and proactive.
- Board members and employees have the duty to maintain the highest standards when doing business.
- Employees must not turn away from, or neglect evidence of corruption.
- Employees must cooperate with investigations into the facts.

Failure to act in accordance with this policy is a severe disciplinary offense; it is a violation of the ThaiBev employment contract and a criminal offense. Furthermore, violating this policy may cause severe damage to the company's reputation and status. If corruption is discovered, it should be reported to the employee's line manager. If a person is discovered to commit an offense, they will be punished according to ThaiBev's regulations and prosecuted under the law.

Handling Complaints

ThaiBev has a policy that all employees are obligated to file a complaint if they discover an act that may be considered wrongdoing.

- If a board member has a complaint, the board member should file the complaint to the Chairman of the Board to investigate.

- If an employee has a complaint, the employee should file the complaint in writing through the recommended channels, giving their name and contact details and file it with a responsible company official.
- Every employee may report suspicious information directly to the President and CEO through the email whistleblowing@thaibev.com, or send it directly to executives.
- ThaiBev is ready to protect any employee who files a complaint with a factual basis; confidentiality will be maintained while taking strict action against wrongdoing.
- An employee filing a complaint will be free of repercussions or damage if the complaint is filed in good faith.
- Appropriate action will be taken to protect executives and employees from any harm that may arise from filing the complaint.

When an employee files a complaint, ThaiBev will decide how to proceed. If it is found afterwards that the complaint was false, corrupt, malicious, careless, or for personal benefit, this will be considered a disciplinary offense as stated in the ThaiBev Employee Handbook. Channels for filing complaints are publicized through the company's internal media.

Breaches of Regulations and the Law

ThaiBev requires that all employees comply with its rules and regulations, and the laws of countries that ThaiBev operates in. Any breach of applicable regulations in terms of ethics, organizational standards of excellence, or violations of human rights on the business premises must be stopped immediately and appropriate measures taken. In 2019, some minor cases were reported. Breaches were categorized by the monetary value of the action. Major cases involve a monetary value of 300,000 baht or more; minor cases involve less than 300,000 baht. To prevent breaches of the regulations, ThaiBev has implemented the following procedures to prevent corruption:

Note: More details on minor and major cases of regulations and laws violation can be found at www.sustainability.thaibev.com

Corruption Reducing Guideline

1. ThaiBev provides orientation to new employees and executives.
2. Online training courses are provided.
3. ThaiBev communicates business ethics to employees and executives and makes efforts to ensure that they understand.
4. ThaiBev strives to communicate the Code of Business Conduct to employees and executives and make sure they understand they are required to follow the code.
5. If fraud is discovered, decisive action will be taken. This may involve legal action.
6. Internal audits for corruption is conducted on regular basis.

Adapting to Regulatory Change

Last year, the government revised laws concerning water regulations and strengthened protections for employees, among others. These changes may affect ThaiBev's exposure to risks, or could lead to the loss of certain business opportunities. ThaiBev therefore will conduct a complete review of its policies and operations to abide by the aforementioned laws, as follows:

- **Water Resources Act B.E. 2561**

This Act is a law related to the allocation, consumption, development, management, restoration, and conservation of water resources, and water rights, effective January 27, 2019. The sections of the law related to water allocation and consumption, water usage permit requests and issuance, and the collection of water fees will come into effect on January 27, 2021. Obtaining a water usage permit requires a water management plan. ThaiBev Group has drafted water management plans that use the principle of the 3Rs to reduce water usage, reuse and recycle water, by taking the following actions:

- Digging wells to store water from both rainwater and public water sources, while taking into consideration the potential impact on the communities surrounding ThaiBev Group facilities.
- Building walls to prevent flooding of ThaiBev Group facilities and to prevent leakage of waste from factories into flood waters, to avoid negative impacts on surrounding communities.
- Reducing the use of groundwater to prevent land subsidence and to prevent saltwater intrusion into aquifers.
- Digging ponds to collect rainwater and replenish groundwater.
- Reusing treated water to water plants and cleaning.
- Reusing water in a manner that does not reduce the quality or safety of ThaiBev products.

- **Revenue Code Amendment Act (No. 47) B.E. 2561**

This Act is a measure to prevent the unethical fixing of transfer prices between related companies or juristic partnerships. This law is not effective until the 2020 accounting period. But in order to ensure maximum transparency, ThaiBev Group has hired a consultant to examine these transactions between ThaiBev-related entities to certify that the prices agreed upon are based on the 'Arm's Length Price principle'. (The Arm's-Length Principle of transfer pricing states that the amount charged by one related party to another for a product must be the same as if the parties were not related, e.g., the same price that would be charged on the open market). ThaiBev has already prepared transfer pricing documents for the whole group and each subsidiary company, starting with the non-alcoholic beverage business group.

- **Labor Protection Act (No. 7) B.E. 2562**

This Act specifies that employees are entitled to take up to three paid days per year for personal business leave. Furthermore, it states that a pregnant employee may take up to 98 days of maternity leave for each pregnancy (including leave for prenatal screenings), with wages paid for no more than 45 days. New compensation rates for employees who have worked continuously for more than 20 years have also been set. The Act also amended the rules for relocating an enterprise to include a relocation to a new location or other location owned by the employer. ThaiBev has amended the Group's work regulations to comply with the law and offer more benefits to employees. In order to comply with the amended labor law, the Group has provided additional benefits to employees as follows:

- Employees are entitled to take up to six days per year for personal business leave but only up to three paid days.
- Maternity leave has been increased to 100 days, with wages paid not exceeding 55 days.

- **Land and Buildings Tax Act B.E. 2562**

This Act came into effect on March 13, 2019. However, taxes on land and buildings will be collected in 2020. ThaiBev is aware of the changes in the taxation of land and buildings and has a policy to manage the land and buildings owned to meet the conditions of the law and to generate economic value for the company, employees, communities, and the country. ThaiBev provides an opportunity for employees or their families to rent areas owned by the company to increase their income and to build a stronger relationship with the Group. It also encourages the villagers in the communities around the Group's facilities to rent agricultural land for farming. The Group already has provided 14 employees and their families, 23 villagers around the operational facilities, and one other person, with a rental contract covering a total area of 624 rai of land.

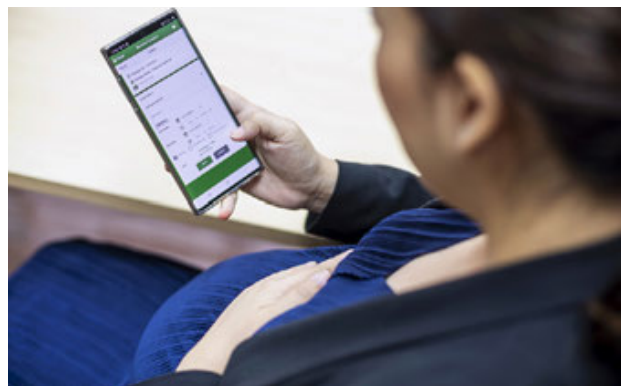
- **Personal Data Protection Act B.E. 2562**

This Act came into effect on May 28, 2019. However, the rules regulating the protection of personal data, the rights of personal data owners, complaints, civil liability, and penalties will come into effect on May 28, 2020. The law defines the duties of personal data controllers, such as data security, and granting rights to inspect, edit and delete information for personal data owners. The assessment of the data protection standards then places emphasis on the protection of personal data. ThaiBev will specify a form of requesting consent from the personal data owner, a process to support the exercise other rights of the data owners, and data transfer between business units. It will also establish a privacy policy to protect the security of personal information in accordance with the new standards.

ThaiBev and Public Policy

ThaiBev is committed to conducting its business according to the principles of good governance, by focusing on integrity and transparency, with a framework of fairness and accountability. ThaiBev coordinates with and supports various governmental organizations with the aim to increase competitiveness, strengthen its partnership network, and enhance opportunities for growth. The agencies that ThaiBev has made major contributions to in the past year include the Chamber of Commerce and Board of Trade of Thailand, the Federation of Thai Industries, the Thai-UK Business Leadership Council (TUBLC), and the Thai-Vietnamese Business Council. In 2019, ThaiBev collaborated with these agencies in the following ways:

1. For commercial benefits and to strengthen competitiveness, ThaiBev became a member of the Chamber of Commerce, and Board of Trade of Thailand, and the Thai-UK Business Leadership Council (TUBLC). ThaiBev received information about industrial developments and government regulations and provided input and suggestions about how certain policies can benefit both consumers and the industrial sector.
2. To further expand ThaiBev's growing network of companies in the food and beverage industry, the company supported activities and events, participated in knowledge-sharing, and/or provided financial support to strengthen existing government and private sector policies that would be beneficial for the entire industry to grow stronger, more sustainable and stable.



Examples of support for various organizations

- **The Chamber of Commerce and Board of Trade of Thailand**

ThaiBev provides financial support in the form of a membership fee and facilitates the promotion of practices that are in line with the vision and plans determined by government policies, including announcements from the Office of the Prime Minister, Ministerial Regulations, and Excise Regulations for the greatest benefit of the industry. ThaiBev participates and presents opinions at the Annual General Meeting of the Chamber of Commerce and Board of Trade of Thailand. In this way, ThaiBev stays informed about changes in regulations and specifications and has the opportunity to review draft government policies and regulations. This enables ThaiBev to develop measures to mitigate any possible impacts on business and to formulate plans to manage changes initiated by the government while creating the greatest benefit for the industry.

- **The Thai Institute of Packaging and Recycling Management for Sustainable Environment (TIPMSE), through the Federation of Thai Industries**

ThaiBev supports the promotion of the 3Rs principles, reduce, reuse and recycle, including packaging practices that focus on sustainable environmental protection. In order to do so, ThaiBev supports the creation of knowledge and understanding of used packaging and recyclable materials from origin to destination. The company has organized a campaign and public relations to raise awareness of waste separation in all sectors. It has also built a learning center to serve as a source of information on managing used packaging and recyclable materials. In addition, ThaiBev supports driving and promoting packaging management under the concept of Closed Loop Packaging or CLP by using recycled packaging as a new raw material. This activity is in line with the SDG Goal 12 on Sustainable Production and Consumption in three ways: Education, creating knowledge for proper management through media and activities such as training and seminars; Promotion, creating packaging management models from origin to destination in order to return the packaging back into the recycling process and; Connection, linking all the packaging management cycles to be fully connected. ThaiBev also provides knowledge sharing between its suppliers in the beverage industry as a collaboration of

the private sector in the management of used packaging to ensure sustainability in production and consumption and creating environmental friendliness in Thailand.

- **The Federation of Thai Industries**

ThaiBev supports the Federation of Thai Industries by building a new smart office in order to accommodate its members and people who receive services from the Federation (SMART SERVICE). In addition to support in the form of a membership fee, ThaiBev also supports the Federation's annual operations and activities such as The "Annual Red Cross Fair". Furthermore, ThaiBev provides research funds to the Federation to support packaging management and campaigns for all sectors to separate used packaging from waste from origin and reduce the environmental impact in Thailand sustainably. ThaiBev is also working with the Federation of Thai Industries in driving the Industry Transformation policy with the aim of pushing the Thai industry forward to become internationally recognized as a way to help develop the country's economy. Through representatives, ThaiBev takes part in discussions and helps implement policies such as developing innovation and human capital, enhancing industrial efficiency and strengthening new entrepreneurs.

- **Thai-UK Business Leadership Council: TUBLC**

Joining the Thai-UK Business Leadership Council (TUBLC) enabled ThaiBev to become more aware of economic trends, trade policies, and various factors that affect international trade and investment. ThaiBev also exchanged views on challenges of joint investment in order to plan operations for greater potential and competitiveness.

- **Thai-Vietnam Business Council**

ThaiBev is a board member of the Thai-Vietnam Business council. Its participation is intended to increase trade and investment relations through promotion and facilitation of technology transfer and information exchange between partners as well as solutions to solve business problems and decrease barriers to prosperity between Thailand and Vietnam.

Performance Summary

Economic Performance

Indicators	Performance	Unit	2016	2017	2018	2019
GRI 201-1	Economic performance					
	Total Revenue	Million Baht	191,205	190,697	232,598	274,110
	Thailand	Percent	96	97	75	71
	International	Percent	4	3	25	29
	Annual Dividend	Million Baht	16,543	16,824	9,793	12,054
	Cost of Sales	Million Baht	134,371	131,899	162,477	189,966
	Employee Expenses	Million Baht	13,731	14,318	18,265	21,880
GRI 204-1	Procurement					
	Procurement from local suppliers					
	Total (number of suppliers)	Percent	97	97	96	98
	Total (purchase value)	Percent	87	97	91	93
	Alcoholic beverages (number of suppliers)	Percent	97	95	95	96
	Alcoholic beverages (purchase value)	Percent	80	96	92	89
	Non-alcoholic beverages (number of suppliers)	Percent	98	98	97	99

Environmental Performance

Indicators	Material Aspects	Unit	2016	2017	2018	2019
GRI 302-1	Energy consumption within the organization					
	Total energy consumption within the organization	MJ	6,705,111,406	6,548,882,864	6,272,113,885	8,230,240,250
	Total fuel consumption within the organization from non-renewable sources	MJ	4,421,419,988	4,217,717,527	3,842,134,240	4,449,797,246
	- Fuel oil	MJ	1,784,765,661	1,817,833,830	1,364,409,734	1,125,218,753
	- Natural gas	MJ	262,852,131	112,984,871	3,298,576	19,089,673
	- Ethane	MJ	787,146	0	0	0
	- Reused oil	MJ	0	0	64,885,721	316,760,421
	- Gasoline	MJ	5,126,389	4,584,687	4,303,097	4,308,057
	- Diesel	MJ	1,202,025,981	1,137,919,666	997,922,778	1,083,453,896
	- Bituminous Coal	MJ	1,067,712,824	1,040,995,429	1,300,044,619	1,719,556,012
	- LPG	MJ	98,149,857	103,399,044	107,269,714	181,410,434
	Total fuel consumption within the organization from renewable sources	MJ	1,235,179,077	1,190,073,807	1,072,622,936	2,658,773,769
	- Biogas	MJ	587,051,682	583,460,442	565,276,866	668,481,859
	- Concentrated slop	MJ	579,916,771	558,402,242	451,631,413	269,827,965
	- Technical alcohol	MJ	68,210,624	48,211,123	55,714,657	54,483,922
	- Wood Chip	MJ	0	0	0	1,631,099,974
	- Rice Husk	MJ	0	0	0	34,279,740
	- Palm Shell	MJ	0	0	0	0
	- Biofuels	MJ	0	0	0	600,310
	Electricity and steam purchased for consumption	MJ	1,074,712,602	1,172,076,339	1,085,069,893	1,291,715,097
	- Electricity consumption	MJ	1,066,652,905	1,094,353,260	991,558,614	1,165,983,325
	- Steam consumption	MJ	8,059,697	77,723,079	93,511,279	125,731,773
	Self-generated electricity from renewable sources	MJ	0	456	442,337	392,535
	- Solar energy	MJ	0	456	442,337	392,535
	Electricity sold	MJ	26,200,260	30,985,265	35,977,518	170,438,396

Indicators	Material Aspects	Unit	2016	2017	2018	2019
	- Electricity sold from renewable sources	MJ	26,200,260	30,985,265	35,977,518	170,438,396
	Energy intensity (Beverage) ⁽⁹⁾	MJ/ hL	212.97	215.48	204.33	244.89
	- Energy intensity (Distillery)	MJ/ hL	607.94	565.59	555.09	701.09
	- Energy intensity (Brewery)	MJ/ hL	189.33	198.86	213.01	218.25
	- Energy intensity (OISHI)	MJ/ hL	122.04	119.65	111.48	130.00
	- Energy intensity (Sermsuk)	MJ/ hL	47.23	50.18	43.16	41.83
	Energy intensity (Beverage - Thailand) ⁽⁹⁾	MJ/ hL	212.97	215.48	204.33	232.94
	- Energy intensity (Grand Royal Group) ⁽²⁾	MJ/ hL	N/A	N/A	N/A	592.44
	- Energy intensity (Inver House) ⁽²⁾	MJ/ hL	N/A	N/A	N/A	757.44
	Energy intensity (Food)	MJ/ kg	N/A	8.86	6.83	6.93
GRI 303-3	Water Withdrawal ⁽³⁾					
	Total volume of water withdrawn	Megaliters	23,516	24,842	19,883	46,561
	- Surface water (Freshwater ≤ 1000 mg/L Total Dissolved Solids)	Megaliters	15,276	18,827	15,128	18,233
	- Surface water (Other water > 1000 mg/ L Total Dissolved Solids)	Megaliters				0
	- Total surface water withdrawn	Megaliters	15,276	18,827	15,128	18,233
	- Ground water (Freshwater ≤ 1000 mg/L Total Dissolved Solids)	Megaliters	5,761	3,892	3,435	4,249
	- Ground water (Other water > 1000 mg/ L Total Dissolved Solids)	Megaliters				0
	- Total ground water withdrawn	Megaliters	5,761	3,892	3,435	4,249
	- Seawater (Freshwater ≤ 1000 mg/L Total Dissolved Solids)	Megaliters	0	0	0	0
	- Seawater (Other water > 1000 mg/ L Total Dissolved Solids)	Megaliters				0
	- Total seawater withdrawn	Megaliters	0	0	0	0
	- Produced water (Freshwater ≤ 1000 mg/L Total Dissolved Solids)	Megaliters	0	0	0	0
	- Produced water (Other water > 1000 mg/ L Total Dissolved Solids)	Megaliters				0
	- Total produced water withdrawn	Megaliters	0	0	0	0

Indicators	Material Aspects	Unit	2016	2017	2018	2019
- Third-party water (Freshwater ≤ 1000 mg/L Total Dissolved Solids)	Megaliters					1,465
- Third-party water (Other water > 1000 mg/ L Total Dissolved Solids)	Megaliters		2,479	2,123	1,320	134
- Total third-party water withdrawn	Megaliters		2,479	2,123	1,320	1,599
Total volume of water withdrawn in water stressed areas	Megaliters		N/A	N/A	N/A	25,000
- Surface water (Freshwater ≤ 1000 mg/L Total Dissolved Solids)	Megaliters					9,638
- Surface water (Other water > 1000 mg/ L Total Dissolved Solids)	Megaliters		N/A	N/A	N/A	0
- Total surface water withdrawn	Megaliters		N/A	N/A	N/A	9,638
- Ground water (Freshwater ≤ 1000 mg/L Total Dissolved Solids)	Megaliters					2,640
- Ground water (Other water > 1000 mg/ L Total Dissolved Solids)	Megaliters		N/A	N/A	N/A	0
- Total ground water withdrawn	Megaliters		N/A	N/A	N/A	2,640
- Seawater (Freshwater ≤ 1000 mg/L Total Dissolved Solids)	Megaliters					0
- Seawater (Other water > 1000 mg/ L Total Dissolved Solids)	Megaliters		N/A	N/A	N/A	0
- Total seawater withdrawn	Megaliters		N/A	N/A	N/A	0
- Produced water (Freshwater ≤ 1000 mg/L Total Dissolved Solids)	Megaliters					0
- Produced water (Other water > 1000 mg/ L Total Dissolved Solids)	Megaliters		N/A	N/A	N/A	0
- Total produced water withdrawn	Megaliters		N/A	N/A	N/A	0
- Third-party water (Freshwater ≤ 1000 mg/L Total Dissolved Solids)	Megaliters					443
- Third-party water (Other water > 1000 mg/ L Total Dissolved Solids)	Megaliters		N/A	N/A	N/A	0
- Total third-party water withdrawn	Megaliters		N/A	N/A	N/A	443
- Third-party water that is surface water	Megaliters		N/A	N/A	N/A	443

Indicators	Material Aspects	Unit	2016	2017	2018	2019
	- Third-party water that is ground water	Megaliters	N/A	N/A	N/A	0
	- Third-party water that is seawater	Megaliters	N/A	N/A	N/A	0
	- Third-party water that is produced water	Megaliters	N/A	N/A	N/A	0
GRI 303-4	Water Discharge ^{(3) (4)}					
	Total volume of water discharge	Megaliters	11,546	12,705	9,485	11,040
	- Surface water	Megaliters	N/A	N/A	N/A	8,313
	- Ground water	Megaliters	N/A	N/A	N/A	0
	- Seawater	Megaliters	N/A	N/A	N/A	21
	- Third-party water	Megaliters	N/A	N/A	N/A	2,707
	Total volume of freshwater discharge (\leq 1000 mg/L Total Dissolved Solids)	Megaliters	N/A	N/A	N/A	5,305
	Total volume of other water discharge ($>$ 1000 mg/L Total Dissolved Solids)	Megaliters	N/A	N/A	N/A	5,735
	Total volume of freshwater discharge in water stressed areas (\leq 1000 mg/L Total Dissolved Solids)	Megaliters	N/A	N/A	N/A	2,689
	Total volume of other water discharge in water stressed areas ($>$ 1000 mg/L Total Dissolved Solids)	Megaliters	N/A	N/A	N/A	3,604
GRI 303-5	Water Consumption ⁽³⁾					
	Total water consumption	Megaliters	11,970	12,137	10,398	13,040
	Total water consumption in water stressed areas	Megaliters	N/A	N/A	N/A	6,435
	Change in water storage ⁽⁶⁾	Megaliters	N/A	N/A	N/A	109
	Water Intensity					
	Water intensity (Beverage)	hL/ hL	3.84	4.01	3.52	4.08
	- Water intensity (Distillery)	hL/ hL	10.23	9.89	7.26	7.68
	- Water intensity (Brewery)	hL/ hL	1.56	1.46	2.07	2.53
	- Water intensity (OISHI)	hL/ hL	2.20	3.62	2.97	2.69
	- Water intensity (Sermasuk)	hL/ hL	3.56	3.41	3.17	3.57

Indicators	Material Aspects	Unit	2016	2017	2018	2019
	Water intensity (Beverage – Thailand)	hL/ hL	3.84	4.01	3.52	3.83
	– Water intensity (Grand Royal Group)	hL/ hL	N/A	N/A	N/A	11.42
	– Water intensity (Inver House)	hL/ hL	N/A	N/A	N/A	15.19
	Water intensity (Food)	hL/ hL	N/A	0.28	0.22	0.21
GRI 305-1	Direct (Scope 1) GHG emissions ⁽⁵⁾					
	Direct (Scope 1) GHG emissions	Metric tons CO ₂ e	1,011,697	1,144,905	1,053,716	1,371,739
	Gross direct (Scope 1) GHG emissions	Metric tons CO ₂ e	760,519	901,067	826,801	927,649
	Biogenic CO ₂ emissions ⁽¹⁰⁾	Metric tons CO ₂	251,178	243,837	226,915	444,090
GRI 305-2	Energy indirect (Scope 2) GHG emissions					
	Energy indirect (Scope 2) GHG emissions	Metric tons CO ₂ e	165,668	179,078	163,317	186,696
GRI 305-4	GHG emissions intensity ⁽⁵⁾					
	GHG emissions (Scope 1 and Scope 2)	Metric tons CO ₂ e	926,187	1,080,145	990,119	1,114,345
	GHG emissions intensity (Beverage)	kg CO ₂ e/ hL	29.71	36.06	34.54	35.23
	– GHG emissions intensity (Distillery)	kg CO ₂ e/ hL	108.07	131.48	133.32	130.15
	– GHG emissions intensity (Brewery)	kg CO ₂ e/ hL	18.99	19.87	21.68	21.88
	– GHG emissions intensity (OISHI)	kg CO ₂ e/ hL	12.39	12.31	11.99	15.49
	– GHG emissions intensity (Sermasuk)	kg CO ₂ e/ hL	4.22	5.12	4.39	4.60
	GHG emissions intensity (Thailand Beverages)	kg CO ₂ e/ hL	29.71	36.06	34.54	34.41
	– GHG emissions intensity (Grand Royal Group)	kg CO ₂ e/ hL	N/A	N/A	N/A	61.63
	– GHG emissions intensity (Inver House)	kg CO ₂ e/ hL	N/A	N/A	N/A	60.26
	GHG emissions intensity (Food)	kg CO ₂ e/ kg	N/A	1.12	0.86	0.85

Indicators	Material Aspects	Unit	2016	2017	2018	2019
GRI 306-2	Waste by type and disposal method ⁽⁷⁾					
	Total weight of hazardous waste	Metric tons	N/A	N/A	318	185
	- Reuse	Metric tons	N/A	N/A	1	6
	- Recycling	Metric tons	N/A	N/A	173	93
	- Recovery, including energy recovery	Metric tons	N/A	N/A	31	59
	- Incineration (mass burn)	Metric tons	N/A	N/A	11	1
	- Landfill	Metric tons	N/A	N/A	102	18
	- Chemical Treatment	Metric tons	N/A	N/A	0	3
	- Deep Well injection	Metric tons	N/A	N/A	0	4
	Total weight of non-hazardous waste	Metric tons	N/A	N/A	13,155	38,071
	- Reuse	Metric tons	N/A	N/A	121	1,950
	- Recycling	Metric tons	N/A	N/A	10,051	18,404
	- Composting	Metric tons	N/A	N/A	864	12,194
	- Recovery, including energy recovery	Metric tons	N/A	N/A	346	236
	- Incineration (mass burn)	Metric tons	N/A	N/A	67	38
	- Landfill	Metric tons	N/A	N/A	1,706	5,238
	- Chemical treatment	Metric tons	N/A	N/A	0	10

Indicators	Material Aspects	Unit	2016	2017	2018	2019
DJSI	Waste by type and total waste disposed					
	Total waste generated ^[6]	Metric tons	79,468	65,645	13,473	38,256
	– General waste	Metric tons	2,053	2,936	N/A	N/A
	– Hazardous waste	Metric tons	194	261	N/A	N/A
	– By-product waste	Metric tons	64,789	46,922	N/A	N/A
	– Valuable waste	Metric tons	12,432	15,526	N/A	N/A
	Total waste used/ recycled/ sold	Metric tons	77,221	62,448	11,587	32,707
	Total waste disposed	Metric tons	2,248	3,197	1,886	5,314

Note

N/A: not applicable

- In 2017 – 2018, ThaiBev's reporting of environmental performance was expanded to include the following operations:
 - Environmental data from the food group in terms of food companies consisting of Oishi Trading Co., Ltd. (Ban Beung).
 - Environmental data in terms of non-alcoholic beverages from S.P.M. Food and Beverage Co., Ltd. (under Sermasuk), discontinued as of 2019.
 - Environmental data from Supply Chain business units such as Thai Beverage Energy Co., Ltd., Thai Beverage Logistics Co., Ltd. and Thai Molasses Co., Ltd.
- In 2019, ThaiBev has expanded the scope of reporting to include overseas operations in Myanmar (Grand Royal Group) and the United Kingdom (Inver House).
- In 2019, ThaiBev has started reporting water and effluents in line with the reporting requirements of GRI 303 (2018). Historical data has been recategorized where possible to report as per new requirements.
- For 2016 – present, ThaiBev's water discharge has been updated to include water based soil conditioner donated to third-parties as third-party discharge. As such, water discharge volume has increased.
- For 2016 – present, GRI 305-1 data has been corrected to include fugitive emissions from wastewater treatment systems. As such, scope 1 emissions and emission intensity have increased.
- In 2016 – 2017, waste disposal was classified by types of waste from the manufacturing process, consisting of the following 4 types:
 - General waste – disposed of by local authorities, such as the municipality or sub-district administration organization.
 - Hazardous waste – disposed of by legally licensed companies.
 - By-product waste – handled by Feed Addition Co., Ltd. one of ThaiBev's subsidiaries to generate income for the Company.
 - Valuable waste – sorted so that it can be reused and recycled.
- For 2018 – present, ThaiBev has reported waste by type and disposal method following reporting requirements of GRI 306-2
- ThaiBev has defined water storage as having a significant water-related impact if the storage system is located in a water-stressed area.
- ThaiBev energy intensity does not include energy consumption of renewable fuels used to generate electricity that is sold to third-parties.
- ThaiBev has corrected previous reporting of biogenic emissions to include biogas and other renewable fuels consumption as per GRI 302-1. As such, historical emission intensities have been corrected.
- Total energy consumption within the organization, energy intensity (food), direct (scope 1) GHG emissions, and GHG intensity (food) have been corrected for FY2018 as an error in reporting of natural gas was identified.
- "Beverages – Thailand" refers to operations in Thailand only. "Beverages" refers to operations including overseas.

Social Performance

Indicator	Material Aspects	Unit	2016		2017		2018		2019		
			Male	Female	Male	Female	Male	Female	Male	Female	
GRI 102-8	Total number of employees										
	ThaiBev Group										
	Total	คน	24,710	15,992	24,821	16,546	24,538	17,013	25,889	19,974	
	Management Level	คน	1,329	875	1,307	846	1,477	947	1,655	1,061	
	Employee Level	คน	23,381	15,117	23,514	15,700	23,061	16,066	24,234	18,913	
GRI 401-1	New employee hires and employee turnover										
	New employee hires										
	ThaiBev Group										
	Total new hires	Persons	5,909	6,435	3,101	1,472	3,308	3,056	2,740	3,683	
	Age under 30 years	Persons	4,079	5,517	1,904	1,080	2,075	2,497	1,604	3,310	
		Percent	69	86	61	73	63	82	59	90	
	Age 30-50 years	Persons	1,807	876	1,181	379	1,212	538	1,105	351	
		Percent	31	14	38	26	37	18	40	10	
	Age over 50 years	Persons	23	42	16	13	21	21	31	22	
		Percent	0.4	0.7	0.5	0.9	0.6	0.7	1.1	0.6	
	Total number of employees turnover										
	ThaiBev Group										
	Total Turnover	Persons	3,421	2,148	3,851	1,725	3,394	2,502	2,236	3,048	
	Age under 30 years	Persons	1,540	1,363	1,707	931	1,558	1,696	927	2,457	
		Percent	45	63	44	54	46	68	41	81	
	Age 30-50 years	Persons	1,564	676	1,728	641	1,404	620	1,043	467	
		Percent	39	39	45	37	41	25	47	15	
	Age over 50 years	Persons	317	109	416	153	413	205	266	124	
		Percent	6.5	6.5	11	8.9	12	8.2	12	4.1	
	Total voluntary turnover	Persons	2,848	2,057	3,084	1,594	2,776	2,302	2,197	3,033	
	GRI 404-1	Average hours of training per year per employee by gender, and by employee category									
		ThaiBev Group									
		Total Executive Level	avr. training hour/head/yr	41.21		33.55		51.41		21.34	
		Total middle management	avr. training hour/head/yr	48.14		62.01		62.71		48.11	
		Total department head/supervisor	avr. training hour/head/yr	38.25		60.87		58.12		38.67	

Indicator	Material Aspects	Unit	2016		2017		2018		2019		
			Male	Female	Male	Female	Male	Female	Male	Female	
	Total senior officers	avr. training hour/head/yr	20.83		39.15		35.72		18.13		
	Total officers	avr. training hour/head/yr	10.91		10.19		5.09		6.07		
GRI 404-3	Percentage of employees receiving regular performance and career development reviews, by gender, and by employee category										
ThaiBev Group ⁽⁴⁾											
	Total employee	Persons	30,653		31,325		31,549		32,989		
	Total employee (by gender)	Persons	20,327	10,326	20,579	10,746	20,470	11,079	21,571	11,418	
		Percent	100	100	100	100	100	100	100	100	
	Total executive level (level 13 and above) ⁽⁵⁾	Persons	73		60		60		202		
		Percent	100		100		100		100		
	Total management level (level 8-14) ⁽⁵⁾	Persons	1,956		2,047		2,266		2,456		
		Percent	100		100		100		100		
	Total officer level level 1-7) ⁽⁵⁾	Persons	28,624		29,218		29,223		30,331		
		Percent	100		100		100		100		
GRI 413-1	Operations with local community engagement, impact assessments, and development programs										
	Operations with local community development programs	Percent	100		100		100		100		
	Operations with local community engagement	Percent	100		100		100		100		
	Operations with impact assessments	Percent	100		100		100		100		

Note:

N/A: Not Applicable

- The number of employees who leave the company is evaluated from the employee level 1-15 in which there are various reasons such as contract, retirement, and death during work.
- Voluntary turnover is calculated from employee of job level 1-15 who voluntarily resigned due to various reason.
- In 2016, ThaiBev and Oishi change their annual fiscal year to be from January 1 - September 30, 2016. Sermasuk Ltd still has their annual fiscal year from January 1 - December 31, 2016. Therefore, in GRI404-3 between January 1 - September 30, 2016 does not include the information of Sermasuk Ltd.
- Percentage of employees receiving regular performance and career development reviews are considered from all eligible employee based on the requirement of each companies within ThaiBev Group (i.e. passed probation period and/or service time over 6 months)
- In 2019, percentage of employees receiving regular performance and career development reviews employees are recategorized as executive level, management level, and officer level.
 - In 2016-2018, executive level are employee level 15 and above
 - In 2016-2018, management level are employee level 8-14
 - In 2016-2018, officer level are employee level 1-7
- In 2016-2017, local community engagement, impact assessments, and development programs reported 1) Percentage of implemented areas/provinces
2) Percentage of areas surrounding factories 3) Percentage of sale target areas.
- In 2018-2019, local community engagement, impact assessments, and development programs report defines "Operation" as ThaiBev's operations across Thailand that have been assessed to have project(s) which may affect communities surrounding the factory (total 32 locations).

Occupational Health and Safety Summary Reporting Indicator

Indicator	Material Aspects	Unit	2016	2017	2018	2019
GRI INDICATORS						
GRI 403-8 (2018)	Workers covered by an occupational health and safety management system					
	1. Employee	Persons	40,702	41,367	41,551	45,863
		Percent	100	100	100	100
	2. Non-Employee Worker	Persons	N/A	N/A	N/A	21,545
		Percent	N/A	N/A	N/A	100
GRI 403-9 (2018)	Work-related injuries					
Fatalities						
	1. Employee					
	- Number of cases	Persons	0	6	5	1
	- Rate	Per 1,000,000 Hours	N/A	N/A	N/A	0.01
	2. Non-Employee Worker					
	- Number of cases	Persons	0	0	0	0
	- Rate	Per 1,000,000 Hours	0	0	0	0
Recordable work-related injuries						
	1. Employee	Per 1,000,000 Hours	5.37	2.47	2.52	2.63
	2. Non-Employee Worker	Per 1,000,000 Hours	3.64	2.07	0.00	2.51
High-consequence work-related injuries (excluding fatalities)						
	1. Employee					
	- Number of cases	Persons	N/A	N/A	N/A	7
	- Rate	Per 1,000,000 Hours	N/A	N/A	N/A	0.07
	2. Non-Employee Worker					
	- Number of cases	Persons	N/A	N/A	N/A	0.00
	- Rate	Per 1,000,000 Hours	N/A	N/A	N/A	0.00
GRI 403-10 (2018)	Work-related ill health					
Recordable work-related ill health						
	1. Employee					
	- Number of cases	Persons	0	6	0	3
	- Rate	Per 1,000,000 Hours	0.00	0.06	0.00	0.03
	2. Non-Employee Worker					
	- Number of cases	Persons	0	0	0	0
	- Rate	Per 1,000,000 Hours	0.00	0.00	0.00	0.00

Indicator	Material Aspects	Unit	2016	2017	2018	2019
GRI INDICATORS						
GRI 403-1 (2016) ⁽¹⁾	Number of Health and Safety (H&S) Committee	Percent	3.55	1.86	2.15	N/A
GRI 403-2 (2016) ⁽¹⁾	Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities					
	Lost day rate (LDR)					
	1. Employee					
	- Male	Per 200,000 Hours	8.97	6.33	4.70	N/A
	- Female	Per 200,000 Hours	4.28	4.24	1.53	N/A
	2. Contractors working on-site					
	- Male	Per 200,000 Hours	0.90	1.14	0.49	N/A
	- Female	Per 200,000 Hours	0.00	1.28	0.81	N/A
	Absentee rate (AR)					
	1. Employee					
	- Male	Percent	2.48	1.77	2.11	N/A
	- Female	Percent	2.22	1.40	2.56	N/A
	2. Contractors working on-site					
	- Male	Percent	0.47	0.43	0.21	N/A
	- Female	Percent	0.52	0.66	0.49	N/A
DJSI INDICATORS						
DJSI 3.6.3	Lost Time Injury Frequency Rate (LTIFR)					
	- Non-Employee Worker	Per 1,000,000 Hours	1.43	1.22	0.89	1.73
	- Employee	Per 1,000,000 Hours	3.16	1.90	1.36	1.67
DJSI 3.6.4	Occupational Illness Frequency Rate - employee	Per 1,000,000 Hours	0.00	0.06	0.00	0.03
DJSI 3.6.5	Fatalities (Employee and Non-employee workers)	Persons	0	6	5	1

Note:

N/A: Not Applicable

1. In 2019, ThaiBev Group has updated Occupational Health and Safety Indicators from GRI 403 version 2016 to GRI 403 version 2018
2. In 2016-2018, ThaiBev Group reported work-related injury based on GRI 2016
3. In 2019, ThaiBev Group reported work-related injury based on severity by recordable work-related injury and high consequence work-related injury based on GRI 2018
4. In 2019, ThaiBev Group extended work-related injury scope from Contractors working on-site to Non-employee worker based on GRI 2018
5. Work-related injury data from 2016 - 2018 has been recalculated from rate per 200,000 working hours to 1,000,000 working hours



LRQA Assurance Statement

Relating to Thai Beverage Public Company Limited's Sustainability Report for the financial year 2019 (1 October 2018 – 30 September 2019)

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

Terms of Engagement

Lloyd's Register Quality Assurance Ltd. (LRQA) was commissioned by Thai Beverage Public Company Limited (ThaiBev) to provide independent assurance on its Sustainability Report for the financial year 2019 ("the Report") against the assurance criteria below to a limited level of assurance and at the materiality of the professional judgement of the verifier using LRQA's verification approach. LRQA's verification approach is based on current best practice and uses the principles of AA1000AS (2008) - Inclusivity, Materiality, Responsiveness and Reliability of performance data and processes defined in ISAE3000.

Our assurance engagement covered ThaiBev's operations and activities in Myanmar, United Kingdom and Thailand, including its subsidiary companies and specifically the following requirements:

- Looking at how ThaiBev has used the GRI Sustainability Reporting Standards, 2016 to prepare this Report; especially whether they followed the Universal standard for:
 - Stakeholder Inclusiveness and Materiality (reporting principles)
 - GRI 102-18 Governance Structure
- Evaluating the reliability of data and information for the following selected specific standards:
 - Economic:
 - GRI 201-1 Direct economic value generated and distributed
 - Note:** Revenues, operating costs and community investment only
 - Environmental:
 - GRI 302-1 Energy consumption within the organization
 - GRI 302-3 Energy intensity
 - GRI 305-1 Direct (scope 1) GHG emissions
 - GRI 305-2 Energy indirect (scope 2) GHG emissions
 - GRI 305-4 GHG intensity
 - GRI 303-3 Water withdrawal (2018 edition)
 - GRI 303-4 Water discharge (2018 edition)
 - GRI 303-5 Water consumption (2018 edition)
 - GRI 306-2 Waste by type and disposal method
 - Social:
 - GRI 403-8 Workers covered by an occupational health and safety management system (2018 edition)
 - GRI 403-9 Work-related injuries (2018 edition)
 - GRI 403-10 Work-related ill health (2018 edition)
 - GRI 404-1 Average hours of training per year per employee
 - GRI 404-3 Percentage of employees receiving regular performance and career development reviews
 - GRI 413-1 Operations with local community engagement, impact assessments, and development programs.

Our assurance engagement excluded the data and information of ThaiBev's operations and activities outside of Myanmar, United Kingdom and Thailand.

LRQA's responsibility is only to ThaiBev. LRQA disclaims any liability or responsibility to others as explained in the end footnote. ThaiBev'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 ThaiBev.

LRQA's Opinion

Based on LRQA's approach nothing has come to our attention that would cause us to believe that ThaiBev has not:

- Met the requirements above
- Disclosed reliable performance data and information for the selected specific standards
- Covered all the issues that are important to the stakeholders and readers of this Report.

The opinion expressed is formed on the basis of a limited level of assurance and at the materiality of the professional judgement of the Verifier.

Note: The extent of evidence-gathering for a limited assurance engagement is less than for a reasonable assurance engagement. Limited assurance engagements focus on aggregated data rather than physically checking source data at sites.

LRQA's Approach

LRQA's assurance engagements are carried out in accordance with LRQA's Report Verification procedure. The following tasks though were undertaken as part of the evidence gathering process for this assurance engagement:

- Reviewing ThaiBev's approach to stakeholder engagement and determining material issues to confirm that this information had been used to prepare their Report. We did this by comparing reports written by ThaiBev's peers to establish whether the majority of sector issues were included in this Report.



- Checking whether ThaiBev had followed GRI's Universal Standard for disclosing their Governance Structure. We did this by confirming that sustainable development was part of ThaiBev's senior management's responsibility.
- Auditing ThaiBev'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 processes and systems. We also spoke with key people in various facilities responsible for compiling the data and drafting the Report.
- Confirming the reliability of the selected specific standards' data by sampling evidence at:
 - Spirit Plants: Red Bull Distillery Co., Ltd., Samut Sakhon Province, Thailand
Grand Royal Group, Yangon, Myanmar
Inver House Distillers Limited, Scotland, United Kingdom
 - Beer Plant: Beer Thip Brewery Co., Ltd., Phra Nakhon Si Ayutthaya Province, Thailand
 - Non-Alcoholic Beverage Plant: Sermasuk Public Company Limited, Nakhon Sawan Province, Thailand
 - Food Manufacturing Plant: Oishi Food Service Co., Ltd, Banbueng District, Chonburi Province, Thailand
 - Distribution Centre: Thai Beverage Logistics (TBL) Regional Distribution Centre, Lampang Province, Thailand.

Note:

- 1: LRQA did not verify the data back to its original sources, nor did it assess the accuracy and completeness of the data reported by individual locations.
- 2: LRQA did not visit the plant in the United Kingdom. Data for this location was reviewed remotely.

Observations

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

- **Inclusivity:**
We are not aware of any key stakeholder groups that have been excluded from ThaiBev's engagement process.
- **Materiality:**
ThaiBev has processes for identifying and determining material issues; the evaluation process considers factors such as stakeholder concerns, business risks and legal compliance and we are not aware of any major material issue having been excluded. However, we believe that future reports should also address issues in the supply chains such as water stress management and contractors' occupational health and safety.
- **Responsiveness:**
ThaiBev and its subsidiaries have processes for responding to various stakeholder groups. We believe that ThaiBev should quantitatively evaluate the impacts associated with ThaiBev's response throughout its stakeholder groups.
- **Reliability:**
ThaiBev use well designed templates to collect and calculate the data and information for the selected specific standard disclosures. ThaiBev should internally verify its own data management systems to further improve data reliability and ensure consistent reporting methodologies across all of its operations; for example, GHGs and waste disposal.

LRQA's 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 ThaiBev and as such does not compromise our independence or impartiality.

Signed

Dated: 5 November 2019

Opart Charuratana
LRQA Lead Verifier

On behalf of Lloyd's Register Quality Assurance Ltd.
Lloyd's Register International (Thailand) Limited
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LRQA Reference: BGK000000403/A

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Glossary

Terms	Definitions	Pages
Artificial Intelligence	Machines that can learn and simulate human behavior and thought processes.	67
Backwashing	The process of pumping water backwards through filter media to remove impurities.	57
Biofuel	A type of fuel that is produced from biomass and is considered a renewable energy.	71
Carbon Dioxide Equivalent (CO ₂ e)	Term for reporting emission quantities of greenhouse gases in terms of carbon dioxide.	43, 45, 62, 71
Carbon Footprint Label	A label that indicates the quantity of GHG emissions released per product or service, facilitating decision-making of consumers wishing to minimize ecological footprint and contribution to global warming. The carbon footprint is expressed as the carbon dioxide equivalent per product (CO ₂ e).	45
Circular Economy	Planned and designed industrial system to recover or regenerate any material at the end of each service life.	29, 30, 31, 35, 36, 60, 61, 63, 64, 68
Distillery Slop / Vinasse	Distillery slop is the effluent waste from alcohol manufacturing process.	62, 71
(Greenhouse Gases) GHGs	Greenhouse gas, any gas that has the property of absorbing infrared radiation (net heat energy) emitted from Earth's surface and reradiating it back to Earth's surface, thus contributing to the greenhouse effect; Carbon dioxide (CO ₂), Methane (CH ₄), Nitrous Oxide (N ₂ O), Hydrofluorocarbons (HFCs), Perfluorocarbons (PFCs), Sulfur hexafluoride (SF ₆), Ozone (O ₃), and chlorofluorocarbons (CFCs).	38, 39, 41, 43, 44, 45, 62, 70, 71, 72
Greenhouse Effect	A condition that the Earth's atmosphere deploys as a giant mirror, letting short waves to earth's surface and emitting infrared radiation in the wavelength range emitted by Earth. Then, reflects thermal energy within Earth atmosphere and surface. Currently, there are some overbalance cumulative gases, which can absorb and emit infrared radiation as well, leading the earth surface and atmosphere to become warmer.	70
Healthier Choice Logo	A symbol tool on packaged food and beverage product, indicating that they are the healthier options. To be approved for healthier choice logo usage, the product must contain less than 6% sugar	17, 167
Hectolitre	A metric unit equivalent to one hundred liters (100 L).	59, 72
Indirect Business Partner	Business partners who does not involve in direct transactions with the company, but are involve through transactions with the company's direct business partner.	52
Innovation	New idea, process, or invention that are applied or utilized which further satisfy the business needs such as efficiency and effectiveness.	21, 29, 31, 34, 51, 54, 64, 67, 71, 81, 152, 156, 165, 185, 186, 188, 206
Internet of Things	The interconnection via internet of computing devices, users can control the equipment through the internet network, such as appliances control (turn on-off home electronics via smartphones), cars, smartphones, communication devices, agricultural tools, home appliances, etc.	58
Limitless Opportunities	ThaiBev's concept of promoting opportunities for employees to progress in their careers, strengthen networks and relationships, and serve the community and society. Employees are expected and encouraged to grow with the company through learning opportunities, skills improvement, and competency development.	31

Terms	Definitions	Pages
Microbeads	Microbeads are small manufactured plastic particles, made from Polyethylene (PE) or Polypropylene (PP) and polyethylene terephthalate (PET), and less than 5mm.	72
Nationally Determined Contributions	Under its Nationally Determined Contributions (NDCs) commitment starting 2020, Thailand aims to reduce GHG emissions by 20–25% from projected BAU levels by 2030.	40
Near-infrared Light	Electromagnetic spectrum between the range of 800–2500 nm.	58
On the Job Training	A form of training provided by a supervisor through demonstrations and verbal instructions allowing employee to get hands-on experience.	170
Oxo-Degradable Plastics	A type of plastic mixed with chemical substances that can be degraded into small pieces in a short time.	72
Phenology	A scientific study on time-related relationship between climate and biological phenomenon by observing the reaction of organism in any particular controlled environment during each seasons, where as the reaction of plants differs in each seasons.	58
Platform	A platform is any hardware or software used to host as base for applications or other software.	58,165
QR Code Payment	QR code payment has been developed from barcode as the intermediate for digital financial transactions in the cashless society. It promotes convenience for users through scanning from a mobile device to complete transaction through credit cards or other financial agents.	171
Remote Sensing	A remote sensor or recorder of energy interactions with surface features, for example, a camera. This sensor is installed in the platform like airplanes or satellites.	58
Renewable Energy	Energy from sources which can be replenished at a reasonable rate such as waste water, solar, wind, etc.	21, 34, 62, 63, 70, 71, 72
Reverse Osmosis	Reverse osmosis (RO) is a water filter process through membrane filtration where pressure forces water molecules to move from higher concentration passing through semi permeable membrane to a lower concentration which is the opposes of osmosis process.	57
Scope 1 GHG emission	Direct GHG emissions that are derived from sources (physical units or processes that release GHG into the atmosphere) that are owned or controlled by the organization.	44
Scope 2 GHG emission	Indirect GHG emissions that result from the generation of electricity, heating, cooling, and steam purchased from other parties for internal consumption.	44
CO ₂ Scrubber	Carbon dioxide removal process by pressing biomass gas through absorption tower by high pressure and low temperature water following the principle that carbon dioxide is highly dissolvable in high pressure and low temperature water.	57
Sensor – Active	An active sensor is sensing device that generate the signal, sends it out and measures Backscatter Radiation for recording data.	58
Sensor – Passive	A passive sensor is a device that detects radiation or reflection occurring in the subject, but it will not generate signal by itself.	58
Thermal Infrared	Infrared radiation which has a wavelength between 3 µm and 15 µm.	58
Water Demand	Demands for water consumption	58
Water Supply	The ability to provide water	58
Watt	Power measuring unit indicating the energy consumption rate of any particular equipment or appliance.	71

GRI Standard (GRI Standard Content Index)

GRI 102: General Disclosures 2016

Disclosures		Page/Website	Omission/Note	External Assurance
Organizational Profile				
102-1	Name of the organization	10	-	-
102-2	Activities, brands, products, and services	12-13, ThaiBev Annual Report 2019		
102-3	Location of headquarters	12-13, ThaiBev Annual Report 2019		
102-4	Location of operations	12-13, ThaiBev Annual Report 2019		
102-5	Ownership and legal form	12-13, ThaiBev Annual Report 2019		
102-6	Markets served	12-13, ThaiBev Annual Report 2019		
102-7	Scale of the organization	13	-	-
102-8	Information on employees and other workers	178, 216	-	-
102-9	Supply chain	20-21	-	-
102-10	Significant changes to the organization and its supply chain	10-21	-	-
102-11	Precautionary principle or approach	32-35, 202-205	-	-
102-12	External initiatives	76-81	-	-
102-13	Membership of associations	205-206, http://sustainability.thaibev.com/en/index.php		
Strategy				
102-14	Statement from senior decision-maker	4-7	-	-
102-15	Key impacts, risks, and opportunities	32-35, 206-207		-
Ethics and Integrity				
102-16	Values, principles, standards, and norms of behavior	202-207	-	-
102-17	Mechanisms for advice and concerns about ethics	20-207		-
Governance				
102-18	Governance structure	22-31		✓
102-25	Conflicts of interest	http://sustainability.thaibev.com/en/index.php		
102-28	Evaluating the highest governance body’s performance	http://sustainability.thaibev.com/en/index.php		
102-30	Effectiveness of risk management process	32-35		-
102-32	Highest governance body’s role in sustainability reporting	24, 28-31		-

GRI 102: General Disclosures 2016

Disclosures	Page/Website	Omission/Note	External Assurance
Stakeholder Engagement			
102-40 List of stakeholder groups	26-27	✓	-
102-41 Collective bargaining agreements	http://sustainability.thaibev.com/en/index.php		
102-42 Identifying and selecting stakeholders	26-31	✓	-
102-43 Approach to stakeholder engagement	26-31	✓	-
102-44 Key topics and concerns raised	28-31	✓	-
Reporting Practice			
102-45 Entities included in the consolidated financial statements	ThaiBev Annual Report 2019		
102-46 Defining report content and topic boundaries	22-31		-
102-47 List of material topics	22-31	✓	-
102-48 Restatements of information	10-11, 215-219	✓	-
102-49 Changes in reporting	10-11, 215-219	✓	-
102-50 Reporting period	10-11, 215-219	-	-
102-51 Date of most recent report	10-11, 215-219	-	-
102-52 Reporting cycle	10-11	-	-
102-53 Contact point for questions regarding the report	10-11	-	-
102-54 Claims of reporting in accordance with the GRI Standards	10-11	-	-
102-55 GRI content index	224-231	-	-
102-56 External assurance	10-11, 220-221	-	-

Material Topics

GRI Standard	Disclosure	Page/Website	Omission/Note	External Assurance
Economics				
Economics Performance 2016				
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its boundary	14-15	-	✓
	103-2 The management approach and its components	14-15	-	-
	103-3 Evaluation of the management approach	14-15	-	-
GRI 201: Economic performance 2016	201-1 Direct economic value generated and distributed	14-15, 208	-	✓
	201-2 Financial implications and other risks and opportunities due to climate change	202-207		
GRI 203: Indirect economic impacts 2016	203-1 Infrastructure investments and services supported	82-159		
	203-2 Significant indirect economic impacts	82-159		
Procurement Practices 2016				
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its boundary	46		✓
	103-2 The management approach and its components	46		-
	103-3 Evaluation of the management approach	46		-
GRI 204: Procurement practices	204-1 Proportion of spending on local suppliers	208		-
Anti-corruption 2016				
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its boundary	204-205	-	✓
	103-2 The management approach and its components	204-205	-	-
	103-3 Evaluation of the management approach	204-205	-	-
GRI 205: Anti-corruption 2016	205-2 Communication and training about anti-corruption policies and procedures	204-205	-	-
	205-3 Confirmed incidents of corruption and actions taken	204-205	-	-
Environment				
Energy 2016				
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its boundary	70-73	-	✓
	103-2 The management approach and its components	70-73	-	-
	103-3 Evaluation of the management approach	70-73	-	-
GRI 302: Energy 2016	302-1 Energy consumption within the organization	70-73	-	✓
	302-3 Energy intensity	70-73	-	✓
	302-4 Reduction of energy consumption	70-73		
	302-5 Reductions in energy requirements of products and services	70-73		

GRI Standard	Disclosure	Page/Website	Omission/Note	External Assurance
Water 2018				
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its boundary	54-59	-	✓
	103-2 The management approach and its components	54-59	-	-
	103-3 Evaluation of the management approach	54-59	-	-
GRI 303: Water and effluents 2018	303-1 Interactions with water as a shared resource	54-59	-	-
	303-3 Water withdrawal	54-59	-	✓
	303-4 Water discharge	54-59	-	✓
	303-5 Water consumption	54-59	-	✓
Emissions 2016				
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its boundary	40-45	-	✓
	103-2 The management approach and its components	40-45	-	-
	103-3 Evaluation of the management approach	40-45	-	-
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	40-45	-	✓
	305-2 Energy indirect (Scope 2) GHG emissions	40-45	-	✓
	305-4 GHG emissions intensity	40-45	-	✓
Waste 2016				
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its boundary	60-63	-	-
	103-2 The management approach and its components	60-63	-	-
	103-3 Evaluation of the management approach	60-63	-	-
GRI 306: Effluents and waste 2016	306-2 Waste by type and disposal method	60-63	-	✓
Supplier Environmental Assessment 2016				
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its boundary	46-53	-	✓
	103-2 The management approach and its components	46-53	-	-
	103-3 Evaluation of the management approach	46-53	-	-
GRI 308: Supplier environmental assessment 2016	308-1 New suppliers that were screened using environmental criteria	46-53	-	-

GRI Standard	Disclosure		Page/Website	Omission/Note	External Assurance
Social					
Employment 2016					
GRI 103: Management approach 2016	103-1	Explanation of the material topic and its boundary	178-189	-	✓
	103-2	The management approach and its components	178-189	-	-
	103-3	Evaluation of the management approach	178-189	-	-
GRI 401: Employment 2016	401-1	New employee hires and employee turnover	216	-	-
Occupational Health and Safety 2018					
GRI 103: Management approach 2016	103-1	Explanation of the material topic and its boundary	190-197	-	✓
	103-2	The management approach and its components	190-197	-	-
	103-3	Evaluation of the management approach	190-197	-	-
GRI 403: Occupational health and safety 2018	403-1	Occupational health and safety management system	190-197	-	-
	403-2	Hazard identification, risk assessment, and incident investigation	190-197		
	403-3	Occupational health services	190-197	-	-
	403-4	Worker participation, consultation, and communication on occupational health and safety	190-197	-	-
	403-5	Worker training on occupational health and safety	190-197	-	-
	403-6	Promotion of worker health	190-197	-	-
	403-8	Workers covered by an occupational health and safety management system	218-219	-	✓
	403-9	Work-related injuries	218-219	-	✓
	403-10	Work-related ill health	218-219		✓
Training and Education 2016					
GRI 103: Management approach 2016	103-1	Explanation of the material topic and its boundary	178-189		
	103-2	The management approach and its components	178-189	-	-
	103-3	Evaluation of the management approach	178-189	-	-
GRI 404: Training and education 2016	404-1	Average hours of training per year per employee	216	-	✓
	404-2	Programs for upgrading employee skills and transition assistance program	178-189	-	-
	404-3	Percentage of employees receiving regular performance and career development reviews	217	-	✓

GRI Standard	Disclosure	Page/Website	Omission/Note	External Assurance
Diversity and Equal Opportunity 2016				
GRI 103: Management approach 2016	103-1	Explanation of the material topic and its boundary	178-179, 198-201	
	103-2	The management approach and its components	178-179, 198-201	
	103-3	Evaluation of the management approach	178-179, 198-201	
GRI 405: Diversity and equal opportunity 2016	405-1	Diversity of governance bodies and employees	216	-
Child Labor 2016				
GRI 103: Management approach 2016	103-1	Explanation of the material topic and its boundary	198-201	-
	103-2	The management approach and its components	198-201	-
	103-3	Evaluation of the management approach	198-201	-
GRI 408: Child labor 2016	408-1	Operations and suppliers at significant risk for incidents of child labor	198-201	-
Forced or Compulsory Labor 2016				
GRI 103: Management approach 2016	103-1	Explanation of the material topic and its boundary	198-201	-
	103-2	The management approach and its components	198-201	-
	103-3	Evaluation of the management approach	198-201	-
GRI 409: Forced or compulsory labor 2016	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	198-201	-
Human Rights Assessment 2016				
GRI 103: Management approach 2016	103-1	Explanation of the material topic and its boundary	198-201	-
	103-2	The management approach and its components	198-201	-
	103-3	Evaluation of the management approach	198-201	-
GRI 412: Human rights assessment 2016	412-2	Employee training on human rights policies or procedures	198-201	-
Local Communities 2016				
GRI 103: Management approach 2016	103-1	Explanation of the material topic and its boundary	76-77	-
	103-2	The management approach and its components	76-77	-
	103-3	Evaluation of the management approach	76-77	-
GRI 413: Local communities 2016	413-1	Operations with local community engagement, impact assessments, and development programs	76-78, 217	-

GRI Standard		Disclosure	Page/Website	Omission/Note	External Assurance
Supplier Social Assessment 2016					
GRI 103: Management approach 2016	103-1	Explanation of the material topic and its boundary	46-53	-	✓
	103-2	The management approach and its components	46-53	-	-
	103-3	Evaluation of the management approach	46-53	-	-
GRI 414: Supplier social assessment 2016	414-1	New suppliers that were screened using social criteria	46-53	-	-
Public Policy 2016					
GRI 103: Management approach 2016	103-1	Explanation of the material topic and its boundary	205	-	✓
	103-2	The management approach and its components	205	-	-
	103-3	Evaluation of the management approach	205	-	-
GRI 415: Public policy 2016	415-1	Political contributions	205-206	-	-
Customer Health and Safety 2016					
GRI 103: Management approach 2016	103-1	Explanation of the material topic and its boundary	162	-	✓
	103-2	The management approach and its components	162	-	-
	103-3	Evaluation of the management approach	162	-	-
GRI 416: Customer health and safety 2016	416-1	Assessment of the health and safety impacts of product and service categories	166		
Marketing and Labeling 2016					
GRI 103: Management approach 2016	103-1	Explanation of the material topic and its boundary	162	-	✓
	103-2	The management approach and its components	162	-	-
	103-3	Evaluation of the management approach	162	-	-
GRI 417: Marketing and labeling 2016	417-1	Requirements for product and service information and labeling	162	-	-
Socioeconomic Compliance 2016					
GRI 103: Management approach 2016	103-1	Explanation of the material topic and its boundary	32-35	-	✓
	103-2	The management approach and its components	32-35	-	-
	103-3	Evaluation of the management approach	32-35	-	-
GRI 419: Socioeconomic compliance 2016	419-1	Non-compliance with laws and regulations in the social and economic area	32-35	-	-
			202-207	-	-

ThaiBev Sustainability Report 2019 Feedback Form

Thank you for your interest in ThaiBev's Sustainability Report 2019. Your feedback is important to us as it helps us to improve our overall sustainability performance and future reporting.

*** Mandatory fields**

Please complete the feedback form and send us your views. Email your comments to: sustainability@thaibev.com
Alternatively, mail your comments to:

Center of Excellence

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Vibhavadi Rangsit Road
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Chatuchak District
Bangkok 10900

1. Which of the following best describes your affiliation?* (You may tick ✓ more than one box)

- ☐ Communities ☐ Consumers ☐ Customers ☐ Employees ☐ Investors
☐ Non-Governmental Organizations (NGOs) ☐ Regulators ☐ Suppliers
☐ Other Please state:

2. How effectively does the sustainability report communicate ThaiBev's sustainability performance?*(
(Please rate by tick ✓ the following topic, where 5 is Excellent and 1 is poor)

Topic	1	2	3	4	5
2.1 Our Sustainability Approach	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.2 Economic Performance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.3 Environmental Performance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.4 Social Performance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.5 Others, please state:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

3. Please rate the content and quality of ThaiBev's Sustainability Report 2019 by the following criteria,
where 5 is Excellent and 1 is poor*.

Topic	1	2	3	4	5
3.1 Balance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.2 Clarity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.3 Comparability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.4 Materiality/Relevance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.5 Completeness	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.6 Accuracy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.7 Transparency	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.8 Structure	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.9 Design and Layout	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

4. Please provide any other comments on our sustainability performance and reporting.



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