



THAI BEVERAGE PUBLIC COMPANY LIMITED

**ALWAYS WITH YOU**  
Sustainability Report 2021



Thai Beverage Public Company Limited





# Contents

Message from the CEO	5
Board Statement	7
Stable & Sustainable ASEAN Leader	9
Summary of ThaiBev's COVID-19 Response	10
About This Report	12
About ThaiBev	14
Key Economic Performance	16

## **ThaiBev Sustainability Approach**

Sustainability Achievement	20
Sustainability Highlights 2021	22
ThaiBev's Sustainability Approach	24
ThaiBev's Value Chain	34
Corporate Governance and Business Ethics	36
ThaiBev on COVID-19	44
Supply Chain Management	50
Risk Management	58
Information Technology and Cyber Security	64

## **Caring for the Environment**

Managing Environmental Impacts	70
Climate Change	72
Energy Management	78
Water Stewardship	84
Packaging and Circular Economy	92
Biodiversity	98
Food Loss and Waste	102







## **Caring for People**


Employee Wellbeing	110
Human Rights	116
Limitless Opportunities	122
Consumer Health and Safety	132
Customer Relationship Management	138

## **Sharing the Value with the World**

Caring and Sharing, Creating Values for Society	146
Education Development	152
Public Health Development	168
Athletic Development	174
Preservation of National Arts and Culture	186
Community and Social Development	212
Pracharath Rak Samakkee Project	226
C asean Center	236

## **Appendix**

Performance Summary	244
Independent Assurance Statement	258
Glossary	260
GRI Content Index	262





# Message from the CEO

The year 2021 was once again defined by the global COVID-19 pandemic and alarming reports about our changing climate. These two pressing challenges have defined and disrupted businesses across the world in unprecedented ways and affected the fabric of all our lives. At ThaiBev, these hurdles have inspired renewed passion and fresh business strategies, as well as provided us with an opportunity to carefully consider how we can contribute to a better future for everyone.

At the heart of ThaiBev's plan to meet these important challenges and emerge stronger than ever is our unwavering commitment to be a "Stable and Sustainable ASEAN leader", a regional leader in environmental, social, and governance (ESG) matters. Constant assessment and improvement in these three areas have allowed ThaiBev to not only become a more responsible, efficient, and resilient business, but also reaffirmed our mission to "Create and Share the Value of Growth". In this past year, as corporations moved beyond assuming "responsibility" by taking on "leadership" roles on key sustainability issues, ThaiBev has found itself in an outstanding position to continue and expand its own ESG activities.

All of these strategies are driven by our continued commitment to take the Sufficiency Economy Philosophy of our late King, His Majesty King Bhumibol Adulyadej The Great, as our guiding principle, and further guided by His Majesty King Maha Vajiralongkorn Phra Vajiraklaochaoyuhua's first royal command to continue, sustain, and develop this legacy for the benefit and happiness of the people. This approach means our decisions must be carefully considered and have a measurable positive impact on the planet and society.

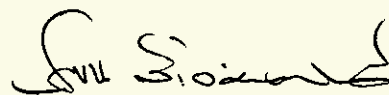
As one of ASEAN's largest food and beverage businesses, ThaiBev takes its leadership role on these global issues seriously, and in the past year we have marked several milestones in ThaiBev's sustainability journey. For example, ThaiBev launched its Climate Strategy, which consists of three pillars: Climate Change Adaptation, to ensure ThaiBev is resilient in the face of ongoing climate change and shifts that will occur in the medium to long term; Climate Change Mitigation, comprising ThaiBev's efforts to minimize the effects of climate change and ensure a smooth transition to a low carbon economy; and Communities, which encapsulates ThaiBev's determination to support local communities and conserve the environment in areas near its production sites.

In addition, we have stepped up our own internal monitoring and assessments of ESG issues. Two actions stand out in particular. First, ThaiBev publicly released its inaugural Task Force on Climate-Related Financial Disclosures (TCFD) compliant report; and second, ThaiBev screened and disclosed Scope 3 emissions for the first time, revealing key areas of focus for emission reduction opportunities in the coming years, as well as the success of initiatives ThaiBev has already implemented. This year's Sustainability Report also includes new commitments to manage our water footprint, reduce food loss and waste, and protect biodiversity.

As ThaiBev joins the world in addressing the climate challenge, the COVID-19 global pandemic continues to add stress to systems, transform traditional business models, and challenge how we conduct our lives. In ASEAN, no one has been left unaffected as the severity of the outbreak increased in 2021. To support our employees, suppliers, partners, and the public health of the wider community, ThaiBev established a COVID-19 Situation Room to ensure direct engagement and extensive, active outreach on the many challenges raised by the pandemic, from maintaining supply chain continuity to extending assistance on vaccination drives.

Despite the negative impact of the pandemic, various opportunities were also identified, leading to the development of new technology innovations, logistics improvements, and an increased focus on the well-being, good health, and safety practices of our team.

Overall, ThaiBev looks ahead to this challenging decade with a clear sense of purpose. Sustainability, innovation, and ESG responsibility are essential to both ThaiBev's and the world's future success. As the climate challenge and the COVID-19 pandemic have illustrated, business, society, and the environment are more interconnected than ever. That is why ThaiBev stands ready and poised to contribute on all aspects of ESG and the Sustainable Development Goals (SDGs), as an employer, a corporate citizen, and a business leader in the region. I wish to personally thank all of our employees, suppliers, partners, and stakeholders for your unified sense of leadership and dedication to this mission.



**Thapana Sirivadhanabhakdi**  
President and CEO



# Board Statement

The Board of Directors (the "**Board**") is fully committed to supporting and enhancing the sustainability practices of Thai Beverage Public Company Limited ("**ThaiBev**") through the careful consideration of environmental, social, and governance ("**ESG**") issues that affect not only ThaiBev's operations, but also the well-being of all ThaiBev stakeholders.

The Board believes that the private sector has a duty to contribute to the betterment of society and that ESG considerations must be more integral than ever in ThaiBev's strategies and value creation initiatives, especially amid heightened business risks arising from the COVID-19 pandemic and climate change. The Board thus fully endorses the initiatives put forward by the Sustainability and Risk Management Committee to improve ThaiBev's ESG performance.

Given the intertwining link between ThaiBev's business activities and the climate, the Board supports the greater disclosure provided in ThaiBev's first compliance report published in line with the Task Force on Climate-Related Financial Disclosures (TCFD) framework. The report will enable stakeholders to better understand ThaiBev's exposure to climate-related risks and how it manages such risks.

The Board was inspired by the Sufficiency Economy Philosophy of our late King, His Majesty King Bhumibol Adulyadej The Great, as our guiding principle, and further guided by His Majesty King Maha Vajiralongkorn Phra Vajiraklaochoyuhua's first royal command to continue, sustain, and develop this legacy for the benefit and happiness of the people. As the COVID-19 pandemic became more severe in 2021, the Board supported ThaiBev as it took on a leadership role to provide aid and support to ThaiBev and the Thai people.

To ensure that the business is agile and responsive to all crises, supply chains remain secure, and all our operations uphold ThaiBev's values for the benefit of all our stakeholders, the Board supervises and provides guidance to the Sustainability and Risk Management Committee. It also receives regular reports from the Committee and the ThaiBev management team on their sustainability objectives, targets, initiatives, challenges, progress, and achievements. The Board has made it clear that its evaluation of management performance takes into account their effectiveness in delivering on the commitments made to sustainability initiatives and targets.

The Board is committed to being transparent, clear, and open about ThaiBev's businesses to its shareholders and all its stakeholders. The disclosures made in this report and in ThaiBev's annual report adhere to this commitment. In this report, we discuss ThaiBev's efforts to exercise good governance, risk management, and environmental practices, and to continue strengthening ThaiBev's collaboration with business partners to drive positive economic, environmental, and social impacts from our Thailand and overseas operations.

We look forward to sharing our progress with you.

Board of Directors  
Thai Beverage Public Company Limited



# STABLE & SUSTAINABLE ASEAN LEADER



ThaiBev embraces the Sufficiency Economy Philosophy of our late King, His Majesty King Bhumibol Adulyadej The Great, as our guiding principle, and further guided by His Majesty King Maha Vajiralongkorn Phra Vajiraklaochaoyuhua's first royal command to continue, sustain, and develop this legacy for the benefit and happiness of the people and adheres to the 17 United Nations Sustainable Development Goals (UN SDGs). These principles are incorporated into guidelines to push forward ThaiBev business operations and our sustainability mission in "Creating and Sharing the Value of Growth" with all stakeholders.



# Summary of ThaiBev's COVID-19 Response

**99%** of all ThaiBev's employees and  
**100%** of the employees surveyed with the intention to be vaccinated have received at least **one dose of COVID-19 vaccine**

**98%** of ThaiBev employees or more than **43,000** persons  
**used the Beverest Life app** daily for check-in and performed a COVID-19 self-assessment

**100%** of employees and business partners  
in COVID-19 high-risk areas were tested for  
**COVID-19 by RT-PCR or ATK**

**> 324,000** medical professionals, business partners, and  
ThaiBev's employees **received COVID-19 insurance**

Donation of more than **1.4** million liters of 72% alcohol,  
**9.3** million surgical masks and **240,000** N95 masks  
to **healthcare workers nationwide**

**COVID-19 protocols** for employees and customers were strictly  
implemented at more than **600** **restaurants nationwide**



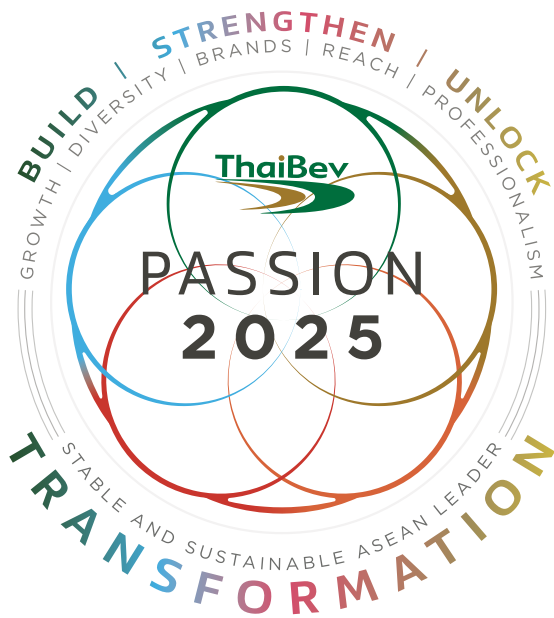


# About This Report

Thai Beverage Public Company Limited (ThaiBev) worked tirelessly to meet its Vision 2020 objectives. The success of Vision 2020 can be seen in many areas, but perhaps the most evident was ThaiBev's selection as a DJSI Beverage Indices Leader for four consecutive years (2018-2021). ThaiBev continues striving to improve as an organization that has launched the strategic transformation initiative, PASSION 2025, a new set of goals to further extend the company's position as a stable and sustainable ASEAN leader.

ThaiBev published its first Sustainability Report in 2012. This year marks the eighth Sustainability Report that was prepared in accordance with core criteria from the Global Reporting Initiative (GRI) and Task Force on Climate-Related Financial Disclosures (TCFD). ThaiBev utilizes an Integrated Reporting (IR) approach to holistically report performance and value creation to its shareholders and stakeholders.

This report is intended to convey to ThaiBev stakeholders material business issues and the company's current sustainability practices, along with its forward-looking sustainability strategy and management approach. ThaiBev and ThaiBev Group Companies' ("ThaiBev Group") sustainable development approach involves ESG in 4 dimensions: Environmental, Social, Arts and Culture, and Governance and Economic. These are guided by the Sufficiency Economy Philosophy of His Majesty King Bhumibol Adulyadej The Great and are in accordance with the 17 UN Sustainable Development Goals (UN SDGs).



This report demonstrates the many ways in which ThaiBev's business operations adhere to best practices in sustainable development. The financial data were audited by KPMG Phoomchai Audit Ltd. The Audit Report is contained in ThaiBev's 2021 Annual Report. Data related to environmental performance, employee training, occupational health and safety were 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 is derived from the fiscal year 2021 and includes companies in the ThaiBev Group in Thailand and overseas, and also spotlights ThaiBev's future business expansion and other plans to drive ThaiBev towards its PASSION 2025 goals. The report describes ThaiBev's environmental and social impacts in the 12-month period from October 2020 to September 2021. Data were collected from 42 production sites, including 27 distilleries (19 in Thailand, 6 in the United Kingdom, and 2 in Myanmar), 3 breweries in Thailand, 11 non-alcoholic beverage production facilities in Thailand, 1 food production facility in Thailand, and 11 distribution centers in Thailand.

ThaiBev has prepared this Sustainability Report in both Thai and English and made it available on ThaiBev's sustainability website at [sustainability.thaibev.com](https://sustainability.thaibev.com). Any suggestions or inquiries may be directed to the Sustainability Development Working Team via email at [sustainability@thaibev.com](mailto:sustainability@thaibev.com). Opinions may also be shared by completing the form at the end of this report. ThaiBev will be delighted to consider any suggestions to improve the quality of its future reports.

# About ThaiBev

Headquartered in Bangkok, Thailand, ThaiBev is a leading beverage company in ASEAN with four main business groups: spirits, beer, non-alcoholic beverages, and food. In this 2021 Sustainability Report, ThaiBev aims to highlight its conviction that sustainability and risk management are keys to the company's overall success. ThaiBev remains committed to creating and sharing the value of growth with stakeholders and throughout society. In 2021, ThaiBev was selected for the S&P Global DJSI Emerging Markets and DJSI World Indices for the sixth and fifth consecutive years, respectively. In 2021 another sustainability achievement, ThaiBev is the first ASEAN company to be selected again as a DJSI Indices Leader in Beverages industry for four consecutive years. This remarkable achievement reflects ThaiBev's firm commitment to sustainable development.



## Vision

Our vision is to be the stable and sustainable ASEAN leader in beverage and food business.

## Mission

Our mission is creating and sharing the value of growth, 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 generate favorable returns on investments
- Be a role model demonstrating the highest standards of professionalism, corporate governance, and transparency
- Build a sense of ownership among employees by trusting, empowering, and rewarding them
- Contribute to society

## PASSION 2025

PASSION 2025 encapsulates our ambition for the next five years with transformation plans under three domains:

### BUILD

(Build new capabilities)

Building new capabilities and business opportunities.

### STRENGTHEN

(Strengthen number one positions)

Strengthening the core businesses for market leadership positions.

### UNLOCK

(Unlock potentials of the Group)

Unlocking potentials of the Group to create maximum value.

## About ThaiBev

Thai Beverage Public Company Limited ("ThaiBev" or the "Group") is Southeast Asia's leading beverage producer and distributor and the largest in Thailand. The Company's vision is to be a world-class total beverage company embodying commercial excellence, continuous product development and premiumization, and professionalism.

ThaiBev was listed on the Singapore Exchange Mainboard in 2006. In 2012, the Company expanded beyond Thailand with its acquisition of Fraser and Neave, Limited, a well-established conglomerate with a portfolio of highly recognized beverage brands. In 2017, ThaiBev further strengthened its regional presence by acquiring stakes in the Grand Royal Group ("GRG"), the largest whisky player in Myanmar, and in Saigon Beer-Alcohol-Beverage Corporation ("SABECO"), a leading beer producer in Vietnam, which makes ThaiBev the largest beer player by volume in Southeast Asia.

Today, ThaiBev's business comprises four segments – spirits, beer, non-alcoholic beverages, and food. In Thailand, the Group operates 19 distilleries, 3 breweries, and 21 non-alcoholic beverage production facilities and is supported by an extensive distribution network spanning 500,000 points of sale. ThaiBev is present in over 90 countries, including 5 production facilities in Scotland which are known for producing single malt scotch whiskies such as Balblair, Old Pulteney, and Speyburn; 2 production facilities in Myanmar; and 1 distillery in China which produces the famous Yulinquan Chinese spirit.

The Company's well-known spirits brands include Ruang Khao, Hong Thong, Blend 285, SangSom, and Mekhong, as well as GRG's iconic Grand Royal whisky. Chang, the Group's signature beer, is one of the most recognizable Thai beers locally and internationally, while SABECO's Bia Saigon and 333 are Vietnam's top-selling beer brands. ThaiBev's leading non-alcoholic beverage brands include OISHI green tea, est cola, and Crystal drinking water, as well as F&N's sparkling drinks and 100PLUS isotonic drink. The Company also operates Japanese restaurants, as well as ready-to-cook and ready-to-eat food businesses, through its subsidiary OISHI Group Public Company Limited. ThaiBev is accelerating the expansion of its food business by leveraging its subsidiary Food of Asia and its franchise outlets under KFC, the most popular quick service restaurant brand in Thailand.

ThaiBev is one of the top 10 largest companies on the Singapore Exchange by market capitalization and a constituent of the Straits Times Index. It is also part of the Dow Jones Sustainability Indices ("DJSI") World family and the DJSI Emerging Markets family.

# Key Economic Performance

Detailed information can be found in ThaiBev's Annual Report 2021.



## 2021

Total Revenue (annual)

# 245,559 million THB

October 2020 – September 2021, period of 12 months



Domestic income  
proportion



Foreign income  
proportion

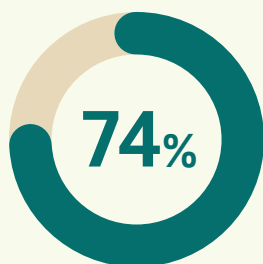


## 2020

Total Revenue (annual)

# 259,392 million THB

October 2019 – September 2020, period of 12 months

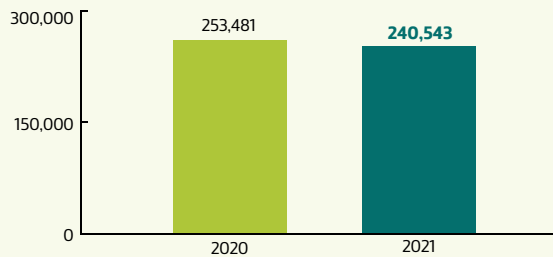


Domestic income  
proportion

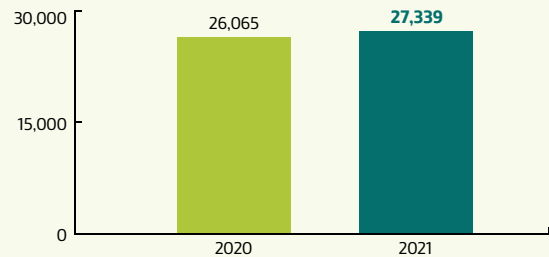


Foreign income  
proportion

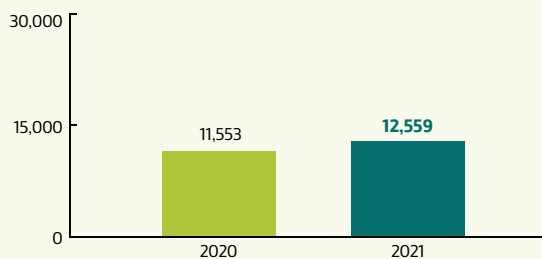
### Revenue from sales (million THB)



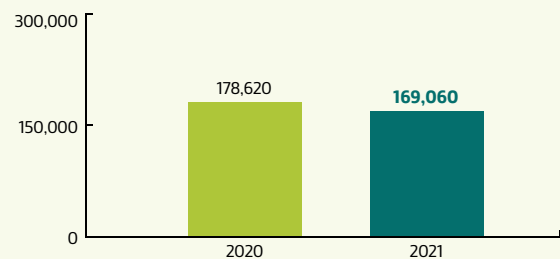
### Net profit (million THB)



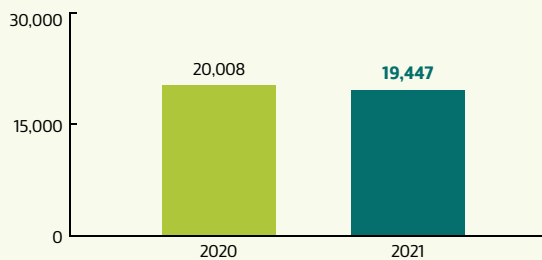
### Annual Dividend (million THB)



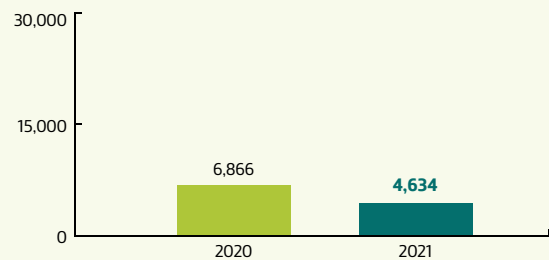
### Cost of Sales (million THB)



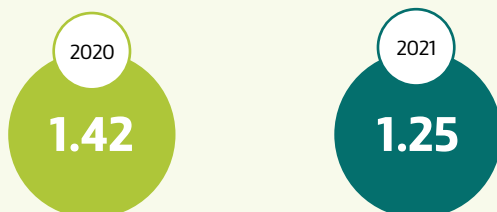
### Employee Benefit Expenses (million THB)



### Income Tax Expenses (million THB)



### Debt to Equity (Time)



### Return on equity (%)



#### Notes

- 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 Wage and Benefits), Income Tax Expenses (refer to GRI201-1: Payments to Government), and Annual Dividend (refer to GRI201-1: Payments to Provider of Capital).
- Employee benefit expenses, which is part of Cost of Sales, was 5,388 million THB during the period of October 2020 – September 2021 and was 5,511 million THB during the period of October 2019 – September 2020. The excise tax paid to the government is also part of Cost of Sales.
- Geographic income for the Thai Beverage Group according to ThaiBev's financial statements for the period ending 30 September 2021.
- Annual dividend to ThaiBev's shareholders.





# ThaiBev Sustainability Approach

ThaiBev has become the leading beverage company in ASEAN, while positively impacting both the environment and society. The company embraces the Sufficiency Economy Philosophy (SEP) of His Majesty King Bhumibol Adulyadej The Great and adheres to the 17 United Nations Sustainable Development Goals (UN SDGs) and the principles of the UN Global Compact.

---

Sustainability Achievement	20
Sustainability Highlights 2021	22
ThaiBev's Sustainability Approach	24
ThaiBev's Value Chain	34
Corporate Governance and Business Ethics	36
ThaiBev on COVID-19	44
Supply Chain Management	50
Risk Management	58
Information Technology and Cyber Security	64

# Sustainability Achievement

ThaiBev has become a leading beverage company in ASEAN and it remains determined to reach all of its sustainable development goals, including in areas related to environmental, social, and economic impacts. The company's Vision 2020, which focused on corporate environmental and social responsibilities, helped propel ThaiBev to numerous awards and honors over the past seven years (2015-2021).

Among its biggest achievements, ThaiBev was selected as a member of the Dow Jones Sustainability Indices (DJSI) Emerging Markets Index for six consecutive years and the DJSI World Index for five consecutive years. Moreover, ThaiBev is the first ASEAN company to be selected as a DJSI Beverage Indices Leader for four consecutive years. These recognitions reflect ThaiBev's unwavering determination to be a corporate leader in sustainability.

In 2020, ThaiBev introduced PASSION 2025, which further reflects ThaiBev's commitment to emerge stronger than ever from the challenges of the coronavirus pandemic—and to continue to be a leader in sustainability practices. Amid the ever-changing nature of global business, ThaiBev has adapted and evolved how it operates to retain its unique leadership position.

ThaiBev received a world-best overall score of 90 (out of 100) for the beverage industry in the 2021 S&P Global Corporate Sustainability Assessment for the DJSI. This is the fourth consecutive year that ThaiBev has received the best worldwide industry score. The 2021 S&P Global Corporate Sustainability Assessment analyzes companies worldwide in terms of their performance in 30 categories across three dimensions: governance and economic, environmental, and social.

ThaiBev received the highest industry score of 89 (out of 100) in the governance and economic dimension, which covers important sustainability aspects, such as supply chain management, materiality, risk and crisis management, and innovation management. ThaiBev received score of 100 (out of 100) in each of these categories and top scores for the industry in seven of the 13 criteria assessed. In the environmental dimension, ThaiBev received top scores in water-related risks, packaging, and environmental reporting, among 10 key criteria assessed. ThaiBev also received the highest industry score of 91 (out of 100) in the social dimension, which covers occupational health and safety, human rights, talent attraction and retention, and corporate citizenry and philanthropy, among the seven key criteria.



Member of  
**Dow Jones  
Sustainability Indices**

Powered by the S&P Global CSA

Member of

**DJSI Emerging  
Markets**

**6** Consecutive  
Years

Member of

**DJSI World**

**5** Consecutive  
Years

**DJSI Indices\***  
**Leader**

**4** Consecutive  
Years

\*As of the official announcement date in November 2021

Recognitions on Environmental Sustainability 2021	Recognitions on Social Sustainability 2021	Recognitions on Economic Sustainability 2021
<ul style="list-style-type: none"> <li><b>Red Bull Distillery (1988)</b> Outstanding Achievement in Potential Industry Award, The Prime Minister's Industry Award 2020</li> <li><b>Sermsuk Chonburi</b> Silver Award, Thailand Kaizen Award 2020</li> <li><b>Thanapakdee</b> Bronze Award, Genba Kaizen, Thailand Kaizen Awards 2020</li> <li><b>Inver House</b> Best practice in Scotch Whisky Association (SWA) distilling energy efficiency category</li> <li><b>Cosmos Brewery</b> Best Clean Coal Use and Technology category, ASEAN Energy Awards</li> <li><b>Cosmos Brewery</b> 2<sup>nd</sup> runner-up for Off-Grid Renewable Energy, ASEAN Energy Awards</li> </ul>	<ul style="list-style-type: none"> <li><b>Sermsuk Surat Thani</b> Thailand Labour Management Excellence Award – Ministry of Labour</li> <li><b>ThaiBev</b> Excellence in Labour Relations and Labour Welfare, Thailand Labour Management Excellence Award 2020</li> <li><b>Sermsuk</b> Corporate Social Responsibility, Department of Industrial Works (CSR-DIW) Award 2020</li> <li><b>Grand Royal Group International</b> Best Career Advancement Program (Gold), Best Use of Rewards and Recognition (Gold), Most Effective Recruitment Strategy for Talent Attraction (Gold), Best Learning and Development Program (Silver) and Best CSR for Community Engagement (Silver) from Myanmar Employer Awards 2020</li> <li><b>ThaiBev</b> Silver Award, Excellence in HR Innovation, HR Excellence Awards 2021 Thailand</li> <li><b>ThaiBev</b> Best Companies to Work for in Asia 2020 (Thailand Edition) and WeCare: HR Asia Most Caring Companies Awards 2020 from HR Asia</li> <li><b>Cosmos Brewery</b> 2<sup>nd</sup> runner-up for Corporate Social Responsibility, ASEAN Energy Awards</li> </ul>	<ul style="list-style-type: none"> <li><b>OISHI</b> Thailand's Most Admired Brand 2021, BrandAge Magazine</li> <li><b>Mekhong Spirits</b> Silver Winner of Tokyo Whisky &amp; Spirits Competition 2021 (TWSC)</li> <li><b>Chang Cold Brew</b> Dortmunder (Best European-Style Lager) Category, Australian International Beer Awards 2021 (AIBA)</li> <li><b>Chang Espresso Lager</b> Silver Award, Other Flavoured Specialty Beer (Best Flavoured Specialty Beer) Category, Australian International Beer Awards 2021 (AIBA)</li> </ul>

# Sustainability Highlights 2021

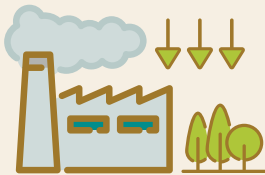
## Environment



**Increased**  
renewable energy consumption  
within organization to **41.8%**



**Reduced water** withdrawal in water-stressed areas  
by **6.3%** year on year / Set new target  
to reduce water intensity by 5% by 2025



**Scope 1 and 2 emissions**  
**reduced** by **9.9%** year on year



**Disclosed** scope 3 emissions for the first time  
with **third-party verification**



**60.15%** of food loss  
and waste utilized for alternative purposes

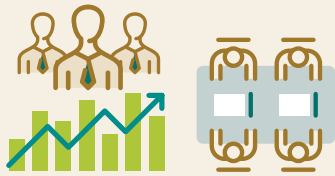


Proportion\* of **Reused and Recycled**  
**Packaging\*\* 82%**

\*Based on packaging weight from sales volume

\*\*Include returnable glass bottles used in Spirits, Beer, and Non-alcoholic beverages groups

## Social



Employee training

**688,596.90** hours



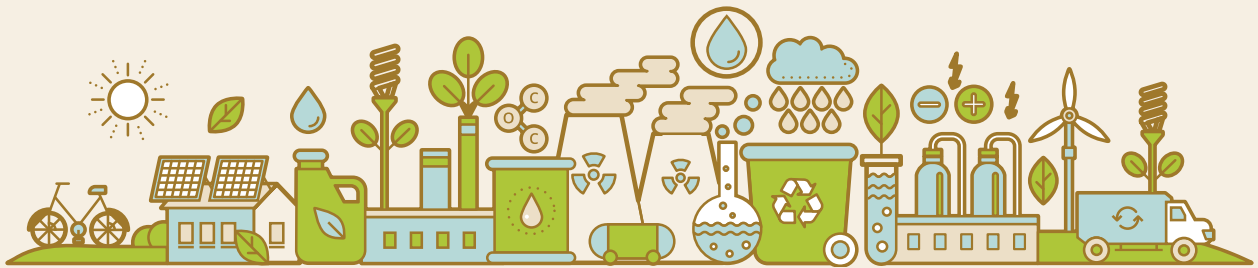
ThaiBev employee volunteer participation

**1,125** employees



Total

**17,615** volunteer hours



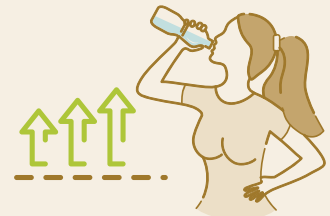
**100%** of ThaiBev's operations\* that may have direct or indirect impacts on surrounding communities have developed community development programs.

\*\*"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).

## Economic

**69.8%**

Proportion of products certified **"Healthier Choice"**  
of non-alcoholic beverages



# ThaiBev's Sustainability Approach

Throughout 2021, ThaiBev has embarked on the next phase of its evolution with a business transformation program known as PASSION 2025, which is defining the company's goals over the first half of the current decade. Through PASSION 2025, ThaiBev is determined to accelerate its efforts to grow new business opportunities, strengthen its competitive advantages, unlock the full value of potential opportunities, and continue to pursue meaningful sustainability initiatives under its mission of "Creating and Sharing the Value of Growth" with stakeholders. ThaiBev aims to be the leading beverage company in ASEAN, making positive, tangible contributions both to the environment and society.

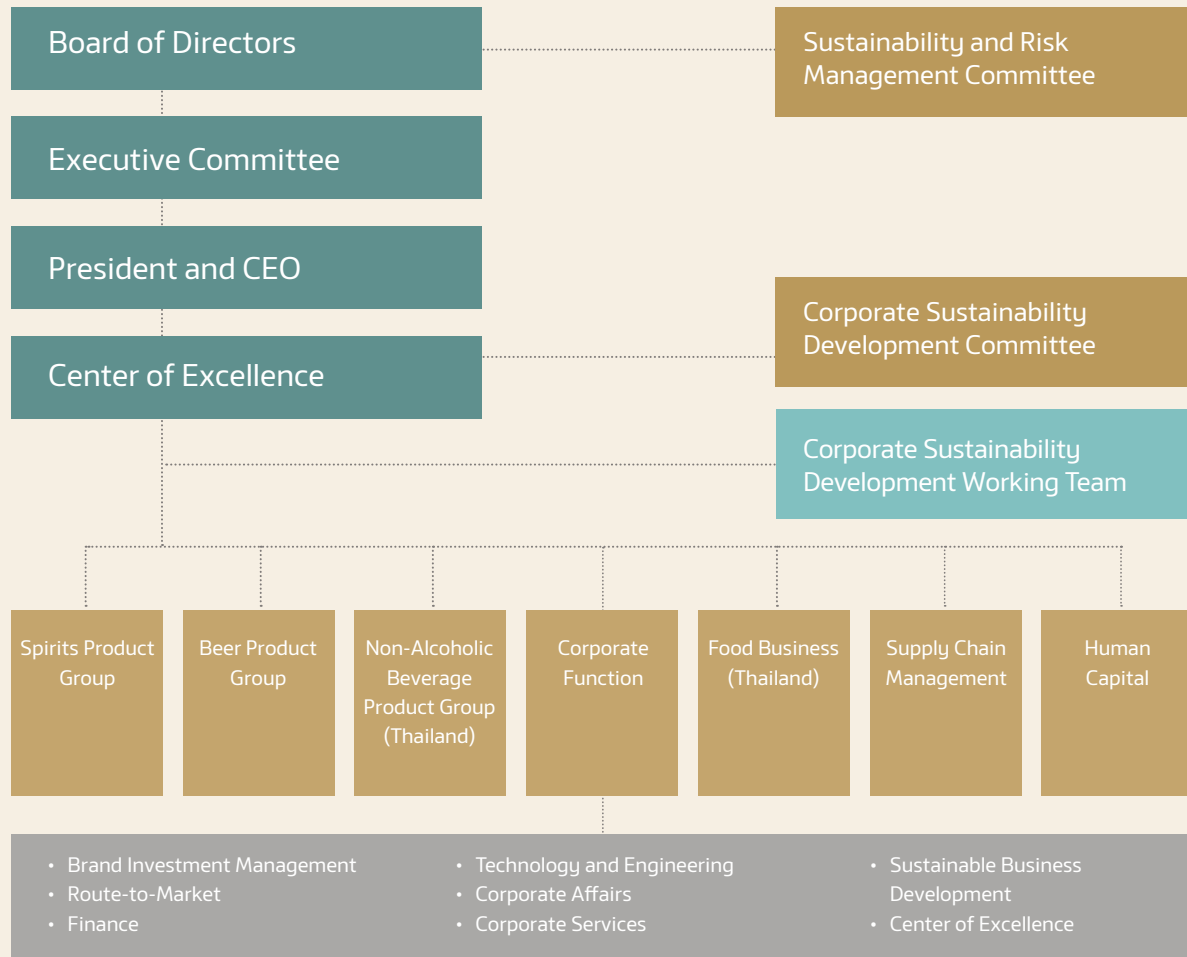
ThaiBev's sustainability approach embraces the Sufficiency Economy Philosophy (SEP) of His Majesty King Bhumibol Adulyadej The Great, and the company's efforts are guided by the determination of His Majesty King Maha Vajiralongkorn Phra Vajiraklaochaoyuhua to continue, sustain, and develop this legacy.

ThaiBev also strictly adheres to the United Nations' 17 Sustainable Development Goals (UN SDGs) and the principles of the UN Global Compact, as well as the Task Force on Climate-Related Financial Disclosures (TCFD). The company embraces numerous international agreements and commitments, and is constantly looking for new ways to assume a greater leadership role in the region in terms of adopting the latest best practices and international standards on key environmental and governance issues. ThaiBev is also a staunch advocate of the Thai government's Bio-Circular-Green (BCG) national development strategy.

As Thailand continues to adjust to the "New Normal" amid the global COVID-19 pandemic, ThaiBev is actively leading the way forward by keeping abreast of new innovations and promoting new technologies, constantly working to improve efficiency and positively impact society.



## ThaiBev's Corporate Sustainability Structure



## Sustainability Management

ThaiBev is committed to sustainability at all levels of its business, with ThaiBev's Board of Directors responsible for determining its sustainability strategies, and guiding the organization toward stable and sustainable growth for the benefit of all stakeholders. Under its corporate sustainability development strategies, the company believes it can both grow its business and also create numerous opportunities for its stakeholders and ultimately share these benefits with society as a whole.

The Board-appointed Sustainability and Risk Management Committee (SRMC) helps formulate the company's sustainability strategy and risk management policies, and oversees sustainable development and risk management activities in accordance with the policies and strategies set by the Board.

The President and CEO appointed the Corporate Sustainability Development Committee (CSDC) to guide and implement ThaiBev's sustainable development program in line with the direction and strategy set by the Board or the Executive Committee. The Sustainability Development Working Team (SDWT), which is comprised of representatives from different business groups and divisions, develops plans and sustainable development projects and participates in corporate sustainability assessments that verify the comprehensiveness of material sustainability topics. The SDWT also monitors and reports the progress of sustainable development programs to the CSDC and SRMC.

## Insights



**Constant Van Aerschot**  
Director, WBCSD Asia Pacific

As ThaiBev embarks on the next evolution of the company through PASSION 2025, ESG matters remain at the forefront of ThaiBev's transformation plans. This is in line with the clear awakening of the previous years on ESG matters, as Asian companies, in particular, are showing an increase of interest. Specifically, there is also an increasing legal responsibility for the development of climate action plans and recognition of the need to act on ESG matters. ESG is now becoming a risk, legal and financial matter as much as an opportunity. It has shifted from philanthropy to more of the fiduciary responsibility of the company. In other words, ESG trends are here to stay, and their impacts are widely extended to all markets, including Food and Beverage Industry.

From international perspective like WBCSD, identified ESG trends in the global Food and Beverage industry include supply chain transparency, land management, and water management. We can see an increase in regulations on materials sourcing, as well as issues linked to land use and deforestation. Land management in the new version of the Greenhouse Gas Protocol is now encompassing soil health and topics such as nitrogen overuse. Water management is also a significant trend, as the increased frequency of extreme weather events will impact Southeast Asia the most due to its heavy reliance on agriculture. Other trends now being considered include regenerative agriculture, packaging, and health.

With issues identified, one of the urgent actions needed for a global Food and Beverage company is to engage with stakeholders and collaborating along the value chain. Just by looking at the responsibility within one's internal operation is no longer sufficient, and a single company can no longer bring about solutions. In addition, expectations on how corporate should disclose their ESG impacts are increasing. Investors are now looking at TCFD performance as mandatory disclosure, measuring whether companies can quantify their ESG performance as those that look at resilience have fared better during the pandemic.

It is essential for ThaiBev to take a leadership role on emerging ESG trends and be transparent while demonstrating good practice that is scalable. This means working on projects that influence the core of the business. Being consistent in disclosure and using a consistent methodology to track and disclose ESG performance is also crucial. By taking a leadership role and having credibility, it will be easier to set standards and good practices for smaller companies.



## Insights



**Dr. Wijarn Simachaya**

President, Thailand  
Environment Institute (TEI),  
Secretary-General,  
Thailand Business Council for  
Sustainable Development  
(TBCSD)

Thailand has recently announced the ambitious targets to achieve the intensive Nationally Determined Contribution (NDC) at 40% by 2030, carbon neutrality by 2050 and Net Zero Green House Gas Emission by 2065 as well as continue support 2030 Agenda on Sustainable Development Goals (SDGs). This causes acceleration to higher awareness and trends surrounding circular economy, low carbon economy, and other sustainability topics, specifically the national agenda on Bio-Circular-Green Economic Model (BCG). Plastic reduction and recycling is also an essential global trend, as Thailand is one of the main polluters of marine plastic debris in the world. It makes Thai companies begin to prepare to cope with such changing

trends, through a transition toward renewable energy, sustainable packaging, supply chain management, sustainable /green certifications, and so on. These are to ensure business continuity and resilience in the global market.

Food and Beverage (F&B) company should focus on 2 main topics related packaging and food waste & food loss. It is a possibility that the national legislation will change in the next few years, especially those related to packaging, i.e. legislation that prohibits recycling material to be used in food and beverage packaging and the applicable concept of Extended Producer Responsibility (EPR).

ThaiBev will have to look at sustainability and circularity from a holistic perspective and continue to work and improve on the various initiatives already in place to the whole value chain. By setting more ambitious targets and developing more innovative solutions to reduce emissions and waste, ThaiBev can be the best practice example for other companies and transform the supply chain, which ranges from logistics and material sourcing to consumers and other relevant stakeholders. ThaiBev should also aim to have in place initiatives that are actionable and consistent in order to create a big impact in terms of sustainability and public engagement.

Ministry of Public Health had predicted that emerging diseases will occur periodically. Emerging Infectious Diseases or EID Center was set up to handle these occurrences properly and effectively, including providing the best care to patients, for diseases such as SARS, MERS, and COVID-19, which became a long and severe pandemic than we had expected. However, COVID-19 situation in Thailand has subsided with lower number of infection rate due to many factors, starting from the government's prevention policy to the people's cooperation and the wider coverage of vaccination. The vaccination helps building herd immunity among the people. In the future, COVID-19 will change from global pandemic to local disease with much less impact on patients.

In 2021, Chulalongkorn Hospital worked together with the private sector, including ThaiBev, in combating the COVID-19 pandemic. One important collaboration was the setting up of a COVID-19 vaccination center at Samyan Mitrtown, which used the strengths of the Ministry of Public Health in knowledge, prevention methods, and research and development, in combination with the strengths of the private sector in systems management and putting resources into action. Both sides learned from each other. The hospital can now apply those management methods in taking care of other patients more effectively.




**Professor  
Suttipong Wacharasindhu**  
M.D., Dean of Faculty  
of Medicine,  
Chulalongkorn University






In the future when COVID-19 becomes an endemic disease, the important issue will be how to prevent other emerging diseases from turning into pandemics. Environmental issues, such as climate change and global warming, are having an effect on the rise of new pandemics. The public sector, the private sector, and the general public must understand that health is an issue for everyone. We need to work together to raise people's awareness about protecting themselves, develop public health innovations, and share public health knowledge with everyone. The scope of this knowledge should not be just Thailand, but should extend to the world at large, for example by setting up Schools of Global Health. This will allow the general public to learn about public health, including emerging diseases, and apply this knowledge in their daily lives and work lives. It should be available to everyone without restriction.

## Stakeholder Engagement

ThaiBev has created guidelines for appropriate stakeholder engagement that emphasize the promotion of creative engagement through various activities and communication channels. Demands, opinions, concerns, and suggestions may be voiced through these channels. For each stakeholder group, the frequency of communication varies by operation. The feedback is useful in determining the strategy, direction, plans, and guidelines for future business sustainability development and for the 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"> <li>Messaging (SMS)</li> <li>LINE Application: LINE @ "We are ThaiBev Group"</li> <li>Facebook fan page</li> <li>ThaiBev Intranet</li> <li>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)</li> <li>Suggestion Box</li> <li>Roadshows to meet with various stakeholders</li> <li>Annual Sustainability Survey</li> <li>Employee satisfaction and engagement survey</li> <li>Beverest Connect application/web based/paper based</li> <li>Employee Engagement Survey through HCBPs and Line Manager</li> <li>Jam application ThaiBev-E-News, a messaging channel exclusively for ThaiBev employees</li> </ul>	<ul style="list-style-type: none"> <li>Work safety</li> <li>Flexible working arrangements</li> <li>Employee Benefits</li> <li>Charities and other projects that benefit society</li> <li>New products developed according to consumer needs</li> <li>Developing employee skills</li> <li>News about the company</li> <li>Company activities and management engagement</li> <li>Success and awards received by the company</li> <li>Internal activities</li> <li>Volunteering for various events and projects</li> </ul>	<ul style="list-style-type: none"> <li>Limitless Opportunities</li> <li>Consumer Health, Safety and Wellbeing</li> <li>Safety, Occupational Health and Work Environment</li> <li>Developing Communities and Society</li> </ul>

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

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

## Assessment of Key Sustainability Issues

ThaiBev continued to review key sustainability issues by considering global trends and changes with regards to sustainability in the food and beverage industry, issues with international sustainability standards, and challenges resulting from the COVID-19 pandemic. ThaiBev performs these types of sustainability assessments every three years and reviews them annually through the following processes:

### 1. Identification of Issues

ThaiBev organizes workshops for executives and experts from various business units to examine and determine which sustainability issues are most relevant to business operations. This involves analyzing global trends and changes in sustainability issues, and identifying stakeholder groups and corporate sustainability issues.

### 2. Issue Prioritization

ThaiBev prioritizes sustainability issues through two primary activities:

- 1) Workshops for senior ThaiBev executives to consider and assess the impacts of sustainability issues on the organization by considering them across three aspects: finance, operations, and reputation
- 2) In-depth interviews with domestic and international representatives from eight stakeholder groups to understand their significance and potential impacts. These two activities were used to better understand sustainability issues facing the organization. Issues ranked as very important by ThaiBev and its stakeholders were considered material sustainability issues.

### 3. Validation

The Sustainability Development Working Team (SDWT) reviews and presents material sustainability issues to the Corporate Sustainability Development Committee (CSDC) and the Executive Committee for approval.

### 4. Reporting Boundary

To effectively address material sustainability issues, ThaiBev determines the reporting boundary of all 17 material sustainability issues based on information collected from various agencies and relevant stakeholder groups.

### 5. Continuous Development

ThaiBev operates under a sustainable development framework through an annual review of sustainability issues, taking into account stakeholders' perspectives, and also through in-depth interviews. Material sustainability issues help to guide the company's business operations.

## ThaiBev Material Sustainability Issue

ThaiBev continued to review key sustainability issues facing the organization and added one material issue to the original list of 16 in 2019 to 17 issues in 2020 in response to global trends and stakeholder concerns.

The COVID-19 pandemic required continued government involvement to address the problem, including home quarantine and physical distancing requirements. These impacted people's daily lives and consumption behaviors as they adapted to "new normal" lifestyles. For example, there has been a continued rise in online shopping, as consumers remain concerned about their health and safety.

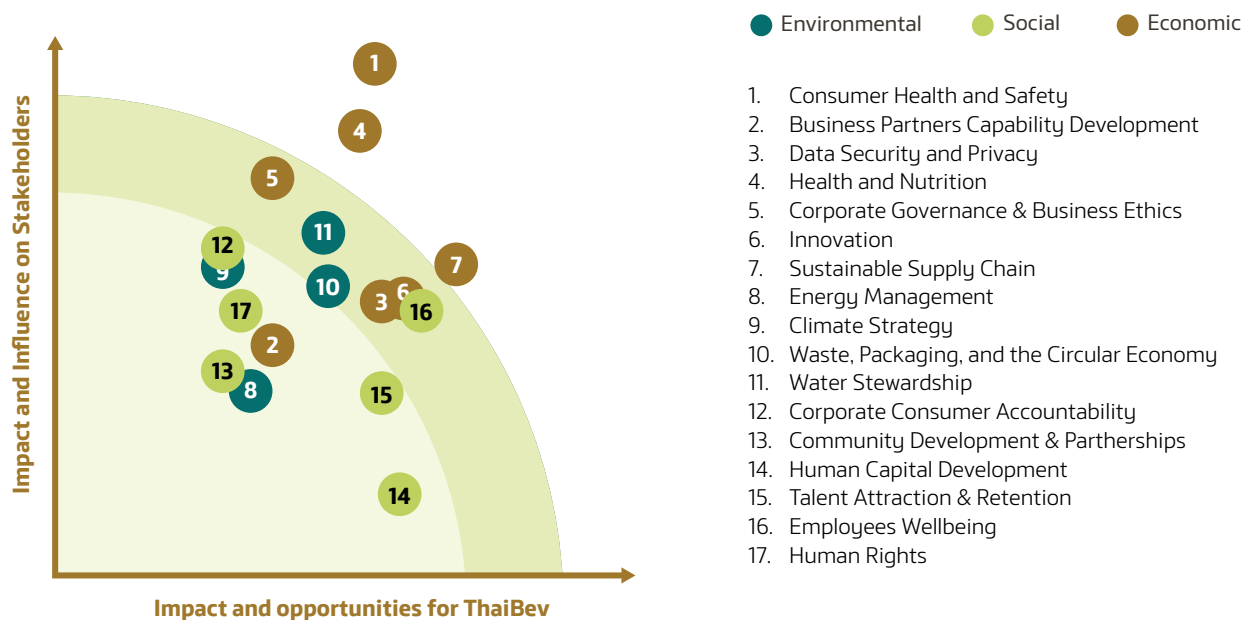
An assessment of key sustainability issues determined that stakeholders are concerned about the safety of both products and services, as well as employees' safety in the workplace. Supply chain disruptions have further impacted key sustainability issues with important implications. Major issues include:

- Consumer health and safety
- Sustainable supply chain
- Product health and nutrition.



## ThaiBev's Key Sustainability Topics

The company identified and analyzed risks and opportunities along with business goals and strategies, stakeholder expectations, and trends in three broad areas related to sustainability: environmental, social, and economic. The results from the risk assessment were used to develop a risk mitigation action plan, and responsible persons were assigned to implement the plan.



Consequence / Impact	Probability / Likelihood				
	1 Rare	2 Unlikely	3 Possible	4 Likely	5 Almost
<b>5</b> Catastrophic	<b>M5</b>	<b>H10</b>	<b>H15</b>	<b>E20</b>	<b>E25</b>
<b>4</b> Major	<b>M4</b>	<b>H8</b>	<b>H12</b>	<b>H16</b>	<b>E20</b>
<b>3</b> Moderate	<b>L3</b>	<b>M6</b>	<b>H9</b>	<b>H12</b>	<b>H15</b>
<b>2</b> Minor	<b>L2</b>	<b>M4</b>	<b>M6</b>	<b>H8</b>	<b>H10</b>
<b>1</b> Insignificant	<b>L1</b>	<b>L2</b>	<b>L3</b>	<b>M4</b>	<b>M5</b>

#### Action required by risk exposure

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

		Impact Boundary								
Chapter	Key Sustainability Issue	Inside the Company		Outside of the Company						
		ThaiBev and its subsidiaries	Employees	Suppliers	Customers	Consumers	Investors	Communities	Regulators	NGOs
Information Technology and Cyber Security	Data Security and Privacy	●	●	●	●	●				
Climate Change	Climate Strategy	●	●	●				●	●	●
Energy Management	Energy Management	●	●	●				●	●	●
Water Stewardship	Water Stewardship	●	●	●				●	●	●
Waste and Packaging Management and Circular Economy	Waste, Packaging, and the Circular Economy	●	●	●	●	●		●	●	●
Creating and Sharing, Creating Value for Society	Community Development and Partnerships	●	●					●		
Public Health Development		●	●					●		
Education Development		●	●					●		
Athletic Development		●	●					●		
Preservation of National Arts and Culture		●	●					●		
Community and Social Development		●	●					●		
Pracharath Rak Samakkee Project		●	●					●		
C asean Center		●	●					●		
Limitless Opportunities	Talent Attraction and Retention	●	●							
	Human Capital Development	●	●							
Employees Wellbeing	Employees Wellbeing	●	●							
Human Rights	Human Rights	●	●	●	●	●	●	●	●	●
Consumer Health and Safety	Corporate Consumer Accountability	●	●	●	●	●			●	●
	Consumer Health and Safety	●	●	●	●	●			●	●
	Health and Nutrition	●	●	●	●	●			●	●
Customer Relationship Management	Business Partners Capability Development	●	●	●	●					
Sustainable Sourcing	Sustainable Supply Chain	●	●	●				●	●	●
Corporate Governance and Business Ethics	Corporate Governance and Business Ethics	●	●	●	●	●	●	●	●	●
	Innovation	●	●	●	●	●		●		

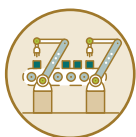
# ThaiBev's Value Chain

## Input



### Financial Capital

- Market Capitalization: 414.99 billion THB
  - Liabilities: 262,409 million THB
  - Equity: 210,176 million THB
- (as of 30 September 2021)



### Manufactured Capital

- Total assets: 472,585 million THB
- Property, plant and equipment: 60,717 million THB



### Human Capital

- Total workforce: 43,422 employees
- Total employee training hours: 688,596.90 hours



### Intellectual Capital

- Knowledge management system
- Brand value



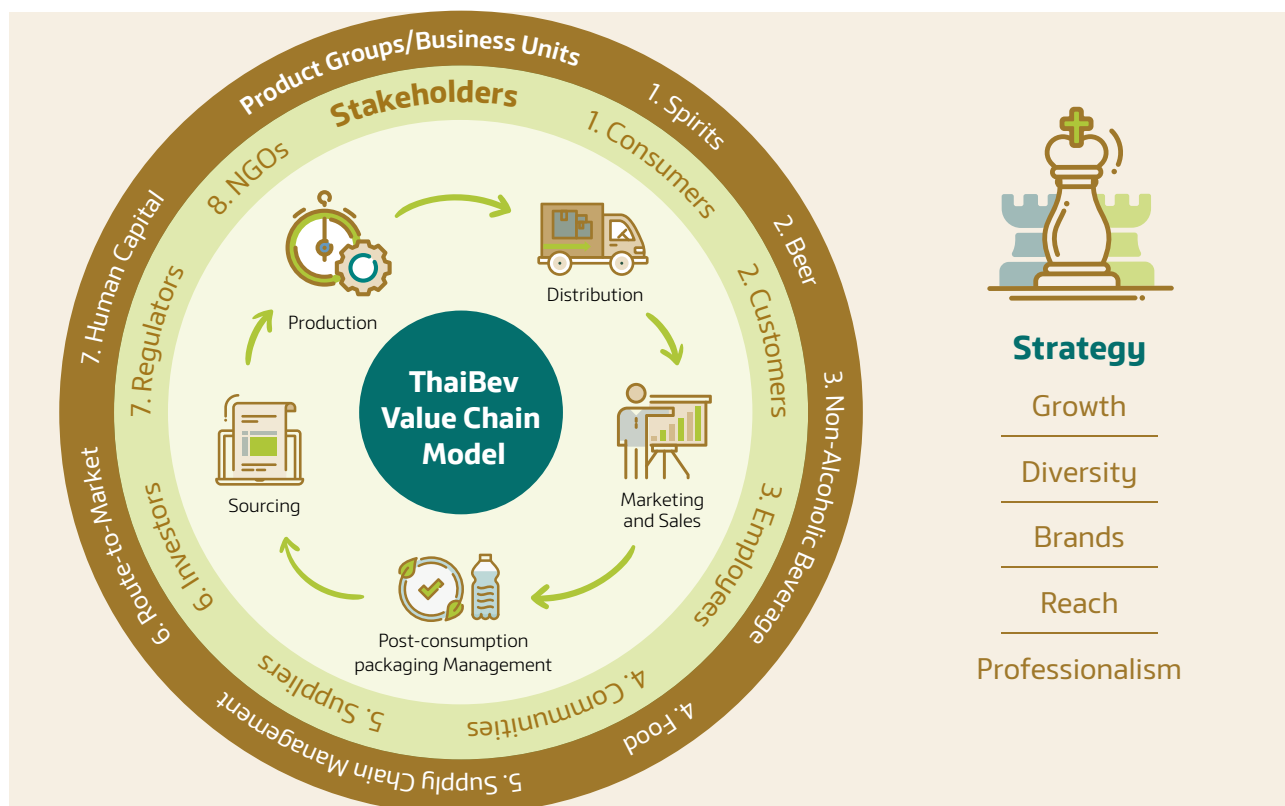
### Social & Relationship Capital

- Strong relations with stakeholders
- Collaboration with business partners
- Community development & philanthropy over 300 million THB



### Natural Capital

- Water consumption: 13.9 Megaliters
- Energy consumption: 8,779,398 GJ
- Raw Materials & Packaging: 1,125,526.74 tons



## Outcome



- Total Revenue: **245,559** million THB



- Net Profit: **27,339** million THB



- EBITDA: **46,629** million THB



- Lost time injury frequency rate (LTIFR): **1.43** per 1 million working hours



- Employee turnover: **10%**



- Create **1,695** million THB worth of income for Communities for over 5 years.

- Zero** human rights complaint



ThaiBev considers value chain development as a key strategy for achieving business success. Thus, ThaiBev pays attention to steps along the value chain to ensure highest product quality and sustainable growth.

## Sourcing

As a leading total beverage company in ASEAN, ThaiBev strives for efficient and transparent sourcing and procurement process to ensure highest products and services.

- Develop capability of suppliers to achieve goals and sustainable growth and manage risks by defining business practices along and performing audits to ensure that suppliers meet appropriate standards and management processes.
- Uphold sourcing and procurement standards incorporating environmental and social considerations, such as water management, occupational health, and safety, as well as oversight to ensure that consumers receive highest quality and safe products and services.
- Consider post-consumption impacts.

## Production

ThaiBev closely monitors every stage of production.

- Control product quality per legal requirements and various international management standards covering environment, safety, and consumer health. These include ISO 9001, ISO 14001, ISO 22000, GMP, HACCP, and the National Sanitation Foundation (NSF) drinking water standard.
- Ensure production safety, i.e. implement proper hygiene management, using high quality and safe raw materials.
- Use resources such as water and energy wisely to achieve the most benefits and avoid generating pollution to the environment, natural habitats (biodiversity), and society. Wherever possible, renewable energy sources are used, such as steam for distilleries and anaerobic waste treatment systems, while continuing to develop innovations and technology.
- Ensure data collection system which keeping track of input and output of all resources used in the production process in order to assess the impact properly, i.e. GHG emission, food waste, and food loss.

## Distribution

ThaiBev continues to build efficient distribution networks that span across Thailand.

- Maintain and deliver the highest quality products to all customers with professional services.
- Use technology to manage distribution and transportation systems, for example, to promote driver safety discipline and manage fuel usage.
- Expand controlled-temperature logistics services to customers in Thailand's restaurant business.
- Implement health and safety measurement to properly manage pandemic situations.

## Marketing and Sales

ThaiBev delivers products to consumers through effective distribution channels.

- Cultivate strong customer relationships through variety of projects, such as the Triple A Project, and marketing activities within distribution channels, which is one of the growth strategies under Vision 2020 and PASSION 2025.
- Communicate and publicize ThaiBev's corporate social responsibility to consumers and society to create strong consumer relationships through the "Serve Responsibly" project and other sales promotion activities to gather consumers' opinions for development of products and services to meet consumers' needs.

## Post-consumption Packaging Management

ThaiBev conducts business with responsibility to the environment and society by effectively manage post-consumption packaging.

- Collect packaging materials such as corrugated cartons and carton box partitions, glass bottles, aluminum cans, and plastic crates for reuse and recycling in the manufacturing process.
- Develop packaging from materials that can be reused or recycled to reduce post-consumption waste, ensuring friendly impact toward climate change, biodiversity, and community.

# Corporate Governance and Business Ethics

ThaiBev strictly adheres to its Code of Business Conduct while maintaining an efficient management system that is both transparent and verifiable. The company conducts business with integrity, responsibility, and fairness in order to provide all shareholders and stakeholders with utmost confidence. ThaiBev's business practices have helped it gain a competitive advantage internationally and yielded long-term positive impacts. In everything the company does, it aims to satisfy expectations from the business sector, shareholders, capital markets, and society as a whole.



## Corporate Governance

ThaiBev is committed to compliance while embracing principles of good corporate governance in accordance with its Code of Business Conduct. The company aims to excel in its sustainability and risk management efforts, which are in line with sustainability development guidelines. It seeks to adequately disclose information to build confidence among shareholders, investors, employees, customers, and all other stakeholders. ThaiBev is dedicated to meeting all of its customers' needs, and also to providing internal and external shareholders with stable, sustainable, value-added growth over the long term.

The company's Board of Directors is responsible for organizational leadership, setting up the direction, strategy, and operational objectives for the long-term success of ThaiBev companies. The leadership team seeks to ensure that ThaiBev operates in accordance with the company's business plan, which is created with input from its shareholders. The business plan also ensures that the company operates in good faith under the law and in line with the company's rules and regulations. Lastly, it assures that companies in the ThaiBev group and its subsidiaries comply with the regulations of the Singapore Exchange and other related stock exchanges. (For more information on ThaiBev's organizational structure and corporate governance, view the 2021 annual report here: [www.thaibev.com](http://www.thaibev.com)).

During the COVID-19 pandemic, the Singapore Exchange issued measures enabling listed companies to hold virtual shareholder meetings. For instance, the number of attendees and meeting organizers was limited to a maximum of 50 people. Attendees could submit questions 72 hours prior to the meeting and must comply with social distancing measures. Thus, shareholders were able to receive equal information, and listed companies could lawfully hold meetings. On 21 June 2021, ThaiBev organized its Virtual Annual Information Meeting between the company and shareholders in Singapore, ensuring that they would receive the same information as shareholders who attended the meeting in Thailand. Attendees were invited to send questions on the business and its operations in advance, so the company's directors and senior management could answer them during the meeting. ThaiBev also disclosed this information the same day through the Singapore Stock Exchange (SGXNET). In addition, the company held a virtual meeting for its own

Board of Directors, sub-committees, and subsidiaries, so its directors and senior management in Thailand could offer their opinions and advice. The meeting was held in compliance with rules and regulations as prescribed by the law.

Lastly, to emphasize its commitment to listening to feedback, ThaiBev initiated a whistleblowing policy for receiving complaints from the company's directors, executives, and employees. In 2021, no significant conflicts or ethical complaints were submitted.

## Code of Business Conduct

ThaiBev established its Code of Business Conduct to pursue integrity, legal compliance, morality, and ethics. The executives, managers, and employees must adhere to the Code of Business Conduct for ThaiBev to achieve the company's objective of upholding ethical conduct and standards.

ThaiBev has a duty to maintain transparency in its operations and to protect the interests of its shareholders by considering present and future market conditions and risk factors, and treats employees, customers, and business partners ethically. ThaiBev is committed to ensuring that its personnel understand, accept, and follow the company's Code of Business Conduct. This will result in

- The company's ability to uphold its responsibility to society and stakeholders
- Employees' work efficiency
- Fairness within the organization
- Employee's dignity and integrity
- The company being socially accepted
- Employees' well-being.

## Anti-Corruption

Corruption is a criminal offense that affects free competition and breaches the company's Code of Business Conduct. It results in damage to the company's reputation, loss of stakeholders' confidence, and impact the company's profits.

ThaiBev operates its business transparently, morally, and adheres to the principles of fairness and in compliance with the Code of Business Conduct while striving to provide maximum values for stakeholders in Thailand and abroad. ThaiBev's anti-corruption policy establishes practices to protect against corruption and serve as a guideline for business to create a stable and sustainable future.

In the case of changes to the business, regulations, standards, and the law, the President and CEO is responsible for monitoring and implementing an efficient anti-corruption system, reporting to the Chairman of the Board of Directors and the Audit Committee; and reviewing and revising 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:

- Senior-level executives are responsible for ensuring policy compliance and collaborate with board members, managers, and employees in compliance monitoring.
- Board members and employees have the duty to maintain the highest standards when doing business.
- Employees must not neglect evidence of corruption.
- Employees must cooperate in investigating the facts.

Failure to act in accordance with ThaiBev's anti-corruption policy is a severe disciplinary offense, violates ThaiBev's employment contract, and is a criminal offense. Violating the anti-corruption policy can cause severe damage to the company's reputation. If corruption is discovered, it should be reported to the employee's line manager. Any person found to violate the policy will be disciplined in accordance to ThaiBev's rules and prosecuted under the law.

## Handling Complaints

All employees are obligated to file a complaint when discovering an act that may be considered wrongdoing. Employees who file a fair and truthful complaint shall not face any repercussions or harms from the complaint. The process of filing complaints is as follows:

- Board member should file the complaint with the Chairman of the Audit Committee.
- 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 can report suspicious information directly to the President and CEO via e-mail at [whistleblowing@thaibev.com](mailto:whistleblowing@thaibev.com) or file the complaint to employee's line manager.
- 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.
- Employee should file the complaint in writing through recommended channels by providing contact information to responsible company official.
- An employee who files the complaint will be protected from repercussions or damage if the complaints are filed in good faith.
- Appropriate action will be taken to protect directors and employees from any damage that may arise from filing the complaint.

When an employee files a complaint,

- ThaiBev will decide how to proceed, which can include an internal investigation or reporting to an external organization to conduct an investigation.
- 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 the 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 2021, some minor cases were reported. Breaches were categorized by the monetary value of the action. Major cases involve a monetary value of 300,000 THB or more; minor cases involve less than 300,000 THB. To prevent breaches of the regulations, ThaiBev has implemented the following procedures to prevent corruption:

- Conduct orientation for new employees and executives.
- Provide online training courses for employees.
- Communicate business ethics for employees.
- Communicate and require all employees to follow the Code of Business Conduct.
- Take decisive action when fraud is discovered as it may involve legal action.
- Conduct regular internal audits by the Internal Audit Office to ensure that ThaiBev follows rules and regulations under the laws.

Remark: For more information on major and minor cases please visit [sustainability.thaibev.com](https://sustainability.thaibev.com)

## Adapting to Regulatory Changes

ThaiBev recognizes the importance of compliance with rules and regulations to reduce the risk of being fined or having its licenses revoked, which would impact its business. In 2020, the world was impacted by the COVID-19 pandemic, and Thai government implemented measures to protect and contain the spread of COVID-19 in Thailand. Some of the government's regulations affected ThaiBev and led the company to adjust its business practices. Additionally, the company has a law firm who constantly monitors changes in laws and regulations in Thailand. ThaiBev has various channels to monitor changes in laws and regulations in Thailand, for instance, being a member of The Thai Chamber of Commerce, The Board of Trade of Thailand and The Federation of Thai Industries. Moreover, ThaiBev regularly

reviews government websites such as those of The Secretariat of the Prime Minister, The Secretariat of the Cabinet, The Secretariat of the House of Representative, The Royal Gazette, The Office of the Council of State, etc. Consequently, in 2020, ThaiBev adjusted its policies as follows:

- Emergency situation was declared nationwide. Section 9 of Emergency Decree on Public Administration in Emergency Situation B.E. 2548 and governors' declaration and commands based on Communicable Disease Act B.E. 2558 regulated the following measures:
  - Closure of COVID-19 at risk public venues such as entertainment venues, service providing venues, live-entertainment venues, massage parlors, and any venues that perform similar services.
  - Prohibition of dine-in customers at restaurants.
  - Closure of shopping malls with restricted opening for essential products.
  - Closure of shops or establishments that hold Type 1 and 2 Alcohol License. ThaiBev was directly impacted given that ThaiBev holds Type 1 Alcohol License.
  - Designated hours in which people are prohibited from leaving their residences, except in necessary and exceptional cases.
  - Prohibition of cross-province transportation at certain hours.

Given the above government orders, ThaiBev had to adjust its production, sales, and distribution plans in accordance to product shelf life and financial liquidity while being able to meet customers' and consumers' needs and ensuring business continuity. The plan also included ensuring employee safety in work environment as some employees had to work in the offices while others worked from home following the government order. To ensure employee well-being, ThaiBev distributed alcohol gel, masks, and other essential items to employees.

- Emergency Decree on Electronic Meetings B.E. 2563

In the past, an electronic meeting must follow Announcement No. 74/2557 of the National Council of Peace and Order on electronic meetings, which was signed on 27 June 2014. It specified that one third of attendees must be in the same venue, and all attendees must be in Thailand during the

meeting, which is difficult in practice and does not follow physical distancing measure to control and reduce COVID-19 infections per guideline of the World Health Organization. Thus, ThaiBev was not able to hold the electronic meeting as required by law. The Emergency Decree on Electronic Meetings B.E. 2563, which became effective on 19 April 2020, changed electronic meeting criteria by removing the requirements for all attendees to be at the same venue in Thailand. Hence, ThaiBev was able to organize Board of Directors meetings through electronic channel where some of the board members attended the electronic meeting from overseas. ThaiBev's electronic meeting is conducted with secured online technology and in accordance with the applicable laws.

- Revenue Code Amendment Act (No. 47) B.E. 2561

The Act regulates transfer pricing between companies and juristic partnerships that are related to each other. Before this Act became effective on 22 November 2018, the Revenue Department designated guidelines per Revenue Department Order No. Por. 113/2545 on Transfer Pricing According to the Market Price for Corporate Income Tax, which was signed on 16 May 2002. ThaiBev had identified compensation per this Order even though it was not an official regulation. Later, this was amended and officially established as a law which gave authority to the Revenue Department to improve both income and expenses of companies and juristic partnerships that are related to each other in the case that compensation does not follow 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). The aforementioned law will come into effect on ThaiBev's 2020 accounting period. But since the law became effective in 2019, ThaiBev Group prepared transfer pricing document for the entire group and subsidiary companies within the non-alcoholic beverage business in the 2019 accounting period. In the 2020 accounting period, ThaiBev expanded to include beer factories and will include other parts of the beer business and other businesses in the future.

- 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 with cancellation of the collection of annual building

and land tax (the amount of income that the property should generate through rental each year) according to the Building and Land Tax Act B.E. 2475 and collection of land development tax based on average land price instead of the estimated price of the land and building. ThaiBev has a policy to manage land and buildings owned by ThaiBev 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.

- Personal Data Protection Act B.E. 2562

ThaiBev has already implemented measures to abide by the law, for instance, requesting permission from individual, declaring objectives of data collection, and using the data for specific objective only. Unless it is the case where the laws allow data collection without prior permission. ThaiBev also improved job application forms, employment contracts, and other important documents, together with access to ThaiBev's related websites to be in line with current legal regulations in order to avoid impact on data protection rights.

- The Announcement of the Office of Prime Minister on Prohibition of Sale of Alcoholic Beverages by Electronic Methods or Means B.E. 2563

This regulation came into effect on 7 December 2020, which prohibits online sales of alcohol beverages directly to consumers through any means or services. This includes any acts that promote or endorse the sales, direct sales or services to consumers through marketing channels, or selling alcoholic beverages through electronic communication between sellers and consumers without physical interaction. It does not include the prohibition of sale and payment of alcoholic beverages through electronic means at point of sale, restaurant, or alcoholic beverage providers' venues. This law does not affect ThaiBev directly since ThaiBev does not sell alcoholic beverages straight to consumers through electronic media but it affects ThaiBev stakeholders in ThaiBev's business value chain. Some are selling them online directly to consumers. In this regard, ThaiBev has given suggestions based on legal obligations to the stakeholders in the business value chain who are affected.



## ThaiBev and Public Policy

ThaiBev is committed to conducting business with good governance. It is equipped with an effective management system with policies that emphasize transparency, public responsibility, and impartiality. In the past year, ThaiBev has participated in and supported various sectors with the following objectives:

1. To increase market competitiveness, ThaiBev has cooperated with the Thai Chamber of Commerce and the Board of Trade of Thailand to propose solutions to developmental problems and enhance the capacity of entrepreneurs. It has also linked important government policies and the Federation of Thai Industries (FTI) by providing research grants to support sustainable packaging management. In addition, it has collaborated with the Thai-Vietnam Business Council, the Thailand Management Association (TMA), the UN Global Compact and the Global Compact Network Thailand, and chaired the Thai-UK Business Leadership Council (TUBLC).
2. To expand and strengthen the network of companies in the food and beverage industry, ThaiBev has supported various activities as well as shared information with its network. It has also provided a budget to support the continuation of public and private policies, which will aid in the growth of a strong, steady, and sustainable industry.

## Examples of Support for Various Organizations

### The Chamber of Commerce and the Board of Trade of Thailand

- To enhance the competitiveness of the business sector, ThaiBev has collaborated with the Board of the Thai Chamber of Commerce, the Board of Trade of Thailand, and a network of entrepreneurs to propose solutions to developmental problems as well as enhance entrepreneurial capacity by linking them with important government policies. For instance, ThaiBev has jointly formulated trade and investment guidelines under the Thai-Vietnam Business Council. It has also expressed its commitment to the people by endeavoring to increase people's confidence amidst the COVID-19 pandemic by collaborating with the Thai Chamber of Commerce and 40 CEOs Plus business network to establish 25 vaccination centers run by the private sector in Bangkok. Furthermore, ThaiBev also recognizes the importance of personnel development and education by supporting partnership schools nationwide. These are just some of ThaiBev's initiatives to develop the economy, society, company, and industrial sector.

### The Thai Institute of Packaging and Recycling Management for Sustainable Environment (TIPMSE) under the Federation of Thai Industries (FTI)

- ThaiBev supports the management of packaging in accordance with the concept of circular economy. In this process, used packagings are recycled into secondary raw materials and used again. The company recognizes the importance of extended producer responsibility (EPR). Thus, ThaiBev conscientiously considers the whole life cycle of packaging, from the selection of environmentally friendly materials to easily processed, stored, and recycled product design all the way to product disposal. ThaiBev is committed to the sustainable use of resources to achieve Article 12 of the UN SDGs, which has to do with responsible consumption and production. Furthermore, ThaiBev supports the Federation of Thai Industries (FTI) in research and development to accumulate knowledge about packaging for environmental sustainability. These research studies include packaging material flow analysis and value chain analysis. The company also engages in campaigns and public relations initiatives to raise awareness about separating waste for all sectors. ThaiBev promotes the principles of the '3Rs' through training, seminars, and knowledge exchange platforms amongst packaging and product manufacturers, importers, distributors, collectors, recyclers in the beverage industry, as well as the government, education, and civil society sectors. This initiative is meant to reduce environmental impact and help better manage packaging waste in Thailand.

### The Federation of Thai Industries (FTI)

- ThaiBev supports the operations of the Federation of Thai Industries (FTI) every year, including sponsoring various events, supporting membership fees, and giving research grants related to packaging management. The company believes that these initiatives will help packaging be more sustainable and be able to be used as raw materials. ThaiBev advocates all sectors to help separate used packaging from waste at the very beginning to help reduce environmental impact for a sustainable future. Furthermore, ThaiBev also attended a meeting with the Ministry of Industry to discuss the shortage of products during COVID-19. ThaiBev confirms that there is no shortage of products; there is a sufficient amount for public consumption. The company also donated 10 refrigerators to hospitals for storing COVID-19 vaccines so that Thais can have access to quality vaccines.

### Thai-UK Business Leadership Council (TUBLC)

- As the chair of the Thai-UK Business Leaders Council (TUBLC), ThaiBev is committed to driving business and economic growth in Thailand and the United Kingdom. ThaiBev attends meetings to discuss and exchange ideas between the private and public sectors, promoting trade and investment opportunities for both Thai and UK entrepreneurs, increasing business competitiveness in both countries. ThaiBev drives its operations through two taskforces: 1.) Trade and investment promotion, and 2.) Trade policy review, so that people understand international trade regulations. These two taskforces help drive proposals that are beneficial to both countries. Previously, TUBLC has participated in ministerial-level discussions, meeting with government representatives, the private sector, and academic departments. It has also promoted understanding of trade and investment through social media to the public. ThaiBev believes that these initiatives will help the country cope with the challenges such as free trade negotiations between countries as well as promote new innovations and adaptations necessary during the COVID-19 pandemic.

### Thai-Vietnam Business Council

- ThaiBev served as an advisor to the Board of Directors at the Thai-Vietnam Business Council in 2021 to promote trade and investment during this 45<sup>th</sup> anniversary of diplomatic relations between the two countries. As the chairman of the 45-year project on Thai-Vietnam diplomatic relations, ThaiBev is committed to promoting good relations and emphasizing the history of peace between Thailand and Vietnam. A replica of the President Ho Chi Minh Memorial was built for this occasion. In addition, community products from the Ban Na Chok, Nakhon Phanom Province was promoted. ThaiBev also joined a meeting with the private and public sectors to exchange opinions on the activities of the Thai-Vietnam Business Council and to promote the continuous good relationships between Thai and Vietnamese entrepreneurs.

### Thailand Management Association (TMA)

- ThaiBev is committed to participating in activities with non-profit organizations to help enhance these organizations' competitiveness at both the corporate and national levels. There are ThaiBev executives in the Advisory Committee of the TMA Center for Competitiveness and the Steering Committee of TMA Center for Competitiveness; they help offer recommendations on enhancing competitiveness. Furthermore, ThaiBev also arranged Thailand Management Day 2021, which helps promote ideas for coping with changes in today's uncertain business environment. Topics covered in this event includes technology, innovation, marketing, personnel management, the environment, and unexpected circumstances such as pandemics that affect the business sector.

### UN Global Compact and Global Compact Network Thailand

- In recognizing the importance of sustainable development amongst the private sector, ThaiBev joined the UN Global Compact (UNGC) on July 24, 2019. UNGC is the United Nations' framework for sustainable development cooperation. It aims to strengthen cooperation amongst companies of all industry sectors, foundations, and non-profit organizations and encourage all parties to be mindful of sustainability in their operations in line with UNGC's 10 global principles. UNGC's 10 global principles cover four key dimensions, including anti-corruption, labor standards, human rights, and environmental protection. ThaiBev recognizes that the protection and conservation of natural resources and the environment are key to sustainable development. Therefore, it is committed to operating in accordance with circular economy principles. It is also dedicated to continual development for more efficient and environmentally friendly applications in energy, water, packaging materials, and waste. ThaiBev foresees that its commitment will further increase as a member of the Global Compact Network Thailand (GCNT) if it is to help achieve Goal 17 of the United Nations Sustainable Development Goals (SDGs), which refers to 'cooperation for sustainable development.' In the past, ThaiBev has supported and participated in important activities such as the GCNT Forum 2021: Thailand's Climate Leadership Summit 2021 under the concept of 'A New Era of Accelerated Actions.'



### Thailand Supply Chain Network (TSCN)

- ThaiBev collaborated with seven Thai private companies to establish the Thailand Supply Chain Network (TSCN). The TSCN has three key objectives: 1.) To protect the value of investments, focusing on business continuity management, business law, finance, and corporate social responsibility, 2.) To enhance investment value by building partnerships and developing the efficiency of existing operations (e.g. cross-selling, cross-training, joint investments, resource-sharing), and 3.) To jointly create innovations and expand investment in collaborative projects, especially new ones (e.g. creating an online platform with venture funds for startups, cross-sharing employee skills, and using program developers).

In 2021, Thailand Supply Chain Network (TSCN) has two continual activities:

- Developing platform to support the operations, with demonstration activity for over 300 SME-level members. For further details on the platform, please check <https://thailandsupplychain.com/>.
- Showcase our sustainability effort in Thailand Sustainability Expo 2021. This sustainability expo showed stories, projects, and experiences of public and private sectors, community enterprises, universities, and general public in Thailand. It was held on September 30 – October 10, 2021, which successfully gathered more than 15,000 visitors via online platform. For further information, please visit TSX official website ([tsx2021.thailsustainabilityexpo.com](https://tsx2021.thailsustainabilityexpo.com))



• Protecting the value • Creating the value • Innovating the value

### Pride of ASEAN

#### Business

##### Logistics

##### Supply Chain

##### Sustainability and Circular Economy

#### Non-Business

##### Education

##### Healthcare

### TSCN COMMUNITY PLATFORM



#### Supplier Network

- B2B E-Marketplace
- Supplier Endorsement
- Business Matching

#### Networking



#### Sustainability Standard

- TSCN Sustainability Index
- Product Innovation
- Supplier Development

#### Sustainability



#### Knowledge Sharing

- Knowledge Forum
- Training Class
- Business Seminar
- Member Meeting

#### Sharing



#### TSCN Foundation

- Co-project initiatives
- CSR Activities

#### Collaboration

# ThaiBev on COVID-19

The COVID-19 pandemic has upended traditional business models and accelerated the dominance of e-commerce. The pandemic has also impacted how people buy food and beverages in particular, with attention increasingly paid to the source of the products and their labels and nutritional benefits. The availability of effective COVID-19 vaccines is another key driver of business trends.

ThaiBev has always adhered to stringent health and nutritional policies, with a focus on the occupational health and safety of its employees, business partners, and customers. The company recognizes the importance of health and safety for all stakeholders in the organization. Despite the pandemic's many negative impacts, various new business opportunities have also emerged, such as the development of new technology, innovation, logistics improvements, and the creation of better health and safety practices.



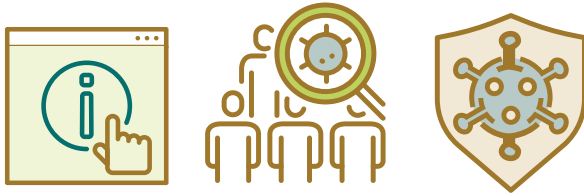
### ThaiBev Strategy Addresses COVID-19 Challenges

To increase stakeholders' confidence in ThaiBev, the company implemented a business continuity plan in a timely manner, allowing its operations to move forward with minimal impact on employees and other stakeholders. In particular, the ThaiBev Situation Room (TSR) was created with the objective to:

- Monitor and survey the COVID-19 outbreak to formulate policy frameworks and actionable approaches with Human Capital.
- Collect, monitor, and analyze business performance information across ThaiBev's value chain.
- Collect, analyze and present relevant social news from the public and private sectors that may impact ThaiBev.

In addition, ThaiBev launched numerous preventive measures to ensure the safety and well-being of its employees, customers, and business partners. These measures included the following aspects:

1. Prevent the spread of COVID-19 among all ThaiBev stakeholders.
2. Facilitate the care and treatment of employees infected with COVID-19.
3. Collaborate with other stakeholders to promote public health and wellbeing.



## Management Approach

Management has undertaken efforts to prevent the spread of COVID-19 among employees. To reduce the risk of widespread infection, employees have been categorized into three groups:

1. Group 1 – Employees who need to work on site
2. Group 2 – Employees who need to work in teams but are able to work in alternative spaces
3. Group 3 – Employees who are able to work independently and efficiently from home

ThaiBev has implemented effective prevention and safety measures to respond to and mitigate the spread of COVID-19, as follows:

1. As a primary safety measure, the company distributed surgical masks and alcohol to all employees, including those who work from home, ensuring that everyone had sufficient protective equipment for personal use and work-related activities.
2. On a daily basis, all employees, regardless of working location, were required to check-in and perform a COVID-19 self-assessment on the company's digital platform and mobile application called Beverest Life. Around 98% of ThaiBev employees, or more than 43,000 persons, use the application.
3. The company has formalized processes for 100% of employees and business partners in high-risk areas to be tested for COVID-19 (by RT-PCR or antigen test kit, ATK).
4. Through an internal communication channel, ThaiBev encourages all of its employees to get vaccinated and educates them on vaccinations. The company also shares guidelines for self-care during the pandemic.



5. A COVID-19 prevention manual was developed to promote good hygiene and safety at ThaiBev production facilities, including for operational staff members, offices, points of sales, and every restaurant in the country. All employees must strictly adhere to the manual.

## Care and Treatment of Employees Infected by COVID-19

ThaiBev utilizes Beverest Life, a corporate mobile application, to track and monitor employees' health and well-being during the crisis. Employees are required to take COVID-19 assessment on a daily basis and complete digital check-in three times a day (in the morning, in the afternoon, and at the end of the workday). This enables the company to identify the employees who live and/or work in the maximum and strictly controlled provinces (dark red zones) where there is high-risk exposure to COVID-19 infection. Employees identified as high-risk group are closely monitored in order to provide immediate care and treatment if needed. In addition, ThaiBev has arranged for direct-to-home delivery of surgical masks and 72% alcohol to over 43,000 employees nationwide as preventive and relief measures.

ThaiBev established a COVID-19 Relief Center (CRC), which provides a 24-7 (24 hours a day, 7 days a week) service to help facilitate care for employees infected by COVID-19, and has partnered with more than 10 hospitals and hospitels to accommodate patients requiring more intensive care. Non-severe cases of COVID-19 go through a home isolation process or are transported to designated isolation centers. They are also provided with COVID-19 care packages that are personally tailored to their needs and symptoms.

COVID-19 also accelerates the adoption of digitalization during the quarantine period where employees are required to work remotely. ThaiBev communicates instructive guidance to ensure that employees have improved digital literacy level and to help them to transition into the new way of work seamlessly and effectively, for instance, IT security, digital lifestyle tips and tricks.



### ThaiBev's Other Stakeholder Welfare Measures:

- ThaiBev collaborates with other stakeholders including the Bangkok Metropolitan Administration, the Thai Chamber of Commerce, private sector business partners and hospitals to promote public health and social well-being. ThaiBev has supported the establishment of out-of-hospital COVID-19 vaccination centers.
- Amidst the first wave of COVID-19 pandemic, ThaiBev built Prolab Vibhavadi Medical Technology Clinic (COVID-19 Screening Center) to perform COVID-19 screening and medical analysis via RT-PCR test.
- Built its own surgical mask (including N95) and alcohol wipe production facilities to ensure adequate supply of personal protective equipment for its employees, communities, as well as health care workforce.
- Performed routine cleaning to ensure employee health and safety by spraying disinfectant solutions in work areas and office spaces.
- Provided COVID-19 insurance to 274,000 medical professionals nationwide and more than 50,000 employees and business partners.
- Reduced payment for the social security fund for both employers and employees for three months without impacting the social benefits that employees would receive, in accordance with government resolutions.

### Business Partner Risk Assessment

ThaiBev works closely with its suppliers to assess preparedness for any potential crisis or disruption in the supply chain, such as factory lockdowns, logistics blockages, etc. The assessment focuses on critical suppliers and suppliers of critical materials located in extremely-high risk area in Thailand where there are high numbers of COVID-19 cases. The company coordinates with those suppliers to manage business continuity (i.e. to maintain sufficient inventory levels of key raw materials, establish plans to supply from alternative locations, etc). 100% of critical suppliers and suppliers of critical materials located in extremely high-risk areas are reviewed weekly. Additionally, ThaiBev encourages suppliers to have preventive measures in place to protect their own employees.



## The “New Normal” at the Office



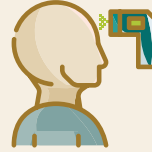
### COVID-19 Risk Assessment

- Complete COVID-19 risk assessment on a weekly basis.
- Failure to provide factual information is viewed as a disciplinary offence.



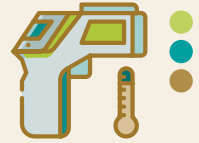
### Face Masks and Temperature Checks

- Wear face masks when leaving home.
- Check temperature every morning to ensure that temperature does not exceed 37.3 degrees.
- Inform supervisor in case of fever.



### Enter through Office Screening Points

- Show results of COVID-19 risk assessment to screening officers when entering the office buildings.
- Contact HCBP in case there is no Bev Life application.

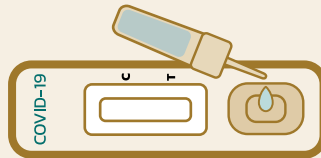


### Record Temperature and Affix Temperature-Screening Sticker

- Record daily temperature.
- Affix temperature-screening sticker.
- Wash and sanitize hands with disinfectant alcohol.

### ATK Test for Preliminary Screening

- Employees who work onsite must undergo ATK Test every 7 days.
- ATK Test is provided by ThaiBev and performed by medical personnel.

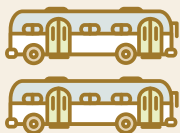


### Digital Check-In

- Digital check-in 3 times a day (check-in during the morning and afternoon and check-out after work).



## Measures to Reduce Risk of COVID-19



### Employee Buses

- Install disinfection equipment in the vehicles.
- Always wear face masks.
- Sanitize hands with disinfectant alcohol.



### Elevators and Other Common Areas Inside the Buildings

- Maintain 1-meter physical distance.
- Made disinfectant alcohol available at every elevator and screening points.



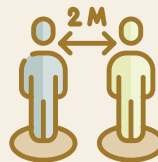
### QR Code Scan

- Check-in/out whenever entering or leaving the office.
- Scan QR code at various spots throughout the day.



### Physical Distance at Work Stations

- Rearrange employees' work stations to keep distance of at least 1 meter.



### Restaurants

- Establish screening points.
- Keep physical distance.
- Install partitions at dining tables.
- Pay by scanning QR code.
- Organize food pick-up areas for non-employees.



### Staggering Lunch Breaks

- Reschedule lunch breaks to avoid crowds.



### Prohibit Outsiders from Entering the Office

- Designate waiting areas for non-employees.
- Designate parcel pick-up and drop-off points and sanitize with UV sterilizing machine at screening points.

## Key Projects

### Strengthen Business Resilience During COVID-19

The COVID-19 pandemic has significantly impacted business. To strengthen business resilience and ensure business continuity, ThaiBev has extended its efforts through multiple channels. For instance, OISHI Group launched a promotion to help prevent the spread of COVID-19 by implementing an online food ordering system with fewer contact points for consumers. As COVID-19 limited consumers' ability to dine-in at restaurants, the food delivery market has grown exponentially over the past two years. ThaiBev saw the opportunity and launched an online ordering platform called Shopteennee (<https://www.shopteennee.com>) so consumers can conveniently order products from ThaiBev's brands and restaurants via a single platform. During the lockdown period, restaurants in shopping malls were not allowed to open. OISHI and KFC in response launched a food truck business. KFC has also focused on opening stand-alone/drive-thru shops rather than shops inside shopping malls. The first "OISHI Food Truck" was launched in December 2020 with a popular Japanese menu, focusing on affordable takeout dishes. The food trucks moved around, appearing at different locations, offering convenient, fast, and easily accessible dining options.

Additional measures have also been implemented in restaurants to safeguard both consumers and employees, strictly adhering to the Public Health Ministry guidelines. To respond to the government measures to contain the spread of COVID-19, the dine-in service areas were reduced by



50-60%. QR codes have been utilized in place of book menus in which customers order from their mobile phones to reduce contact in food ordering process.

### Contribution to Public Health & Wellbeing

ThaiBev has collaborated with multiple stakeholders in the public and private sectors to promote health and wellbeing. In order to help prevent the spread of COVID-19, ThaiBev supported the establishment of out-of-hospital COVID-19 vaccination service centers.

To help fight the spread of COVID-19, ThaiBev also donated more than 1.4 million liters of alcohol cleaning products, more than 9.3 million surgical masks and more than 240,000 N95 masks, in addition to providing COVID-19 insurance policies to healthcare workers nationwide.

## With PASSION 2025 Commitment

With all of these measures in place and coordination between the corporate level and key stakeholder groups, ThaiBev was able to ensure employee safety through a warning system that alerted people to avoid at-risk areas throughout the country. This underscored a core ThaiBev business strategy in "PASSION 2025."

## Achievements

**98%** of employees completed daily digital check-ins and COVID-19 assessment via the Beverest Life application

**1.4** million liters of 72% alcohol and more than **9** million masks were distributed

**57.18** million THB invested to support the establishment of **4** vaccination centers

**>230,000** doses of vaccine given at the **2** out-of-hospital COVID-19 vaccination centers supported by ThaiBev

ThaiBev's actions have reached **>1,500** vaccination centers and medical organizations and **>5,600** business partners. This includes the provision of **medical supplies and vaccination services** to the frontline public servants and healthcare workers, e.g., medical professionals, public health volunteers, and academic personnel. These groups play an essential role in **protecting the health and well-being of the communities and ensuring the continuity of civil duties and services for the public.**



# Supply Chain Management

The COVID-19 pandemic has transformed the way companies think about supply chains, with the focus shifting from efficiency to resiliency. The global supply chain has been upended by regulatory changes and operational uncertainties amid the coronavirus outbreak. Companies need to closely coordinate with their suppliers to adapt to these changes in order to experience minimal negative impact. An increase in resiliency is expected to yield benefits not only during the pandemic but afterward in the form of broader operational sustainability.

To ensure that all products and services are sourced using standardized and environmentally and socially responsible procurement processes throughout the value chain, ThaiBev strongly values collaboration with its suppliers. The company enforces sustainable sourcing policies and upholds the highest procurement standards, while pursuing high-quality service in delivery, in addition to supplier assessment processes and supplier engagement activities. ThaiBev has developed strategies and systems to manage its supply chain and ensure business continuity, and to avoid negative economic, social and environmental impacts, especially during the COVID-19 pandemic.





## Management Approach

ThaiBev strictly follows best practices on supply chain management, including:

1. Enforcement of the ThaiBev Supplier Code of Practice with 100% of suppliers. Also, the implementation of a sustainable sourcing policy to ensure that 100% of key agricultural raw materials are responsibly sourced.
2. Identify critical suppliers and critical materials to establish risk mitigation plans and supplier relationship management plans.
3. Implement ESG risk management measures based on suppliers' criticality. These include: 1) onsite audits by either internal or external auditors, 2) online assessments via Supplier Life Cycle Management

(SLCM), and 3) third-party risk databases via CROSS Supplier Risk Management (SRM), an online supplier risk assessment and monitoring solution.

4. Establish supplier performance reviews and ongoing monitoring processes to identify areas for improvement and develop supplier development plans.
5. Recognize suppliers with outstanding performance through the annual Business Partner Award Program to promote suppliers' competitiveness.

This year, ThaiBev strengthened its commitment to the development of its supply chain, focusing on capacity building and the sharing of best practices in sustainability.

## Supply Chain Management Strategy Towards PASSION 2025

ThaiBev has upgraded its supply chain management strategy to be in line with PASSION 2025 and the company's vision to become a stable and sustainable ASEAN leader in the food and beverage industry. The strategy consists of five pillars, as follows:

	Vision 2020 2015 – 2020	Enhancement towards PASSION 2025 2021 – 2025
<b>Visibility</b>	Enhance digital capability to improve sustainability compliance and gain insights to supplier's sustainability risks.	Integrate suite of digital system into total supply chain management for real-time visibility, including predictive risk management, procurement spending, profitability, efficiency and traceable ESG impacts in the supply chain.
<b>Synergy</b>	Foster more collaboration from internal and external stakeholders for mutual growth.	Engage with business partners to expand the adoption of sustainable business practices and strengthen Thailand's business sector through multi-stakeholder collaborations and digital solutions.
<b>Integrated Risk Management</b>	Consider a wide array of ESG risks beyond financial aspects, from the screening of new suppliers to supplier performance evaluations.	Improve overall business resilience and ensure business continuity by having multiple qualified suppliers in place, particularly those supplying critical materials and key agricultural raw materials, giving priority to local sources and strengthening the capability of domestic suppliers.
<b>Centralized Management</b>	Strive towards excellence sustainable procurement for efficiency, compliance and transparency.	Harmonize the global procurement policy, operating model and technology to maximize values throughout the supply chain, in both economic and sustainability aspects.
<b>Standardization</b>	Standardize processes and professionalize human capital to support growth and business expansion.	Integrate leading procurement standards into supply chain management (i.e., ISO 20400 Sustainable Procurement) and develop workers' capabilities with specialized skill sets and increased sustainability awareness.

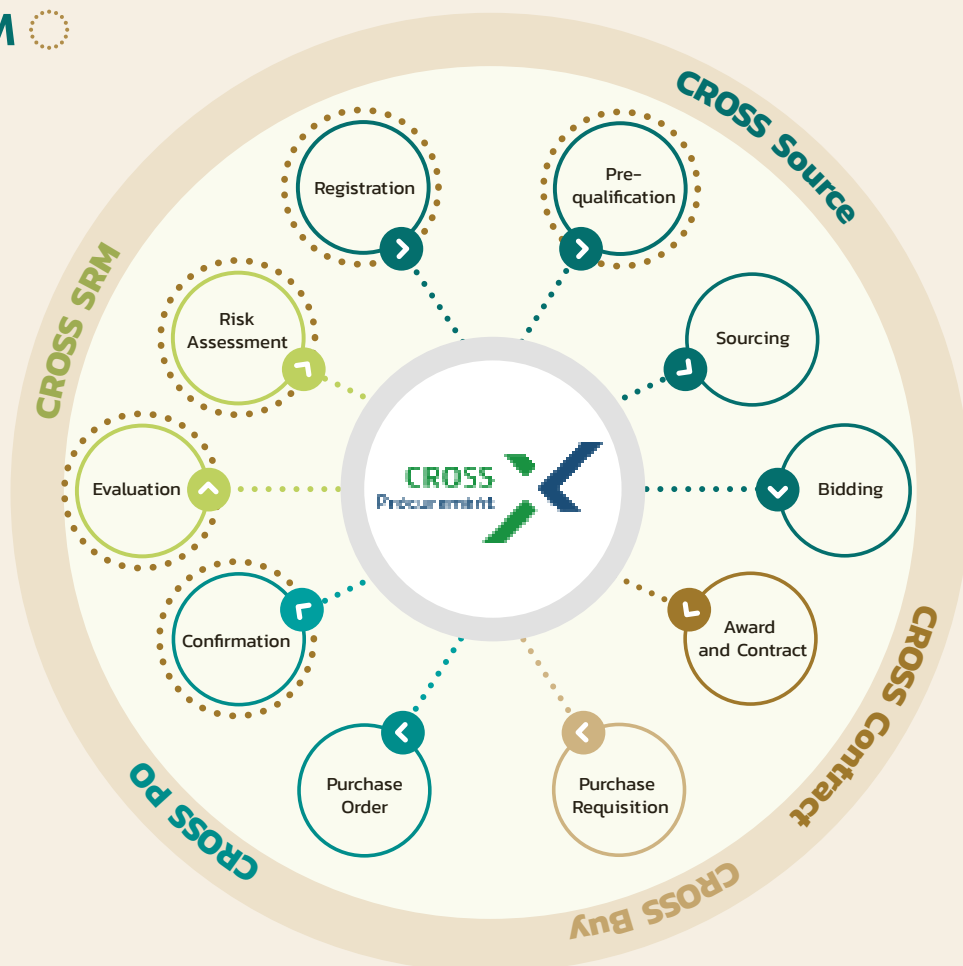
## 2021 Highlight

### ThaiBev's Supplier Digitalization Journey Towards Sustainability

ThaiBev has implemented integrated digital procurement solution, to enhance overall procurement capability, efficiency, and transparency. It covers end-to-end procurement processes from supplier registration, supplier qualification, bidding and award, documentation (purchase order issuance and invoicing), and supplier evaluation. The solution comprises:

1. **Supplier Life Cycle Management (SLCM):** The solution serves as a gateway for new suppliers to register as ThaiBev Group's suppliers. It is a mandatory requirement for all suppliers to accept and agree to comply with ThaiBev Supplier Code of Practice, verify their identity, and undertake sustainability assessment survey before being able to register.
2. **CROSS Procurement:** CROSS Procurement solution is a digital procurement system invented to improve the efficiency of sourcing processes. The solution is seamlessly connected with SLCM and plays a role in fulfilling the procurement processes. It instantly records the purchase of products and services that take place throughout ThaiBev's operations. This ensures that procurement is fair, transparent, and traceable. The key features include CROSS Supplier Risk Management (SRM), CROSS Source, CROSS Contract, CROSS Buy, CROSS Purchase Order (PO), CROSS Invoice, and CROSS Analytics.

### SLCM



In 2021, ThaiBev has introduced CROSS PO, a platform where buyers and suppliers can access to exchange purchase order (PO) information electronically and instantly through Supplier Life Cycle Management (SLCM) channel.

## Benefits



Reduce operational cost by  
**1.5** million THB per year.



Strengthen ThaiBev's business relationship  
with suppliers with more than  
**80%** score of supplier satisfaction.



**50%** of time reduced  
in overall end-to-end  
purchase order process

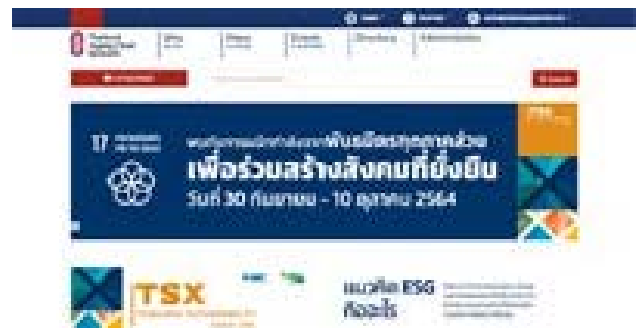
### Reduce environmental impacts in procurement process:

implementation of green processes, reduce the paper usage, including ink and ink cartridges, and logistics-related environmental impacts, i.e., fuel consumption, GHG emissions as the process to pick-up original PO copy has been totally eliminated.

ThaiBev's digital procurement landscape increases supply chain visibility and raises the standard of procurement by fostering stakeholder collaboration, process re-engineering, and online connectivity. These benefits give ThaiBev's advantages in decision making and sourcing strategizing, in turn enabling effective and real-time risk management.

ThaiBev is mindful of supplier's information security and the potential damages from any leaks or misuse of supplier's data. ThaiBev applies corporate cyber risk management and information security protocols to supplier's information security management as well to ensure that supplier's data are properly managed and securely protected.

In addition to this enhancement, in 2021 ThaiBev in collaboration with the Thailand Supply Chain Network (TSCN) has launched TSCN Platform (thailandsupplychain.com), a premium online business community which connects all qualified business partners across diverse industries altogether in one consolidated platform. It is



powered by artificial intelligence (AI), creating more business opportunities for the platform members through demand and supply matching suggestions. It also serves as shared knowledge center for sustainable business practices which is publicly accessible.

High-performing suppliers are able to register on the platform and receive accreditation from other members via the platform's Endorsement System in order to promote business and increase the opportunities to get business matching.

## TSCN Platform Benefits

More business  
opportunities for TSCN  
members from  
AI suggestion  
in business matching

Lower sourcing cost  
and risks from allowing only  
qualified business partners  
to become TSCN members  
with accreditation  
from others

Make sustainability insight  
and knowledge more  
accessible to local  
entrepreneur,  
particularly the SMEs

### TSCN Platform Key Features



ThaiBev's strategic business partners, i.e., critical suppliers, suppliers with strong business relationship, suppliers with high volume and transactions, were given privilege to be the pilot TSCN Platform members in August 2021. In addition, ThaiBev and TSCN plan on expanding the TSCN Platform to the wider group of private companies, including SMEs, to boost the local economy as well as support smaller local entrepreneurs.



#### Pilot Launch Results

**87%** of pilot members would recommend the TSCN Platform to their own suppliers

### Key Projects

#### • Thailand Sustainability Expo (TSX) 2021 :

ThaiBev collaborated with sustainability leading organizations, i.e., PTT Global Chemical Public Company Limited and Thai Union Group Public Company Limited, along with Thailand Supply Chain Network (TSCN) members to organize Thailand Sustainability Expo (TSX) 2021 as a virtual expo which received a lot of online attention and good feedback throughout its 11 days during 30 September – 10 October 2021. ThaiBev alongside with 25 business partners from both private and government sectors organized “Partnerships for the Goals” online exhibition as part of TSX 2021 which features sustainability leading practices from various industries, publicly accessible to all business partners and to the public. The main objective is to emphasize the need for business partners to adopt and integrate sustainability into their business and at the same time provide opportunities to the business partners who are committed to operating their business sustainably to promote and showcase their businesses. The exhibition is still open online for public access on TSX official website ([tsx2021.thaيلandsustainabilityexpo.com](https://tsx2021.thaيلandsustainabilityexpo.com)). Other notable activities at TSX 2021 for ThaiBev's business partners are TSCN Platform online exhibition which officially introduces TSCN Platform, including its key functions and benefits to all business partners for the first time and ThaiBev Business Partner Award 2021 Announcement via a live video streaming during the Commitment Day on 10 October 2021 to recognize the business partners who have outstanding performances in both commercial and sustainability aspects publicly.



### • ThaiBev Business Partner Award 2021

This annual award aims to promote supplier development, private sector competitiveness, sustainable business practices and innovation. Program contenders include ThaiBev's strategic business partners, including critical suppliers, suppliers with strong business relationships, and suppliers with high volume and transactions. The program covers three of ThaiBev's business units: alcoholic business, non-alcoholic business, and the latest addition in 2021, food business. To ensure that opportunities are equally available to a diverse group of suppliers, those from various industries, including both direct and indirect materials, are invited to participate. These include, for instance, packaging, commodities, construction, machinery, service, and others. Business partners that receive these awards demonstrate standards of excellence and are considered role models for their sustainable business practices. The awards consist of three tiers: Silver, Gold, and Platinum.



Since 2020, ThaiBev has added sustainability as part of the awarding criteria. In 2021, participants need to implement their own Supplier Code of Conduct, initiate projects in their organization that demonstrate positive and quantifiable ESG benefits, and stakeholders who enjoy such benefits, take the ESG assessment questionnaire and identify their own Tier 1 suppliers.

### Outcomes



**22%** of **Business Partner Award recipients** have demonstrated improvements in quality, commercial, delivery, innovation, and sustainability aspects.

**9 suppliers received**

**Platinum awards**

(they received Gold awards for 3 consecutive years), an increase from 5 suppliers in 2020.



**56%** of strategic suppliers from ThaiBev

**Business Partner Award Program** have implemented their own Supplier Code of Conduct.



**>14,000** online visitors at Partnership for the Goals online booth



**35%** increase in number of TSCN Platform members during the official launch at TSX 2021

### With PASSION 2025 Commitment

Through collaboration, engagement, and innovation, ThaiBev in 2021 ensured that all of its suppliers reached a high level of sustainability maturity (integrating sustainability into their business policy and operations with traceable initiatives). It also ensured they were aligned with ThaiBev's sustainability development framework, unlocking business potential for all suppliers. Looking forward, ThaiBev is transforming its procurement to a global shared service, complying with a harmonized group-wide procurement policy and operating model in order to drive benefits through compliance and individual adherence. The procurement transformation involves five key areas: people, organization, process, policy, and technology.

## Achievements

### Collaboration for a Sustainable Supply Chain

- ThaiBev selects quality raw materials for its alcoholic beverages, non-alcoholic beverages, and food production through a socially and environmentally responsible procurement process in line with top global standards, such as BonSucro, SEDEX, RSPO, SAI Platform, UTZ, etc. Examples of ThaiBev's key agricultural raw materials include malt, sugar, broken rice, palm oil, and tea leaves. ThaiBev has established sourcing requirements to procure these key raw materials from qualified suppliers operating in accordance with the aforementioned standards. The requirements are included in the following procurement processes: supplier qualification, bidding submission, and supplier evaluation.
- ThaiBev committed to working with suppliers, including farmers, to initiate programs to mitigate the impacts from climate change and natural disasters that affect the quantity and price of their raw agricultural materials, as well as the farmers' incomes and general wellbeing.

### Business Resilience and Risk Management

- ThaiBev considers sustainability factors in all aspects of its procurement process and requires suppliers to comply with the Supplier Code of Practice and undergo strict supplier screening which includes environmental, social, and governance criteria and quality assurance processes. This applies to 100% of ThaiBev's suppliers. ThaiBev also makes sustainability a criterion in supplier qualification, bidding, and supplier performance evaluation.
- ThaiBev has formalized processes to identify its critical suppliers annually in order to develop supplier relationship management strategies, together with the prioritization of resources and supplier risk management. Factors to define critical suppliers include the level of the supplier's sustainability maturity, the supplier's business goals (and its alignment with ThaiBev's goals), suppliers that provide critical materials, suppliers that are non-substitutable, and the interdependency between ThaiBev and the supplier. This enables ThaiBev to identify and mitigate potential risks in the procurement process throughout the supply chain.

### Capacity Development for Local Suppliers

- In 2021, 97% of ThaiBev's procurement came from local suppliers, following its policy to encourage sourcing from nearby business operations for sustainability and economic reasons. ThaiBev aims to reduce environmental impacts by optimizing transportation distances and fuel

consumption, and limiting pollution. This also helps boost income distribution and job creation among SME suppliers and in the surrounding communities.

- ThaiBev builds local suppliers' capacity through the Business Partner Award, the sharing of sustainability-related information, and engagement in various sustainability projects. This allows ThaiBev to gain more sourcing alternatives and mitigate risks from limited raw materials. This includes risks in the importation of raw materials and services, including delays in transportation and the disruption of business operations.

### 2021 Performance & Progress

1. 100% of active suppliers must accept and comply with ThaiBev's Supplier Code of Practice.
2. 97% of ThaiBev procurement is locally based.
3. 100% of new suppliers undertake a sustainability risk assessment.
4. 100% of critical suppliers are audited on-site.
5. 100% of key agricultural raw materials are responsibly sourced.

## COVID-19 Response

### Collaborating with Our Suppliers to Manage Business Continuity Risks in the Supply Chain

ThaiBev has carefully monitored the COVID-19 crisis from the beginning to make sure it can properly handle the situation and its impacts on business. ThaiBev works closely with its suppliers to assess preparedness for any crises or potential disruptions in the supply chain, such as factory lockdowns, logistics blockages, and others.

ThaiBev pays attention to critical suppliers and suppliers of critical materials that operate in extremely high-risk areas (dark red zones), meaning those in locations most exposed to COVID-19, with high numbers of cases. The company coordinates with those suppliers to manage business continuity (e.g., maintain sufficient inventory levels of key raw materials, establish plans to supply from alternative locations, etc.). Additionally, ThaiBev requires suppliers to implement preventive measures to protect their own employees' health and safety.

## SDG Indicators

ThaiBev's initiatives in co-founding the Thailand Supply Chain Network (TSCN), CROSS – Procurement, ThaiBev Business Partner Award, and procurement of local goods are in line with



**SDGs 8: Decent work and economic growth**

**SDGs 12: Responsible consumption and production**

**SDGs 17: Partnership for the goals.**

ThaiBev is committed to expanding good business practices for an equal and inclusive community and economy.



8.2 Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high-value added and labour-intensive sectors.

8.4 Improve progressively, through 2030, global resource efficiency in consumption and production and endeavour to decouple economic growth from environmental degradation, in accordance with the 10-year framework of programmes on sustainable consumption and production, with developed countries taking the lead.

12.6 Encourage companies, especially large and trans-national companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle.

12.7 Promote public procurement practices that are sustainable in accordance with national policies and priorities.

17.16 Enhance the global partnership for sustainable development, complemented by multi-stakeholder partnerships that mobilize and share knowledge, expertise, technology and financial resources, to support the achievement of the sustainable development goals in all countries, in particular developing countries.

17.17 Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships.

## Towards 2025 and Beyond

### Moving forward

ThaiBev commits to regularly assessing **100%** of its Tier 1 suppliers and increasing the number of suppliers completing online assessments by 2025 to better understand overall corporate risk exposure and to manage resources and more effectively develop suppliers.

ThaiBev aims to source **100%** of its key agricultural raw materials responsibly (i.e. malt and hops, sugar, broken rice, tea leaves and palm oil) by 2025.

### 2030 goals & progress:

**100%** of strategic suppliers implemented their own Supplier Code of Conduct.

**100%** of active suppliers assessed and examined for sustainability risks by a third party.

ThaiBev commits to assessing and examining **100%** of its active suppliers by a third party or using third-party risk databases to assess supplier ESG risks by 2030.



# Risk Management

Businesses today face many challenges to their sustainability and growth. The COVID-19 pandemic, climate change, and new technology threats and vulnerabilities are all posing unique challenges. The global food and beverage industry has faced significant disruptions in its supply chain, alongside rapid changes in consumer behaviour and demand in recent years. Although at-home consumption sales have significantly increased as a result, out-of-home consumption is stagnant, leading food and beverage businesses to implement new risk assessment and risk management strategies to make operations in a VUCA (Volatility, Uncertainty, Complexity, and Ambiguity) world more resilient.

ThaiBev works diligently to manage risks through its sustainability strategy, which enables it to explore opportunities, prevent and mitigate impacts, respond efficiently to challenges, and take full advantage of execution to achieve its goal of becoming the stable and sustainable ASEAN leader in beverage and food business.





## Management Approach

ThaiBev's risk management strategy focuses on monitoring global trends, potential rules and regulations, and peers' actions, evaluating ESG topics, and managing uncertainties throughout the value chain through the integration of the concept of sustainability risk into the company's "Enterprise Risk Management Framework."

ThaiBev's Enterprise Risk Management Framework, which is aligned with the COSO: Enterprise Risk Management Framework, has been implemented with the following key components:

### 1. Governance Structure

ThaiBev's risk governance structure starts from the Board of Directors, a range of committees, to product groups and business units, covering all inputs and advice from the Sustainability and Risk Management Committee ("SRMC"). The SRMC acts as a main communication point where all identified sustainability-related risks, impacts and opportunities are gathered for further company-wide sustainability and risk assessment and management.

### 2. Understanding of Business Context and Sustainability Strategies

ThaiBev seeks to conduct its business with a focus on sustainable development, with all functions aligned. It aims to achieve this by analyzing and monitoring risk factors, ESG related risks and significant future trends that may affect business operations or corporate strategies such as impacts on the company's sustainability investing.

### 3. Holistic Risk Management Process

ThaiBev embraces a holistic risk management process from the corporate level down to operations by collecting information, identifying and assessing key risks, and establishing strategies and systematic approaches for managing risks, including by creating new business

opportunities in line with ThaiBev's strategies and sustainability objectives.

### 4. Communication, Reporting, and Evaluation

ThaiBev emphasizes communication, reporting, and evaluation of risk and sustainability impacts and management success at all levels, from departments, subsidiary entities, business units, and product groups to the corporate level, in a clear and continuous manner. It monitors the progress of sustainability projects and risk management activities, highlighting any potential risks that may impact ThaiBev and its stakeholders.

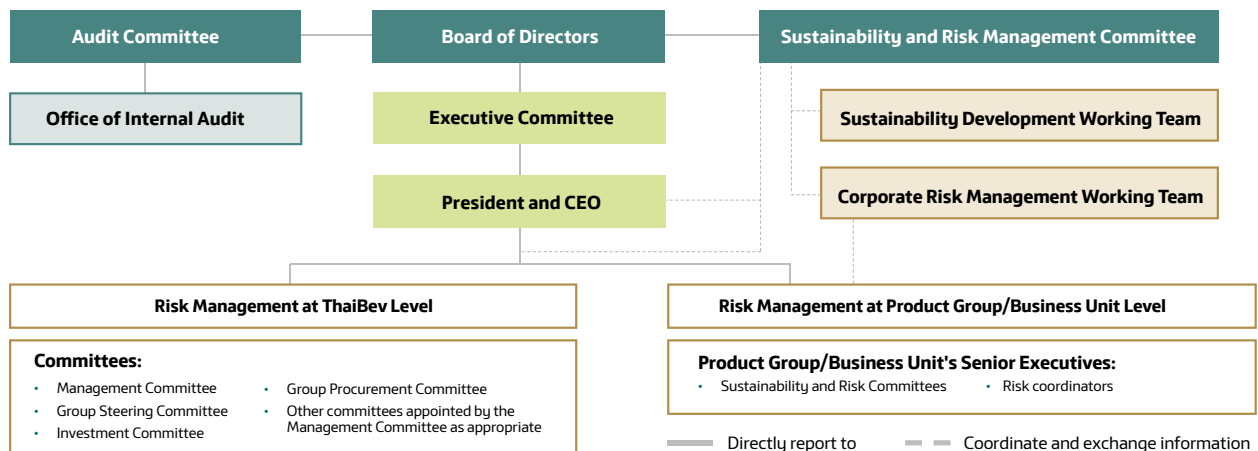
### 5. Sustainability and Risk Management Culture

ThaiBev promotes sustainability and a risk management culture through continually updating potential risks, training and arranging other engagement activities for executives and employees at all levels. The aim is to create awareness of the importance of sustainability and risk management to encourage engagement in these areas. In addition, executives, and line managers' performance assessments and financial incentives, such as compensation and bonuses, are linked to sustainability and/or risk management KPIs and are also aligned with the ThaiBev PASSION2025 business strategy.

#### ThaiBev's Enterprise Risk Management Framework

- 01 Governance structure
- 02 Understanding of business context and sustainability strategies
- 03 Holistic risk management process
- 04 Communication, reporting, and evaluation
- 05 Sustainability and risk management culture

## ThaiBev Group's Sustainability Development and Risk Management Structure



## Insights

ThaiBev has been committed to sustainability across its entire business under the mission of “Creating and Sharing the Value of Growth” with its stakeholders. The company has adopted sustainability strategies, principles, and approaches by integrating into decisions and operations in terms of ESG: Environmental, Social, and Governance to ensure resilience and long-term value creation. On the considerations of the SRMC, sustainability risks associated with uncertain social or environmental events or conditions are strongly focused on the development and potential emergence because if they occur, they can cause significant negative impact on the company. Although changing social or environmental factors are the challenges to be addressed, they may bring opportunities to the company which we need to be ready to capture the arising opportunities to achieve the goal of becoming ASEAN beverage industry leader. At ThaiBev, sustainability risk management is therefore a key business process that aligns sustainability with risk management by using the principles of enterprise-wide risk management to support the company’s sustainability goals. In 2021, the SRMC has considered significant ESG risks posed to the company, i.e., water-related risk, climate change, change in consumer behavior; and closely monitored the mitigation actions and adaptation to ensure business resilience.



**Prasit Kovilaikool**

Independent Director,  
Chairman of the Sustainability  
and Risk Management Committee  
and the Audit Committee  
Thai Beverage Public  
Company Limited

## With PASSION 2025 Commitment

ThaiBev’s risk management strategy aligns with and supports PASSION 2025, the company’s five-year (2021-2025) roadmap for business transformation and growth by focusing on key strategic direction and potential emerging risks and opportunities.

- Building new capabilities by innovating to enhance the business and service model, product offerings, and sales channels, as well as by partnering with stakeholders on sustainability initiatives.
- Strengthening its leadership positions and competitiveness in core markets (i.e., Thailand, Vietnam, Myanmar, Singapore, and Malaysia) by creating a sustainable supply chain. It has also innovated and digitalized many processes and focused on brand portfolio management.
- Unlocking potential to enhance shareholder value by building partnerships, creating asset value, and developing a high-skilled and talented workforce.

## Achievements

### Risk Assessment to Risk Management Strategy

Under rapidly changing business environment, ThaiBev performs an annual review of its identified risks under three categories: Strategic, ESG (Environment, Social and Governance) and Operational, all of which are linked to key sustainability issues in 3 dimensions: environment, social, and economic. The annual risk review and assessment enables the company to formalize effective corporate risk management strategies and approaches.

In 2021, despite the risks and challenges that were heavily centered around COVID-19, ThaiBev incorporated external and internal factors, global impacts of COVID-19, sustainability risks, global trends after the COVID-19 pandemic, expectations among stakeholders and ThaiBev business goals into the risk analysis and assessment process. The outcome of risk review and assessment indicates the risks with higher risk level and emerging risks that pose challenges and require the company to pay close attention, adopt effective mitigations, including adapt its strategy and/or business model. For the risks with unchanged risk level, ThaiBev will continue to monitor and analyze changes in risk level periodically, and maintain pre-COVID-19 risk mitigation plan.

ThaiBev's corporate risks from the recent review and assessment can be categorized into three groups as follows:

Risk Category	(1) Risk with unchanged risk level	(2) Risk with higher risk level
<b>Strategic Risk</b>	<ul style="list-style-type: none"> <li>Corporate image and reputational risk</li> </ul>	<ul style="list-style-type: none"> <li>Business investment risk</li> </ul>
<b>ESG Risk</b>	<ul style="list-style-type: none"> <li>Water-related risk</li> <li>Ethics and compliance risk</li> </ul>	<ul style="list-style-type: none"> <li>Climate change risk</li> <li>Stakeholders' health and safety risk</li> <li>Changing consumer behaviour and demographic shifts</li> </ul>
<b>Operational Risk</b>	<ul style="list-style-type: none"> <li>Human capital development to sustain business growth</li> </ul>	<ul style="list-style-type: none"> <li>Business circumstances and market competition risk</li> <li>Supply chain risk</li> <li>Financial risk</li> <li>Regulatory changes</li> <li>Cyber threats and data security risk</li> </ul>
<b>(3) New / Emerging Risk</b>	<ul style="list-style-type: none"> <li>Global infectious diseases</li> <li>Climate change-related regulatory transition risk</li> <li>Technology and innovation disruption</li> <li>Macroeconomic and geopolitical risk</li> </ul>	

(Please refer to Annual Report 2021 on page 134-151 for description, potential impact and key mitigations of each risk)

### Mitigating Key Emerging Risks

ThaiBev has considered the "global infectious diseases" and the "climate change related risks" as key emerging risks in 2021 which are increasingly critical, long-term threats to the organization's success, sustainability impacts and mitigations, including sustainability investing. The company has anticipated and modelled their impacts on the business in order to effectively respond and build business resilience.

### Responding to Global Infectious Diseases

To mitigate COVID-19's impact on long-term business performance and growth, ThaiBev transformed its business strategies and invested in digital technology and innovations throughout its value chain. ThaiBev co-founded the Thailand Supply Chain Network (TSCN) with a network of its supply chain partners in order to manage business continuity risks and ensure resilience across multiple supply chain challenges. The company's beverage business developed new alcoholic products for at-home consumption, implemented online marketing strategies, and launched a vitamin drink to help strengthen people's immunity, in addition to other healthy beverages. The food business offered an enhanced online ordering and delivery system by partnering with food aggregators and introduced "Shopteen.com," a website and application for online food and beverage delivery in Thailand. This includes introducing new menus/recipes and contactless payment, to allow consumers to enjoy the company's products safely. A cloud kitchen system was introduced to optimize capacity and increase productivity of

the company's restaurants. These measures have enhanced the company's product and service offerings. In managing material social risks and opportunities among key stakeholders, such as employees, customers, suppliers, and communities, ThaiBev distributed surgical masks and alcohol sanitizers to employees, hospitals, schools, and impacted communities. To prepare for potential future impacts, the company invested in a COVID-19 testing center for employees, while also offering low-cost COVID-19 testing to the general public. ThaiBev also built alcohol sanitizer, surgical and N95 mask production facilities to supply these products for employees and business partners. In the post-COVID-19 era, ThaiBev will continue to create new opportunities for living sustainably, with a focus on the circular economy and creating a healthier environment, while promoting health and wellness, and increasing growth in the business's digital and D2C channels.

### Responding to Climate-Related Regulatory Transition Risk

Climate-related risks can be divided into physical risks and transitions risks. Physical risks include acute risks from extreme weather events (e.g., storms, droughts, floods, and forest fires) and chronic risks from higher longer-term shifts in precipitation and temperature, and increased variability in weather patterns (e.g., sea level rises). As a leading producer of beverages and foods, ThaiBev could be exposed to significant climate-related risks from upstream agricultural production. A disruption in the supply of raw materials could result in steep price increases and volatility. Water is a key factor of production for ThaiBev, so the company could also potentially be affected by major water-related risks such as

floods, droughts, and water pollution, all of which are also interrelated. ThaiBev's production sites and surrounding communities are likely to face extreme weather events particularly flooding/flash floods, while some factories in high-water stress areas have faced water shortages due to decreasing availability. This stands in contrast to the current surface water consumption at production sites, which is likely to increase annually due to production and sales volumes. Furthermore, saltwater intrusion into the Chao Phraya River, a major river in Thailand, significantly impacts water quality for ThaiBev's production as well as consumption in communities. In addition to physical climate risks, climate-related risks are also associated with the transition to a lower-carbon global economy. The most common risks relate to policy and legal actions, technological changes, market responses, and reputational considerations. Failure to adjust climate change priorities and reduce carbon emissions in the value chain would affect ThaiBev's operations and financial results. In this regard, ThaiBev has analyzed climate-related financial risks and opportunities in line with TCFD recommendations.

To manage climate-related risks and opportunities, ThaiBev has established climate strategy and climate-related goals and targets. These include a 15% GHG emission reduction, 5% water intensity reduction and transition to renewable energy use to be at least 40% of total energy use annually by 2025. All ThaiBev plants have performed a water sustainability assessment on adequacy and quality, and

continued monitoring new or potential climate change-related laws and regulations (i.e., surface water tariffs and carbon taxes), and attitudes among surrounding communities and stakeholders. Effective approaches for water and energy management and consumption in both the short and long term have been determined and implemented. The company will also adopt transition to renewable and clean energy and environmentally friendly production technologies for water, by enhancing energy saving and recycling efforts, for instance with glass bottle washers and rinsers, and through other new technologies. To respond to the physical risks arising from climate change, the company has established natural disaster preparedness plans and storm management plans. ThaiBev has also conducted water stewardship initiatives, energy and climate change management activities, and other forms of engagement, including partnering with internal and external stakeholders from the community level to the national level. To prevent supply-chain disruptions resulting from climate change, ThaiBev focuses on sustainable sourcing and procurement and performs annual climate-related risk assessment of key suppliers. In respect with the potential enforcement of national climate change mitigation legislation particularly laws on public water resource management, ThaiBev's 34 production sites in Thailand located in 12 river basins have joined up with other water users in the same basin to register as a water-user body to maintain common interests in area water management in line with the rules and regulations, including the directions and policies determined by the drainage basin committee and the National Water Resources Commission.

## SDG Indicators

By frequently analyzing emerging risks and planning out short-term to medium-term mitigation initiatives, ThaiBev is contributing to following sub-SDGs Goals.



12.6 Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle - ThaiBev has collaborated with leading Thai organizations who are role models in sustainability to annually organize Thailand Sustainability Expo which is aimed to share



knowledge on sustainability practices and raise awareness of its significance for the society.

16.3 Promote the rule of law at the national and international levels and ensure equal access to justice for all - ThaiBev strictly respects human rights and complies with national and international laws by implementing approaches for human rights management throughout the value chain. In addition, we have implemented the channels for stakeholders to report suspicious wrongdoings, criminal activities or other unlawful conducts, or failure to comply with regulatory requirements and Business Ethics or Code of Conduct of ThaiBev Group as identified in the whistleblowing policy which has been disseminated and made publicly available on the company's website.

## Towards 2025 and Beyond

### MID- AND LONG-TERM SUSTAINABILITY TARGETS

ThaiBev has established mid- and long-term sustainability targets for environmental, social and governance risks that we will address to attain sustainability. For instance,

ESG Risks	Sustainability Update and Target Monitoring
<b>Water related risk</b>	<ul style="list-style-type: none"> <li>5% reduction of water intensity by 2025 compared to 2019</li> <li>Complete water sustainability assessment for all 34 production plants in Thailand by 2023 and production overseas by 2024.</li> </ul>
<b>Climate related risk</b>	<p><u>GHG Emission and Energy Use</u></p> <ul style="list-style-type: none"> <li>Reduce GHG Scope 1 and Scope 2 emissions by 15% in all beverage business by 2025 compared to 2019</li> <li>Use renewable energy as at least 40% of total energy use annually by 2025</li> </ul> <p><u>Packaging and Waste Management under Circular Economy</u></p> <ul style="list-style-type: none"> <li>Retrieval of 100% glass and paper packaging sold in Thailand for reuse or recycling by 2025</li> <li>100% of main packaging used in production processes are reusable, recyclable or compostable materials by 2025</li> <li>Retrieval of 100% PET bottles and aluminum cans sold in Thailand for recycling by 2030</li> <li>Reduce Raw Materials used for aluminum can production by 2,700 tons by 2030, compared to 2,156 tons in 2020</li> </ul> <p><u>Low Carbon Product</u></p> <ul style="list-style-type: none"> <li>Have products certified for CFR – at least 30% of ThaiBev's total revenues by 2025</li> </ul>
<b>Social / Community</b>	<p><u>Human Capital Management</u></p> <ul style="list-style-type: none"> <li>Create employee career development and opportunity for growth</li> <li>Achieve employee engagement</li> <li>Promote and enhance employee health and wellbeing</li> </ul> <p><u>Community Development Target</u></p> <ul style="list-style-type: none"> <li>Continue and expand social and community contribution projects and initiatives in 5 key areas; education, public health, sport, arts and culture, and community development that promote community and environmental sustainability, such as clean water initiatives, forest and biodiversity restoration and conservation, blanket donation project for the community suffering from cold weather, rehabilitation for natural disaster victims, scholarship grants and donation, medical research support, medical equipment donation, sport development programs for young generation, national arts and culture support programs, and community based tourism support projects</li> </ul> <p><u>Pracharath Rak Samakkee Project</u></p> <ul style="list-style-type: none"> <li>A partnership network across public sector, private sector, academic sector, civil society sector, and the people which operates under the "Social Enterprises" and "Sufficiency Economy" concepts to generate local income</li> </ul>
<b>Governance</b>	<p><u>Consumer Health and Safety</u></p> <ul style="list-style-type: none"> <li>75% of all non-alcoholic beverage sales are from healthy beverage by 2025</li> <li>50% of non-alcoholic beverage products are certified "Healthier Choice" by 2025</li> </ul> <p><u>Sustainable Sourcing</u></p> <ul style="list-style-type: none"> <li>100% of strategic suppliers implementing their own Supplier Code of Conduct</li> <li>100% of active suppliers being assessed and examined for sustainability risks by a third party</li> <li>100% of key agricultural raw materials responsibly sourced</li> </ul>

# Information Technology and Cyber Security

In the past, a company's data was mostly stored on physical computers, and the information technology (IT) department was responsible for overseeing its protection, ensuring that all systems were secure and that information was not leaked to outside parties. Today, even the strongest IT security is not enough to protect an organization. Cybercriminals use new methods to bypass corporate IT systems, including using employees inside an organization to access the company's data.

As the world increasingly consumes information online, the collection of personal data by company stakeholders needs to be done carefully and always with the consent of those concerned. Furthermore, personal data collection must always comply with the Personal Data Protection Act of 2019.

ThaiBev recognizes the importance of corporate IT protection. Each employee in the organization has a responsibility to support IT security. With this in mind, ThaiBev has launched new initiatives to provide more IT-related support to its employees, business groups, and other related parties. The aim is to ensure that all employees participate in data protection and IT security. This also means not infringing on or violating the rights of data owners, especially those who are stakeholders in the organization.



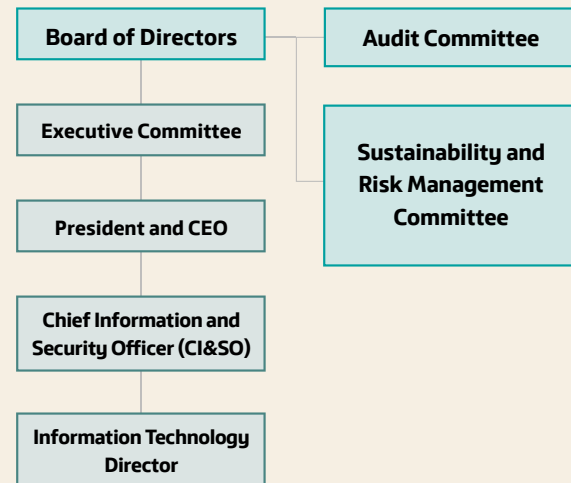
## Management Approach

ThaiBev has implemented cyber risk management and information security protocols in line with international standards such as ISO 27001 and NIST Cybersecurity Framework. These cyber security frameworks include prevention plans, detection, and rapid responses to threats in compliance with global standards. There are 5 main processes, including: IDENTIFY, PROTECT, DETECT, RESPOND, and RECOVERY.

The Board of Directors and executives at ThaiBev, contribute to the identification of strategies related to information technology security, together with cyber security and procedures, so they are in line with corporate guidelines and international standards.

Additionally, the Sustainability and Risk Management Committee is also responsible for ensuring that it has addressed information security and cyber security among ThaiBev's potential risks. The ThaiBev Information Technology Committee ensures that the company's information technology and cyber risks can be managed effectively and that all potential negative impacts on the organization and its business can be mitigated.

### ThaiBev's IT Security Risk Management Structure



## Strategies

- Maximize IT Security Protection by proactively managing Cyber/IT Security risks in all ThaiBev's systems.
- Prioritize IT Security Risks as one of the most important corporate risks and periodically review IT security issues in the SRMC meeting.
- 100% of employees receive IT Security Protection training
- Ensure that the Personal Data Protection is executed by all employees and comply with Personal Data Protection Act, B.E. 2562 (2019).

## IT Security Policy

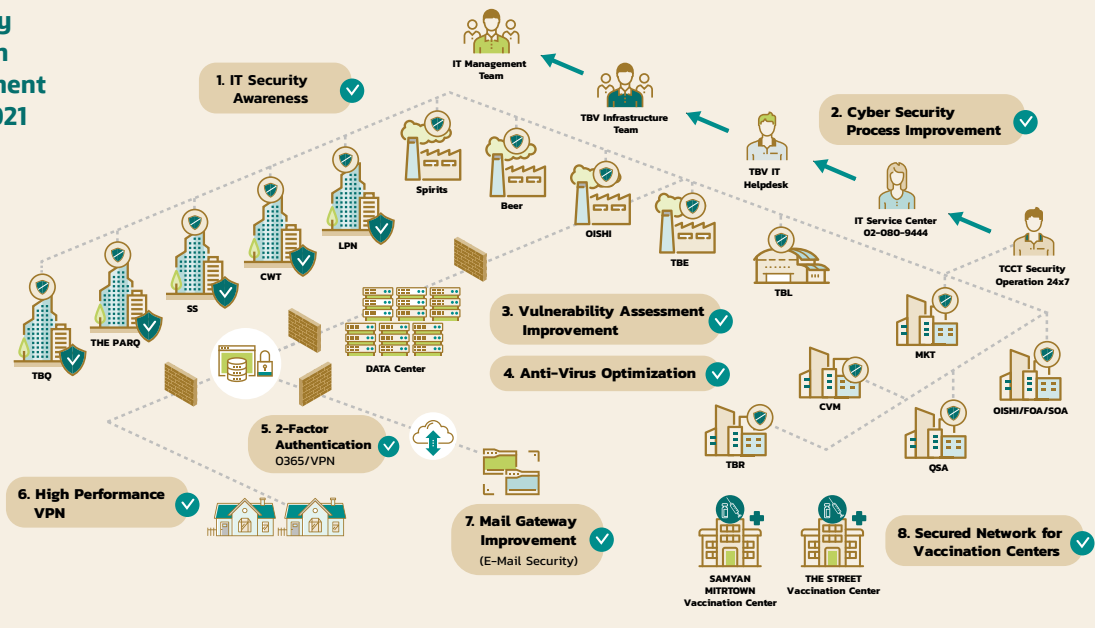
ThaiBev has formulated the IT Security Policy since 2020 to define the direction, principles, and framework of IT/Cyber security management requirements including proactively creating knowledge and understanding for employees to comply with policies, standards, operational framework operating procedures, advice, including laws relating to computer systems correctly and appropriately.



ThaiBev Received the ISO/IEC 27001:2013 Information Security Management System Certification in 2020 and 2021.



## IT Security Protection Enhancement Project 2021



Throughout 2021, the IT security team has strengthened the security of the entire IT system of the organization to effectively prevent external intrusion by deriving various important projects, which can be summarized as follows:

### 1. IT Security Awareness

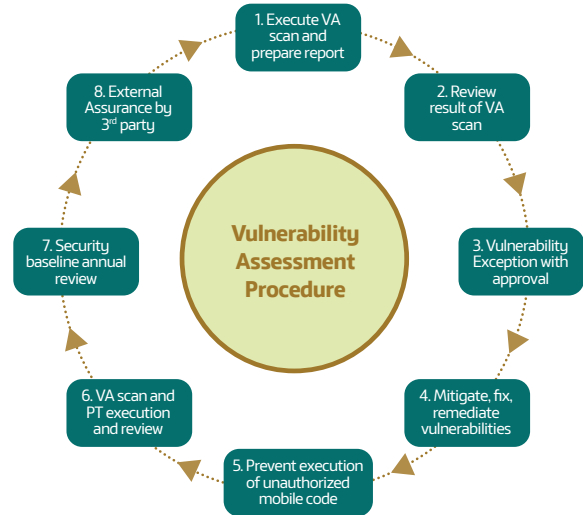
ThaiBev believes that most corporate data breach incidents are caused by employee error and such incidents can be avoided by providing a hands-on IT Security training to educate employees and measure their knowledge using an examination for over selected 1,600 employees in 2021, which have received positive feedback. The company will continue this training program to cover the entire ThaiBev employees in 2022.

### 2. Cyber Security Process Improvement

ThaiBev has improved its cyber security processes to be more effective by establishing the Security Operation Center to monitor and detect any threats or any malfunctions of the entire IT system 24 hours. Then, it will send a notification to relevant departments automatically if any risk is detected so that such issues will be resolved quickly and systematically.

### 3. Vulnerability Process Improvement

ThaiBev conducts the vulnerability assessment to identify security weaknesses in networks, systems, and applications from any intruders. Moreover, ThaiBev has received an external IT security verification certificate from Lloyd's Register International (Thailand) Limited in 2021 to ensure that the assessment is universal and meets world standards.



VA = Vulnerability Assessment  
PT = Penetration Testing

### 4. Anti-Virus Optimization

Enhanced anti-virus processes provide organizations with full protection from intruders at any point in the network to defeat every attack with automatic alerts at every step of the network.

### 5. Two-Factor Authentication (2FA)

ThaiBev has developed and enabled Two-Factor Authentication on all corporate mails and VPN systems to enhance the security of executives and employees' e-mail systems to protect high-priority organization data by enabling users to perform 2-step verification using passwords in combination with user's mobile verification before gaining access to the company's systems.



## 6. High Performance VPN for 100% WFH users

ThaiBev has invested and developed a new high-performance VPN (Virtual Private Network) system to support employees working outside the company's office or working from home to have the most secured access to the company's resources during the COVID-19 crisis. As if working within the company, every external access will be protect with the highest security and monitored for any various threats 24 hours a day.

## 7. Mail Gateway Improvement

ThaiBev has developed and improved the Mail Gateway system to protect employees from e-mails that contain

malicious attachments, malware, and other viruses, or even spam emails on both inbound and outbound using the latest high technology in security protection.

## 8. Secured Network of COVID-19 Public Vaccination Centers

ThaiBev designed and implemented a secured network protection of the vaccine registration system for the two COVID-19 public vaccination centers named Samyan Mitrtown and The Street. In addition, all data and privacy are strictly protected and comply with the Personal Data Protection Act (2019).

## Significant Achievement in FY2021

In addition to the 8 projects mentioned above, ThaiBev has had significant achievement in:

- Expanded ISO/IEC 27001 IT security scope in FY2021 to cover ThaiBev's facilities and backup sites including active directory, physical and environmental management, network devices management, and IT service support.
- Received External Assurance Certificate in IT Security & Vulnerability Analysis from Lloyd's Register International (Thailand) Limited in 2021.

- Increased the frequency of Business Continuity Plan (BCP) testing from annually to semi-annually from the year 2020 onwards.



**0% Virus Infected in 2021**



**2 Business Continuity Plan assessments per year**

## Target FY2022

- Monitor the corporate IT security risk according to the IT security policy.
- Provide 100% IT Security User Training for employees (with passing score of 80% up) and 100% training in personal data protection for employees to operate in accordance with the Personal Data Protection by 2022.
- Expand the scope of ISO/IEC 27001 IT security certification to cover more subsidiaries of the organization.
- Assign the Information Security related KPI to employees.
- Improve IT Security and Personal Data Protection Escalation process with data analysis module.

## SDG Indicators

16.6 Develop effective, accountable, and transparent institutions at all levels.



## Towards 2025 and Beyond

- Expand ISO/IEC 27001 IT security scope to cover the entire ThaiBev Group.
- Implement ThaiBev Global IT Security Platform and leverage the platform to overseas subsidiaries.
- Continuously Improve IT Security Infrastructure by investing in scalable and secured network infrastructure with enhanced security options, including security protocol upgrading to protect any potential attacks.



# Caring for the Environment

ThaiBev constantly strives to protect natural resources and the environment in its business operations while championing the principles of sustainable development. The company remains committed to the ideals of the Circular Economy and continuously works to improve its processes in energy and water management, packaging, and waste to reduce its environmental footprint. ThaiBev embraces sustainability throughout its value chain through the adoption or creation of new technologies. The company also pursues operational excellence, seeking new ways to improve efficiency and manage risks, and it collaborates with business partners to promote environmental and social values.

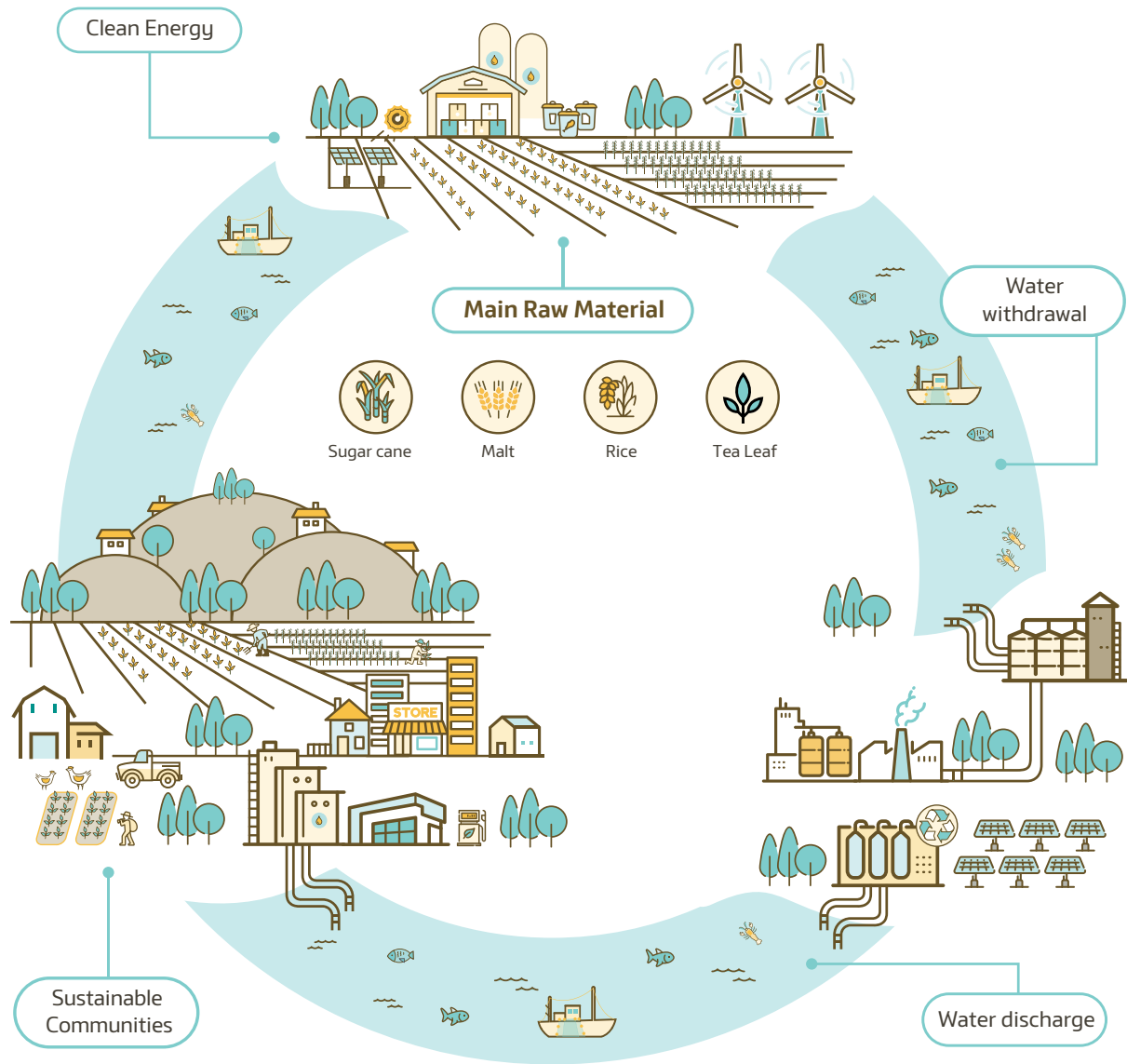
---

Managing Environmental Impacts	70
Climate Change	72
Energy Management	78
Water Stewardship	84
Packaging and Circular Economy	92
Biodiversity	98
Food Loss and Waste	102

# Managing Environmental Impacts

ThaiBev has set a number of sustainability goals to minimize its environmental impacts throughout the company's value chain. For example, ThaiBev seeks to limit greenhouse gas emissions from its business operations, reduce water usage in production, and limit the use of new resources in its recycling processes.





## Managing Environmental Impacts

ThaiBev has established corporate water management, environmental, and sustainability policies to minimize the company's environmental impacts for the benefit of current and future generations. These policies apply to all employees, and fall under national and international laws, regulations, and standards, including ISO 14001 and ISO 50001.

Moreover, ThaiBev fully supports the Thai government's commitment to the Paris Agreement, and the company strives to be Thailand's industry leader in reducing GHG emissions in order to do its part to combat global climate change.

# Climate Change

ThaiBev has significantly increased its commitment to combat the global climate crisis through measures that are increasing readiness and resilience, expanding mitigation, and supporting the global transition to a low-carbon economy. A detailed Climate Strategy now guides numerous policies and actions across operations. New developments include the reporting of Scope 3 emissions for the first time, the release of ThaiBev's first Task Force on Climate-Related Financial Disclosures (TCFD) compliant report, the launch of a Waste Database, and public pledges on the preservation of biodiversity and forests. Furthering existing efforts, ThaiBev continues to reduce its water footprint through Water Sustainability Assessments (WSA), implement new renewable energy sources at factories, and engage in circular economy practices. The company has also taken an active leadership role within both the business sector and local communities to raise awareness and best practices of a healthier planet.





## Management Approach

### Strategy:

ThaiBev's Climate Strategy, launched in FY 2020, consists of three pillars. Pillar 1, is dedicated to Climate Change Adaptation, to ensure the company is resilient in the face of ongoing climate change and shifts that will occur in the medium to long term. Pillar 2, Climate Change Mitigation, consists of the company's efforts to minimize the effects of climate change and ensure a smooth transition to the low carbon economy. Pillar 3, Communities, showcases ThaiBev's work with communities around production sites and conservation of the environment in surrounding areas.

### Disclosures:

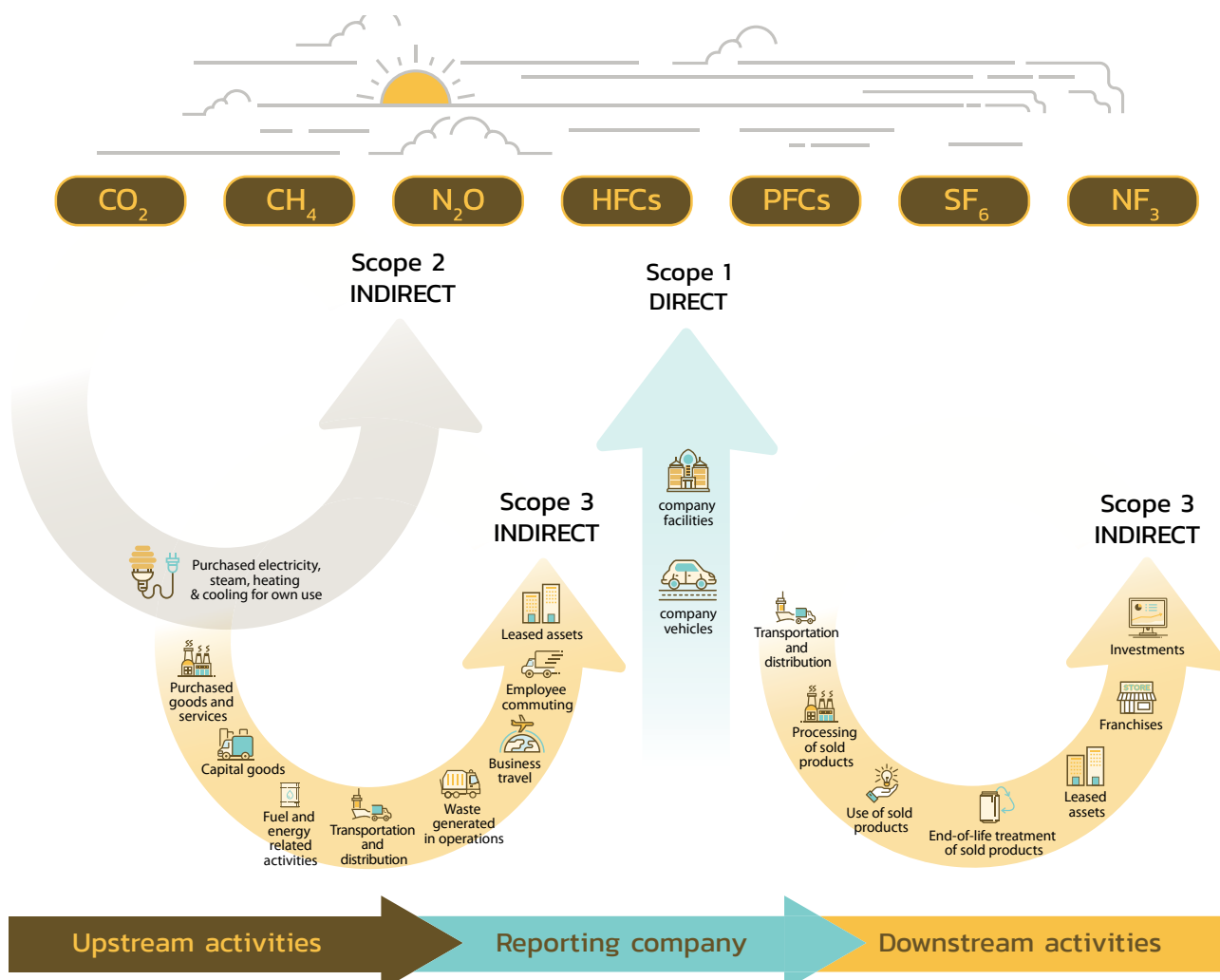
ThaiBev has introduced climate reporting in line with the Task Force on Climate-Related Financial Disclosures (TCFD) in FY 2020 and plans to update annually to ensure transparency with stakeholders. Additionally, climate reporting has been extended to the wider value chain – known as Scope 3 – for the first time. A screening exercise has been performed for all 15 categories and the relevant categories for ThaiBev's operations have been disclosed this year.

### Assessments and Analyses:

A natural hazards risk assessment performed in 2019 and covering all production sites in Southeast Asia identified potential physical risks for ThaiBev. The analysis used RCP 4.5 as an ambitious emissions reduction scenario, and RCP 8.5 as a business-as-usual scenario, enabling ThaiBev to model and plan appropriately for both optimistic and worst-case climate change scenarios. The results revealed

ThaiBev's exposure to chronic climate impacts such as water scarcity, which could impact ThaiBev's operation costs by up to 92 million THB annually at a single factory if no action is taken. To avoid impacts from water scarcity such as prolonged factory shutdown, product groups have identified alternative water sources, increased water efficiency per finished goods, and maximized water reuse and recycling initiatives. Acute climate impacts such as storm surge and flooding have also been studied as short to medium term risks and factories have developed management plans to prepare for and minimize impacts. This physical risk assessment will be extended to the value chain in the fiscal year 2022, giving ThaiBev a clear understanding of risks that apply to upstream and downstream activities.

ThaiBev prioritizes transition climate risk through analysis of Nationally Determined Contributions (NDCs) and the Sustainable Development Scenario (SDS). The NDCs scenario reflects the majority of ThaiBev's operations in Thailand, and a planned surface water tariff has been identified as the most material risk in this scenario. ThaiBev manages this risk by increasing water efficiency and applying the 3Rs to the production process and improving transparency of the water footprint of products through certifications such as Water Footprint of Product. ThaiBev uses the SDS scenario to study the medium to long-term and fully understand the requirements of the low-carbon economic transitions. The SDS reflects a relatively high price of carbon (43 USD) and significant cost to ThaiBev's operations with the estimated cost ranging between 60-75 million THB for considered emission pathways. The SDS is modeled in three emission trajectories: ThaiBev's emission reduction targets are achieved, business-as-usual in which emissions continue at the current level, and a worst case in which emissions increase annually.



## 2021 Highlight

### Scope 3 Emissions Assessed:

As ThaiBev works towards the company's 2025 science-based emission reduction target, the company has screened and disclosed scope 3 emissions for the first time. The scope 3 emissions data have been collected through collaboration with value chain partners to obtain primary data such as purchased goods emission factors, and secondary data in other areas. ThaiBev's scope 3 emissions assessment reveals key emission reduction opportunities and the impact of initiatives ThaiBev has already implemented. For example, ThaiBev's long established bottle reuse scheme allowed the company to avoid an estimated 107,871 tCO<sub>2</sub>e In FY 2021 by directly reusing bottles, reducing emissions in Category 1 – Purchased Goods and Services.

Due to the travel restrictions resulting from the COVID-19 pandemic, emissions related to Category 6 - Business Travel were not collected in 2021. Fuel and Energy Related Activities is currently a large contributor to ThaiBev's scope 3 emissions, and the company expects to see reductions in the coming years as further solar rooftops and biogas projects are implemented, reducing the well-to-tank emissions associated with purchased fossil fuels. Category 5 - Waste Generated in Operations represent an opportunity for further reductions in scope 3 emissions. ThaiBev will be working with all factories using the company's recently launched Waste Database to improve the monitoring of waste generated and implement waste reduction hierarchy measures to minimize waste directed to disposal.



Category	Emissions (tCO <sub>2</sub> e)	Methodology
1. Purchased Goods and Services	880,189	Primary and Secondary Data
2. Capital Goods	28,054	Spend-based method
3. Fuel and Energy Related Activities	91,984	Activity data on fuel and energy consumed
4. Upstream Transportation and Distribution	71,517	Secondary data
5. Waste Generated in Operations	3,649	Activity data on waste generated
6. Business Travel	N/A	Activity data, but not significant in FY 2021 due to COVID-19 measures
7. Employee Commuting	7,076	Activity data through employee survey
9. Downstream Transportation and Distribution	42,913	Activity data from outsourced transportation
11. Use of Sold Products	1,783	Activity data from CO <sub>2</sub> in sold products
12. End-of-Life Treatment of Sold Products	257,215	Activity data, packaging materials collected for recycling
15. Investments	23,077	Activity data, emissions reported by investments

ThaiBev's scope 3 emissions, which represent 48.3% of all emissions, will be included in a revised GHG target in the future.

## Key Projects

### Water Sustainability Assessments (WSA):

As part of Pillar 1 of ThaiBev's Climate Strategy, "Climate Change Adaptation", and in order to be an exemplary water steward and participate in collective action towards effective and equitable water management, ThaiBev continues the roll-out of the company-wide Water Sustainability Assessments (WSA). In 2021, a further nine factories underwent WSA, in order to improve ThaiBev's overall resilience to increasing water stress and scarcity. The assessments help ThaiBev increase its water efficiency and identify replenishment opportunities. The WSA also contribute to ThaiBev's 3<sup>rd</sup> Pillar, "Communities", through engagement with community stakeholders to better understand the impacts of ThaiBev's operations on watersheds and to collaborate with communities to better protect important watersheds. By 2023, ThaiBev plans to have completed WSA at all of its Thailand factories.

### Solar Rooftop Scheme:

As part of Pillar 2 of ThaiBev's Climate Strategy, "GHG Mitigation", ThaiBev continues to work towards the company's emission reduction target of 2025. ThaiBev has completed phase 1 of the company's long-term solar rooftop scheme, which creates a combined installation capacity of 5 MW. ThaiBev has three more phases planned over the coming three years, which will lead to a total installation of 20.6 MW and annual emission reduction of 13,800 tCO<sub>2</sub>e/year. ThaiBev recognizes that the embedding of renewable energy into operations is vital to facilitate the transition to a low-carbon economy, and also represents an opportunity to reduce operational expenses.



### Circular Economy Practices:

In order to reduce the impact of increasing amounts of waste being released on both land and in the ocean, ThaiBev is committed to reducing waste and also emissions through packaging reduction, bottle reuse, and waste collection. As part of its Circular Economy strategy, ThaiBev has implemented packaging reduction initiatives, and embraced the reuse of glass bottles and buybacks of cullet, PET, paper, cardboard, and aluminum. Building on the success of the company's first dedicated cullet recycling plant in Phra Nakhon Si Ayutthaya Province in 2018, ThaiBev increased capacity for circular economy operations in 2021 by opening a new cullet recycling plant in Nakhon Ratchasima Province. Nakhon Ratchasima is a gateway province to the North-east of Thailand with a huge catchment area for packaging recycling and in the coming years this plant will supplement ThaiBev's waste and emission reduction initiatives and provide income-generating opportunities for communities in the region.

## With PASSION 2025 Commitment

### Reducing the Footprint of ThaiBev's Products

ThaiBev appreciates that consumers are increasingly concerned about the environmental impacts of consumer products. ThaiBev continues to work with Thailand's Greenhouse Gas Management Organization (TGO) and other organizations to reduce the carbon footprint of ThaiBev's products. Through the partnership with TGO, for example, ThaiBev can certify that its products have low environmental impact, further building the awareness of stakeholders and strengthening the company's status as an industry leader in environmental sustainability. In order to qualify for certification as a "low carbon" product through the "Carbon Footprint Reduction" scheme, the products must demonstrate

a minimum reduction of 2% in embedded emissions compared with the base year. In 2021, ThaiBev's "low carbon" products avoided emissions of 30,007 tCO<sub>2</sub>e. ThaiBev also registers numerous products in the "Carbon Footprint of Product" scheme, transparently declaring the embedded emissions of products to give consumers and stakeholders complete information. Furthermore, many factories are registered with the "Carbon Footprint of Organization" scheme in order to measure the annual scope 1, 2, and 3 emissions of individual sites.



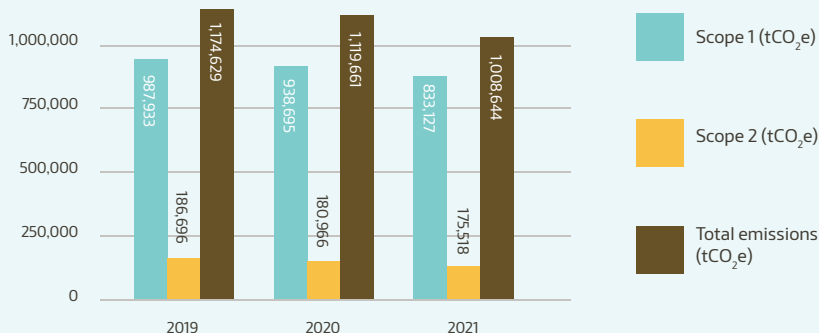
**11 companies**  
Carbon Footprint for  
Organization Certification



**107 products**  
Carbon Footprint of Products Certification  
**38 products**  
Carbon Footprint Reduction Certification

### Achievements

- In fiscal year 2021, ThaiBev achieved a year-on-year emission reduction of 9.9% in scope 1 and scope 2 emissions, contributing to an overall reduction of 14.1% in comparison with the base year 2019. This means ThaiBev is well on track to achieve the emission reduction target ahead of schedule.
- After screening the value chain emissions, ThaiBev has collected and disclosed information on 10 of 15 categories that are relevant to ThaiBev operations. The value chain emissions contribute to 48.3% of ThaiBev's overall emissions.
- In fiscal year 2021 ThaiBev launched the net positive impact to biodiversity commitment and no gross deforestation commitment. ThaiBev recognizes the importance of biodiversity conservation in minimizing the impacts of climate change, and guaranteeing the stable production of agricultural commodities vital to ThaiBev's manufacturing process.
- ThaiBev avoided 332,918 tCO<sub>2</sub>e in 2021 through packaging buyback initiatives. 316,470 tons of packaging materials were diverted from landfills for reuse and recycling as part of the company's circular economy strategy.



**14.1%**  
overall reduction  
in comparison with  
the base year 2019



## SDG Indicators

Through effective climate change action and mitigation, ThaiBev is contributing to:



### Goal 13: Climate Action

### Goal 14: Life Below Water

### Goal 15: Life on Land

With specific focus on the following sub-targets:

13.1 Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries

14.1 By 2025, prevent and significantly reduce marine pollution of all kinds, in particular from land-based activities, including marine debris and nutrient pollution.

15.1: Ensure the conservation, restoration, and sustainable use of terrestrial and inland freshwater ecosystems and their services, in particular forests, wetlands, mountains, and drylands, in line with obligations under international agreements. ThaiBev will proactively work to ensure conservation, set baseline levels, and restore biodiversity areas in proximity to operations to guarantee a net positive impact.

15.2: Promote the implementation of sustainable management of all types of forests, halt deforestation, restore degraded forests and substantially increase afforestation and reforestation globally. ThaiBev has pledged to halt deforestation by its own operations, tier-1, and non-tier 1 suppliers, covering all continents.

15.9: By 2020, integrate ecosystem and biodiversity values into national and local planning, development processes, poverty reduction.

## Towards 2025 and Beyond

ThaiBev has set climate change targets in line with Science-Based Targets Initiative (SBTi) recommendations. This commitment amounts to an absolute reduction in scope 1 and scope 2 emissions of 15% by 2025, with 2019 as the base year.

- In fiscal year 2021, ThaiBev achieved a 9.9% annual decrease in absolute scope 1 and scope 2 emissions from the previous year.

- ThaiBev has completed its assessment of scope 3 emissions and plans to incorporate these into its science-based targets in the future.
- ThaiBev has numerous initiatives to decrease the company's total emissions such as plans for a further three biogas projects and an additional 15.6 MW capacity of solar rooftops to be installed by 2025.

# Energy Management

Strong energy management is a vital way to create both energy efficiency and environmentally responsible operations that will contribute to a reduction of GHG emissions in the name of combating climate change. ThaiBev is actively increasing its renewable energy share, while also pursuing other innovative solutions to lower its energy intensity.

Taking into account the current global heating issue, international climate change agreements, and general push to reduce the world's dependence on fossil fuels, ThaiBev has considered the risks and opportunities presented by these trends and assessed the potential impacts to its operations and operational costs of transitioning from fossil fuel to clean energy use. To remain dependent on fossil fuels as the main energy source will lead to increasing logistical and maintenance costs in the future. Moreover, investing in renewable energy will not only help reduce these costs, but also responsibly contribute to GHG emission reductions.

As a part of its GHG emissions management, ThaiBev pays great attention to energy management throughout operations and its supply chain. The main strategy is to increase the proportion of renewable/clean energy use, invest in innovative technology and machinery, and create partnerships with suppliers and other businesses.



## Management Approach

### Energy Efficiency:

ThaiBev started the project by assessing every business unit's energy efficiency in order to set guidelines for reducing energy consumption. These guidelines include considering appropriate sources of energy, technology use, and investment in low-carbon energy sources. Ultimately, the company will be able to reduce its greenhouse gas emissions and dependence on fossil fuels.



## 2021 Highlight

### Solar System Project:

This project features the installation of solar rooftop panels at 29 factories in Thailand, which will fully materialize in 2025.

Phase 1 began this past year at five factories, including breweries in Kamphaeng Phet Province, Bang Ban District, and Wang Noi District in Ayutthaya Province, a non-alcoholic beverage factory in Saraburi, and a food factory in Chonburi. In total, these factories have an installed solar electricity capacity of five Megawatts. These solar rooftop panels were able to produce 3,881 Megawatt hours (MWh) electricity that reduces the purchase from the Provincial Electricity Authority (PEA) by, an equivalent of 13.52 million THB. Additionally, the project reduces greenhouse gas emissions equal to 2,197 tCO<sub>2</sub>e per year.



Phase 2 covers spirits and non-alcoholic beverage factories. Along with expanding the production capacity achieved in Phase 1, the goal in this phase is to produce 15.6 MWp solar electricity; equivalent to 73 million THB. GHG emissions will also be reduced by 11,800 tCO<sub>2</sub>e per year. The total investment in this project equals to approximately 315 million THB.



Biogas Plant Project in Nakhon Sawan Province

## Key Projects

### Biogas Plant Project in Thailand:

In 2021, ThaiBev expanded to seven biogas plants, starting operations in Nong Khai and Nakhon Sawan provinces.

Biogas plants use by-products from alcohol distillation, vinasse, as input to produce biogas, a renewable form of energy for generating steam instead of non-renewable fossil fuels. This project was successfully able to produce 332,648,627 Megajoules (MJ) thermal energy from biogas that reduces the consumption of fuel oil by 10.39 million liters per year, an equivalent of 145 million THB. It also successfully reduced annual GHG emissions by 32,585 tCO<sub>2</sub>e. In addition, excess biogas from steam production process can further be used to generate electricity at 8,393 Megawatt hours (MWh) to be sold to local power grids.

### Recycling Energy from Liquid Carbon Dioxide Evaporation into Cooling Systems (waste to energy recovery):

Beer Thip Brewery (1991) Co., Ltd. cooperates with the Department of Alternative Energy Development and Efficiency (DEDE), under the Ministry of Energy, to use liquid carbon dioxide evaporation for cooling systems. The beer brewing process uses a coolant called Glycol, which its temperature increases before being transferred back into the

cooling system. The evaporation of liquid carbon dioxide releases cool air, which reduces the temperature of glycol. As a result, the plants cooling systems waste heat is recovered and used elsewhere in the factory.

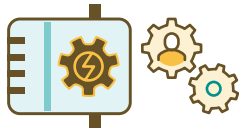
In 2021, this process is able to reduce energy consumption by 950,217 Megajoules. It also reduces greenhouse gas emissions equal to 158 tCO<sub>2</sub>e per year. The investment for this project is approximately 1.7 million THB, with support of 350,000 THB from the Department of Alternative Energy Development and Efficiency (DEDE), Ministry of Energy. In total, the project is also able to reduce electricity charges by approximately 1.12 million THB.

### Once Through Boiler:

Many spirits, beer, non-alcoholic beverages, and food factories installed once through boilers to increase energy efficiency and reduce the use of non-renewable fuels. The initiative is able to reduce fuel oil usage by 0.41 million liters per year, an equivalent of 8.29 million THB and reduce the use of coal by 4,392 tons per year, an equivalent of 16.37 million THB. Greenhouse gas emissions are also reduced at 11,425 tCO<sub>2</sub>e per year.

## Energy-saving Project

To reach maximum energy efficiency, ThaiBev has never stop investing in innovative projects and new technology development:



**Installing a high-efficiency motor system** (High Motor Efficiency)

**276.71** MWh/year



**Changing to LED** (Light-Emitting Diode) **light bulbs**

**537.50** MWh/year

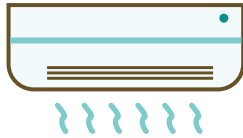
**Reducing the use of steam for cleaning pipes and tanks** used in the beer brewing process (CIP wort way)

**397.51** MWh/year



**Installing a split air conditioning system** to replace a central one

**699.13** MWh/year

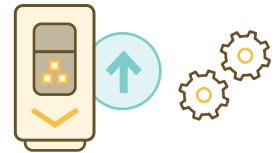


**Shutting down the compressed air system on non-production days**

**414.43** MWh/year

**Installing Variable Speed Drives (VSD) and upgrading machinery**

**499.68** MWh/year



### With PASSION 2025 Commitment

With ThaiBevs action and commitment on expanding energy efficiency, the company is transiting to clean energy-used business/organization, where no organization uses fossil fuel as the energy input and it would be beneficial for the community as a whole.



## Achievements

### 2021 Performances



Energy intensity  
of Beverage business at  
**271.06** MJ/hL

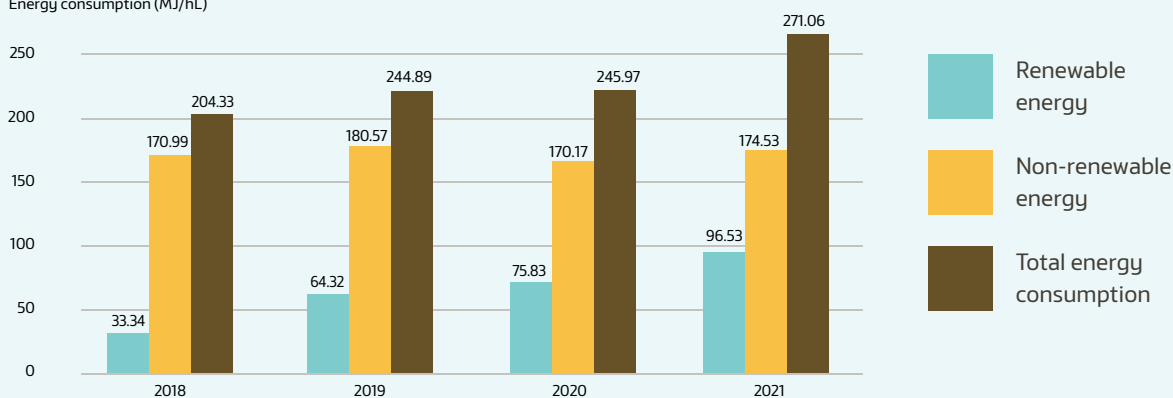


Energy intensity  
of Food business at  
**8.16** MJ/hL

**Energy Intensity / Product unit** (Including Renewable energy, Non-renewable energy, and Total energy consumption from 2018 to 2021)

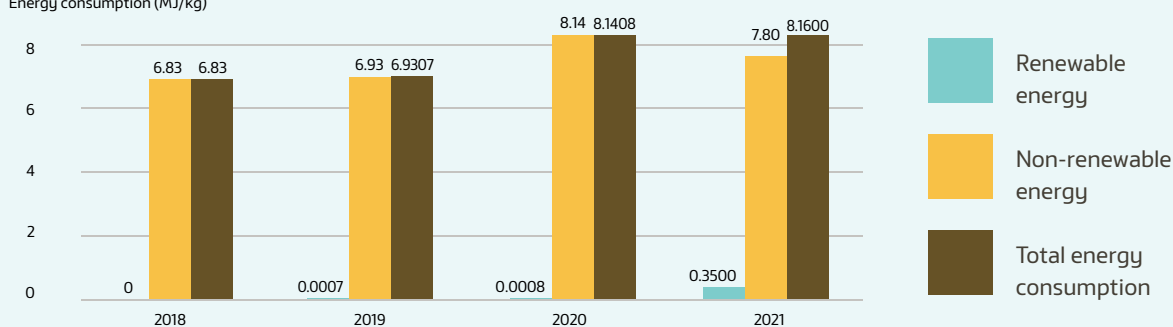
#### Beverage sector

Energy consumption (MJ/hL)



#### Food businesses

Energy consumption (MJ/kg)



## Award

Cosmos Brewery (Thailand) Co., Ltd., in Ayutthaya Province received the second runner-up award for off-grid thermal systems initiated by the ASEAN Energy Awards Contest which is Southeast Asia's highest reward to encourage and bring about recognition of greater private sector participation and interest in energy development of the ASEAN region in partnership with the public sector on ASEAN Renewable Energy Project Awards. Biogas generated from upflow anaerobic sludge blanket (UASB) digestion is used as fuel to generate steam in place of fossil fuels. As a result, the company was able to reduce coal use at 424,871 kilograms per year, an equivalent of 1.27 million THB per year. Energy consumption was also reduced at 10,637,290.65 Megajoules per year, calculated to be the equivalent of the reduction of GHG emissions at 1,075 tCO<sub>2</sub>e per year.







## SDG Indicators

By committing to the transition from fossil fuel use to green energy sources in order to reduce GHG emissions, ThaiBev is contributing to:



**Goal 7: Affordable and Clean Energy**

**Goal 8: Decent Work and Economic Growth**

**Goal 12: Responsible Consumption and Production**

**Goal 13: Climate Action with specific focus on the following Sub-targets:**

7.3 By 2030, double the global rate of improvement in energy efficiency.

8.4 Improve progressively, through 2030, global resource efficiency in consumption and production and endeavour to decouple economic growth from environmental degradation, in accordance with the 10-year framework of programmes on sustainable consumption and production, with developed countries taking the lead

12.2 By 2030, achieve the sustainable management and efficient use of natural resources

12.5 By 2030, substantially reduce waste generation through prevention, reduction, recycling, and reuse

13.1 Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries

## Towards 2025 and Beyond

### Target



**40%**  
Use renewable energy

### Moving Forward

- Expand the use of energy efficient machinery and systems to other product groups beyond the spirits and beer groups.
- Increase green energy from solar panels.
- Invest in other green energy alternatives.

# Water Stewardship

The world's water resources are increasingly in crisis. Water shortages, floods, and pollution are affecting livelihoods and the economy on a more regular basis. Recognizing that these problems will continue to have an impact in the short and long term, ThaiBev focused on sustainable water management practices, through assessment tools and innovative projects at the factory and community levels. ThaiBev aims to maximize resource efficiency, maintain clean water standards, and protect important watersheds across the country. Through all these organizational mechanisms, ThaiBev committed to fulfilling its long-term Corporate Water Management Policy, which aims to balance economic, social, and environmental requirements with the long-term protection of water resources.



Since ThaiBev manufactures beverages, water is a critical resource to its operations and thus important to its risk management as well. The company conducted an analysis of water-related risks that may result from climate change. Climate change affects rainfall, for example, causing uneven and less predictable rainfall, changing the spatial distribution of the rainfall, and even causing a decrease in rain volume. This is an issue of priority for ThaiBev as 42.22% of its factories are located in areas subject to high to very-high water stress, according to the World Resources Institute (WRI)'s Aqueduct Global Water Tool. Additionally, water quality is also at risk, due to the intrusion of seawater into the surface water. To mitigate the impact of these risks, ThaiBev committed to efficient water resource management. The risks associated with operating costs are projected to be approximately 13.5 million THB.



## Management Approach

Water is an essential natural resource for the production process. The demand for water continues to increase but the availability of water is decreasing due to degradation of water resources, water pollution, and the effects of climate change. ThaiBev recognizes the importance of water conservation to maintain high water quality and ensure sufficient quantity for production while minimizing the impact to the communities. Therefore, water management is identified as one of the key risks. A monitoring system is established to closely monitor the quantity and quality of water to mitigate any possible impacts. The water risk assessment conducted by Aqueduct Water Risk Atlas by World Resources Institute (WRI) shows that a number of ThaiBev plants are located in high water stressed areas. Therefore, ThaiBev has collaborated with the private and government sectors to implement necessary measures regarding water usage and conservation practices.

## 2021 Highlight

### Surface Water and Groundwater Sustainability Assessment

ThaiBev regularly conducts a Water Sustainability Assessment (WSA) covering both surface water and groundwater resources at production facilities to identify any potential impact and risks associated with its business units. This in-depth assessment covers four dimensions:

1. Detailed water source assessment, including the availability of water sources and the internal structure of water resources
2. The vulnerability of the watershed, considering both social and environmental factors
3. Water-related natural occurrences, such as droughts, floods, etc.; and
4. The quality of water sources.

This assessment covers a period of five years to ensure there are sustainable water supplies to support the facilities' operations. Processes in the study include:

#### Water Sufficiency

- Analyze and create a base map of the production facilities using USGS ASTER GDEM satellite imagery, Google Earth, field site visits, and other relevant maps of micro watersheds within the site's water source area (within approximately 50-70 kilometers).

- Gather information on drainage areas, major aquifers and water bodies, catchment areas, geology, land use and land cover categories, crop types, and irrigation inventory and identify the source of potential water pollutants.
- Assess surface water sources by obtaining information from government water management agencies which characterize the surface water bodies.
- Collect rainfall data from nearest rain gauge station for the past 10-20 years, including average annual rainfall, intensity of rainfall (maximum and minimum), number of rain days, information on evaporation, and historical events related to rainfall in the past 10-20 years.
- Explore the factories' locations and details about their water usage. This includes water storage such as raw water ponds, wastewater treatment system, etc.

#### Water Quality

- Conduct field surveys in the factory site and surrounding areas. The survey results are documented through written field notes and photographs. The field survey methods are as follows:
  - Visually inspect land use pattern, land use of significant environmental concerns, and physical characteristics.



- Identify the potential contaminants associated with potential pollutant sources.
- Review any risk mitigating factors at the potential pollutant sources.
- Inspect the wastewater quality discharged from each activity of the factory.

#### Rules and Regulations Related to Water Resources

- Review rules and regulations related to surface water sources, together with regional and national water policies and regional regulations regarding surface water usage related to industry as well as to the public.
- Review publicly available databases on related laws and regulations in order to identify the environmental concerns of government bodies as related to micro watersheds.

#### Stakeholders' Perception

- Conduct perception survey of community members surrounding the factories to better understand their perception about water availability and their perception about the water-related impacts of the industry and the way to mitigate such impacts.
- Additional analysis in order to better understand:
  - Broad socio-economic profile of the area
  - History of the community coming together for action
  - Perception towards the presence of the industrial activity and expectations
  - Potential for opposition.

ThaiBev employed satellite imagery to study watershed topography, water flow direction, drainage patterns, slope patterns of irrigation canals, rivers, canals, reservoirs, dams, and neighboring areas, together with trends of land usage during the past 10 years. This allowed ThaiBev to create a comprehensive risk mitigation strategy that is appropriate for local conditions while addressing both long-term and short-term risks.

This year, ThaiBev extended the Surface Water and Groundwater Sustainability Assessment to nine more factories covering all business units. In the future, ThaiBev will expand this water assessment to cover all factories in Thailand for its sustainable water management by 2023.

### Organizations of Water Users

In 2021, Thailand's Office of the National Water Resources (ONWR) organized a collaborative effort called 'Organizations of Water Users' which brings together the agricultural, industrial, and commercial sectors in the name of better management of the country's water resources. This significant initiative encourages the different sectors to collaborate in solving water-related problems such as floods, droughts, and water-related issues.

ThaiBev was registered as a member of the 'Organization of Water User' for 12 water basins out of the 22 water basins across the country. More than 24 factories out of ThaiBev's 37 factories use surface water, a resource crucial to business operations. The role of the Organizations of Water Users is to execute the proper use, development, and management of water resources and to carry out the maintenance, restoration, and conservation of water resources in their respective water basin areas. The members of these organizations also have the opportunity to be elected a water basin committee members of their respective areas. The members of this committee have the right to be elected as a representative of their water basin committee in the ONWR as well.

To assist this collaborative effort, ThaiBev established a working group at its plant location dedicated to monitoring, evaluating, and reporting on water-related issues. This group is also responsible for collaborating with relevant agencies to develop a water risk review report covering the next five years. Additionally, this group engages with various stakeholders, facilitating community surveys and meetings with community leaders and local authorities to hear their opinions on the plant's operations and to respond to any water-related concerns. This information is used to formulate short- and long-term water risk management plans and is also reported monthly to the product group risk coordinator. From here, this information is then presented to executives and the Sustainable and Risk Management Committee (SRMC) in charge of enterprise risk management for ThaiBev.

ThaiBev hopes that its active participation in this important new collaboration between various sectors in managing the country's water resources will help to alleviate the problems related to floods, droughts, and water quality. In addition, the company hopes that increased participation in national water policies will further embed efficient and sustainable water management practices in the country for a healthier environment and society.

## Key Projects

### Projects with Local Communities

ThaiBev has implemented several projects that aim to help conserve upstream forests and watersheds and protect water sources that are vital to local communities. Here are some of the showcase examples of ThaiBev's community water management activities and projects.



#### Sharing Water to the Community

In 2021, ThaiBev continued its commitment to ensure local communities and the agricultural sector receive clean water. The spirits business group initiated a CSR activity titled 'Fuengfuanant, Sharing Water to the Community.' Through this project, the factory in Prachinburi Province helped release clean, treated water to farmers and supported the community with Effective Microorganism (EM) water to be applied to the water resources, which not only help prevent water spoilage during harvest season but also helps treat the water of nearby rivers and canals. In addition, the spirits factory in Surat Thani Province has provided 1,230 kilograms of alum, a chemical used for water purification, to villages in Moo 2 and 4 in Tha Rong Chang Sub-district, Surat Thani Province. The factory also helped educate people on how to improve the quality of the tap water they consume.



#### Clean Drinking Water for the Children and Community

In 2021, ThaiBev continued to undertake its initiative to ensure local communities, especially children, receive clean drinking water. It also plans to expand the project so that all schools and communities around their factories have access to clean drinking water. This year, the project was expanded to cover two more schools, including Wat Monthon Prasit School in Phranakorn Sri Ayutthaya Province and Wat Sawang Phop School in Pathum Thani Province. ThaiBev also helped educate people on how to improve, use, and maintain the water filtration system at these schools. Other spirits businesses in the group have also supported this project to meet the community's needs for clean drinking water in Nakhon Pathom and Ubon Ratchathani Provinces.



#### Promoting Ecological Conservation and Caring for Community Water Resources

The beer factory in Phra Nakhon Si Ayutthaya Province together with the community and stakeholders of the Khlong Soi 26, Rangsit Nuea and Rapipat irrigation canals in Bangkok jointly released 10,000 fish into the water to increase the concentration of fish. They also helped increase the proportion of green spaces around the factories and communities by distributing seedlings to employees and villagers and planting trees. This collaboration between the government, community, and factories is improving the area's natural water resources and restoring its natural ecosystems.



The spirits factory collaborated with the industrial sector in Pathum Thani Province as well as government agencies, the private sector, and community leaders to run a volunteer project to preserve tributaries of the Pasak River Basin all the way to the Chao Phraya River in Phra Nakhon Si Ayutthaya Province and Pathum Thani Province. The project helped 40 households around factories, especially those next to rivers and canals, install grease traps to reduce the release of waste water and household fats into community water sources and the Chao Phraya River. Another benefit of the project was that it helped to create more awareness about the issue of river waste amongst the government and community. In addition, volunteer employees from the spirits factory engaged in CSR activities with the Surat Thani Industrial Bureau and the Surat Thani Inland Fisheries Research and Development Center to help preserve the Tapi River. Starting in 2021, this project for river basin management and environmental governance is located at Klong Phum Duang. Volunteers helped to release 25,000 herbivorous fish into the river, plant auspicious trees, and provide grease traps to people in the Wat Suwankot area of Surat Thani Province and Bueng Nong Han.

### Industrial Managed Aquifer Recharge at Shallow Levels

ThaiBev's 11 factories joined the Federation of Thai Industries (FTI) and the Water and Environment Institute for Sustainability (WEIS) in the Industrial Managed Aquifer Recharge at Shallow Levels Program. The project will act as the prototype factories on how to harvest rainwater and conserve shallow underground water without affecting the ecosystem and the environment. ThaiBev is working on expanding the project to cover more locations nationwide. This project is significant for featuring the collaborative participation of the government, the industrial sectors and local communities.



### Wastewater Management Through Artificial Wetlands

The Knockdhu Distillery Co., Ltd., a subsidiary company in Scotland, developed an artificial wetland in the 2,000 square meters of land in the factory area in order to manage the wastewater created from the distillation process. The company planted 17 different species of plants and over 21,000 individual plants. The wetland attracts insects, which in turn attract bats and birds, increasing the biodiversity of the area. This wetland has reduced carbon emissions by 45 tonnes per year, as effluent waste no longer needed to be trucked out of the factory.

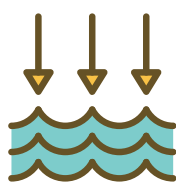
For other water-related projects/ initiatives, please refer to [https://sustainability.thaibev.com/2021/en/water\\_stewardship.php](https://sustainability.thaibev.com/2021/en/water_stewardship.php).

## With PASSION 2025 Commitment

Water management is very crucial to ThaiBev, with the plan to complete Surface water and groundwater assessment in all operations will strengthen the company's capacity to better manage its water sources, including preparing for any unexpected risks. This will advantage ThaiBev and the leading company with good practices for peers and suppliers.

## Achievements

Effective water management in 2021 resulted in the reduction, reuse, and recycling of water compared to total volume of water withdrawal, as follows:



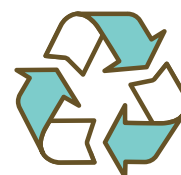
### Reduce 11.36%

- Connect the output pipe of cooling water from the distillation pump seals to the fermenter's cooling water tank thus reducing the total volume of cooling water.
- Reuse water from the final rinse of the bottle washer for pre-washing which will reduce the bottle washer water usage.



### Reuse 4.59%

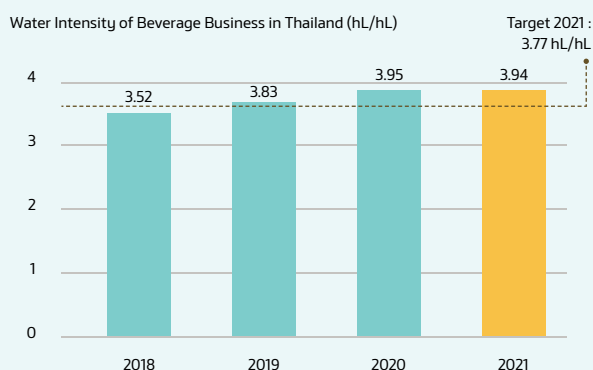
- Reuse backwash water from the water treatment plant as raw water input for the process.
- Filter caustic soda residue water discharge from bottle washing process and reuse as input for wet scrubber at the boiler stack to remove pollutants from boiler exhaust gas. The filtered caustic soda residue water can also be used as input for bottle washing process.
- Reuse reverse osmosis (RO) rejected water in the cooling tower system.
- Reuse steam condensate as boiler feed water.



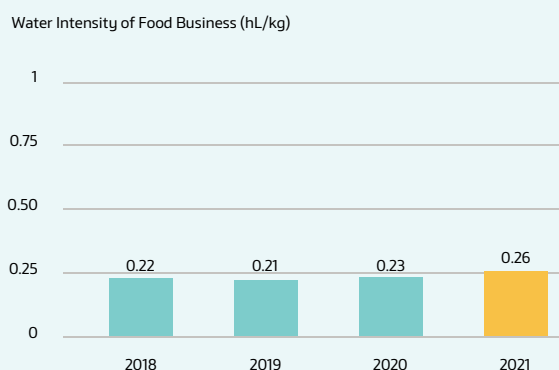
### Recycle 6.73%

- Recycle water treated by the waste-water treatment process for gardening and road cleaning.
- Recycle water from the bottle washing process to be used as a water input for soft water production.

### Water Intensity of Beverage Business in Thailand from 2018 to 2021



### Water Intensity of Food Business from 2018 to 2021



\*Water Intensity of Beverage business including overseas in 2021 is 4.55 hL/hL

\*\*The 2021 Intensity Reduction Target is 5% in comparison to the base year 2019



## SDG Indicators

By committing to Water Sustainability Assessment (WSA) and proper water management, by assisting communities to preserve upstream forest and other water sources, and by providing people access to clean water, ThaiBev is contributing to:



**Goal 6: Clean Water and Sanitation**

**Goal 12: Responsible Consumption and Production**

**Goal 13: Climate Action**

6.3 By 2030, improve water quality by reducing pollution, eliminating dumping and minimizing release of hazardous chemicals and materials, halving the proportion of untreated wastewater and substantially increasing recycling and safe reuse globally.

6.4 By 2030, substantially increase water-use efficiency across all sectors and ensure sustainable withdrawals and supply of freshwater to address water scarcity and substantially reduce the number of people suffering from water scarcity.



6.B Support and strengthen the participation of local communities in improving water and sanitation management.

12.2 By 2030, achieve the sustainable management and efficient use of natural resources.

13.3 Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning.

## Towards 2025 and Beyond



### Moving Forward:

All factories in Thailand shall complete a Water Sustainability Assessment by **2023**.

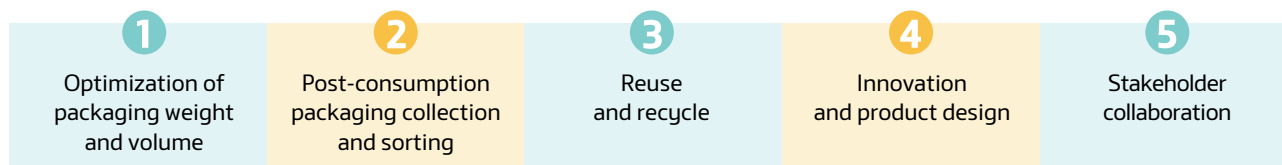
# Packaging and Circular Economy

Environmental considerations are increasingly vital factors in product packaging. In recent years, ThaiBev has reduced the amount of resources needed to produce its packaging and used more sustainable and environmentally friendly materials in its packaging. Furthermore, the company has worked to create new recycling opportunities post-consumption, as another way to increase resource efficiency and reduce waste, especially with primary packaging materials such as glass, paper, aluminium cans, and PET bottles. ThaiBev even has a subsidiary, Thai Beverage Recycle Co., Ltd. (TBR), that is dedicated to the collection of post-consumption packaging for reuse or recycling.

Increasingly, the world recognizes the importance of maximizing resource efficiency and transitioning to a circular economy. For example, Thailand's government approved a draft action plan in 2021 to phase out and ban four types of plastic products and to recycle at least 50% of seven types of plastics by 2022. ThaiBev also believes that the reduction of its GHG emissions through materials efficiency and the proper handling of company-related packaging waste is a good business opportunity that will reduce operational expenses. ThaiBev works with various stakeholders throughout its value chain, including Tier 1 and non-Tier 1 suppliers, small business owners, and consumers, to manage and create value for post-consumption packaging via the circular economy model.



ThaiBev adheres to the circular economy principle and considers all environmental and social impacts arising from its packaging, from design to post-consumption packaging management. To help achieve more sustainable packaging management, ThaiBev focuses on five actions:



## Management Approach

ThaiBev values innovation and product design, including returning post-consumption packaging to production processes, with targets to reduce, reuse and recycle.

### 1. Optimization of Packaging Weight and Volume:

ThaiBev works with its business partners to develop packaging that uses fewer natural resources while maintaining quality and functionality. By 2030, ThaiBev is determined to reduce the amount of raw materials used for aluminium can production by 2,700 tons compared to 2020. In FY2021, ThaiBev successfully optimized the weight of multiple packaging materials, resulting in a reduction of more than 407 tons of materials.

### 2. Post-consumption Packaging Collection and Sorting:

A crucial part of closed-loop packaging management is to collect and sort post-consumption packaging. TBR retrieves ThaiBev's post-consumption packaging collected via local business partners throughout the country and sorts them at company-owned sorting facilities. Main packaging materials retrieved by TBR include glass bottles, cullet, aluminium cans, PET bottles, and corrugated cartons.

### 3. Reuse and Recycle:

In order to ensure efficient closed-loop post-consumption packaging management, TBR sends sorted post-consumption packaging directly to intended users, such as manufacturers and recyclers. Initiatives have also been put in place for secondary packaging. This includes the use in logistics of a returnable plastic sheet, which is designed to be reused at least 50 times, instead of disposable paper trays. In the beginning of FY 2021, TBR opened a new recycling centre in Nakhon Ratchasima Province. This is in addition to 30 existing points of purchase and another recycling centre in Ayutthaya. The new facility was built as part of the company's roadmap to strengthen its recycling infrastructure in strategic locations. The company also has plans to construct recycling centres in northern and southern Thailand.

Apart from post-consumption packaging, TBR also manages kitchen utensils and POP (point-of-purchase)/POS (point-of-sales) materials from ThaiBev's restaurants – repairing or refurbishing so they can be utilized again.

### 4. Innovation and Product Design for Sustainable Packaging:

ThaiBev established BevTech Co., Ltd. (BevTech) as a Research and Development centre with one branch, the Packaging Business, that develops sustainable packaging and alternatives. BevTech also researches machines and robotics to facilitate automation in ThaiBev's production facilities. The goal is to add capacity to the business, increase efficiency and the quality of production, as well as to enhance safety in the workplace, reduce labour risks, and reduce waste and energy consumption, which could create negative environmental impacts. BevTech's major achievement in recent years has been the implementation of an automated bottle-sorting conveyor belt (more information available in SR 2018) and the introduction of artificial intelligence (AI) bottle-sorting technology through collaboration with CMKL University, a top-tier research institute established as a collaboration between King Mongkut's Institute of Technology Ladkrabang (KMUTL) and Carnegie Mellon University (CMU), world's leading university on AI technology. The solution optimized ThaiBev's bottle-sorting processes by reducing human error, reusable packaging losses, and overall operating costs. (More information can be obtained from SR 2019.)

### 5. Stakeholder Collaboration:

ThaiBev engages with stakeholders throughout its value chain to ensure end-to-end sustainable packaging management. It also works closely with TIPMSE (Thailand Institute of Packaging and Recycling Management for Sustainable Environment) of The Federation of Thai Industries and has assigned representatives to the TIPMSE Executive Board. TBR also recently joined TIPMSE in developing the Extended Producer Responsibility (EPR) scheme for Thailand. The EPR working team is comprised of academics and members of the private sector.

## 2021 Highlight

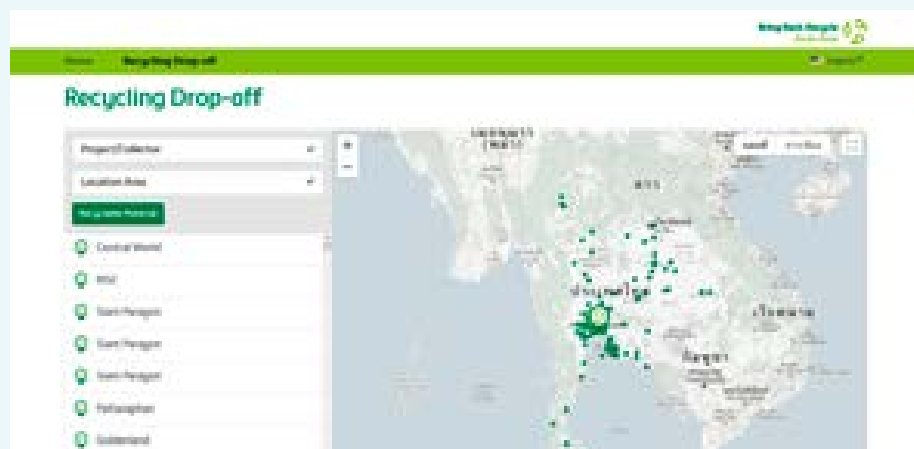
### “Bring Back-Recycle”

To create awareness about post-consumption packaging management, TBR launched the “Bring Back-Recycle” programme in FY 2019 and organized engagement activities to encourage end users to participate in waste-sorting so that post-consumption packaging can be properly managed. This campaign started off as an internal recycling campaign, in which employees were encouraged to separate recyclable post-consumption packaging and donate proceeds to ThaiBev’s employees’ fund. Later, the campaign expanded to other offices, including 17 locations in Bangkok. The company developed the OK Recycle smartphone application to promote participation in these activities. It uses demand-and-supply-matching mechanisms to connect buyers and sellers (recyclers). Additionally, the application systematically records recycling activities and other relevant information.

In collaboration with the Water Festival Thailand 2021, TBR launched the “Sufficient Community for Sustainable World” activity, which involves creating a sustainable recycling loop through waste separation at the community level. The community development activity kicked off with four pilot regions in late March 2021. Moreover, to allow ThaiBev’s consumers to properly manage post-consumption packaging, TBR has created a database for recycling drop-off points at [www.bringbackrecycle.com/recycle](http://www.bringbackrecycle.com/recycle). The database began as a collaboration programme between Bring Back-Recycle and its partners, including WON project, Precious Plastic Bangkok, Frasers Property Thailand, and various governmental agencies across the country. In addition, TBR also participated in a nationwide recycling campaign hosted by the Ministry of Natural Resources and Environment (Thailand) and Thai Beverage Can Ltd., one of ThaiBev’s major aluminium can suppliers, to retrieve post-consumption aluminium cans from Big C, one of Thailand’s largest retailers. The database currently features more than 860 drop points for recyclable



post-consumption packaging, such as PET bottles, HDPE bottle caps, aluminium cans, and stretchable plastics, i.e. plastic bags and films made of LDPE. Consumers can also access the database via a QR code on Chang-brand packaging.



iOS



Android

## Key Projects

### Creating Value through Recycled Materials

Creating demand for post-consumption packaging is a key driver in sustainable packaging management under the circular economy model. Although the use of recycled PET in food packaging is prohibited by the Thai FDA, ThaiBev sees opportunities to explore the use of recycled PET (rPET) in other applications, such as textiles, in order to create value for post-consumption PET bottles and encourage proper recycling of PET through upcycling. One of ThaiBev's most prominent efforts over the past two years involved retrieving over 15.2 million post-consumption PET bottles and upcycling them into 400,000 rPET blankets. These were then donated under the campaign "ThaiBev... Unites to Fight the Cold," a project that has been ongoing for 22 consecutive years. 2021 marks the second consecutive year that ThaiBev has upcycled PET to make these blankets. Under this initiative, ThaiBev has successfully created awareness about the value of post-consumption packaging. In addition to the blankets, ThaiBev has also helped to fuel demand through partnership programmes to upcycle rPET into textile products, such as tote bag souvenirs at the Thailand Sustainability Expo and football jerseys for Buriram United.

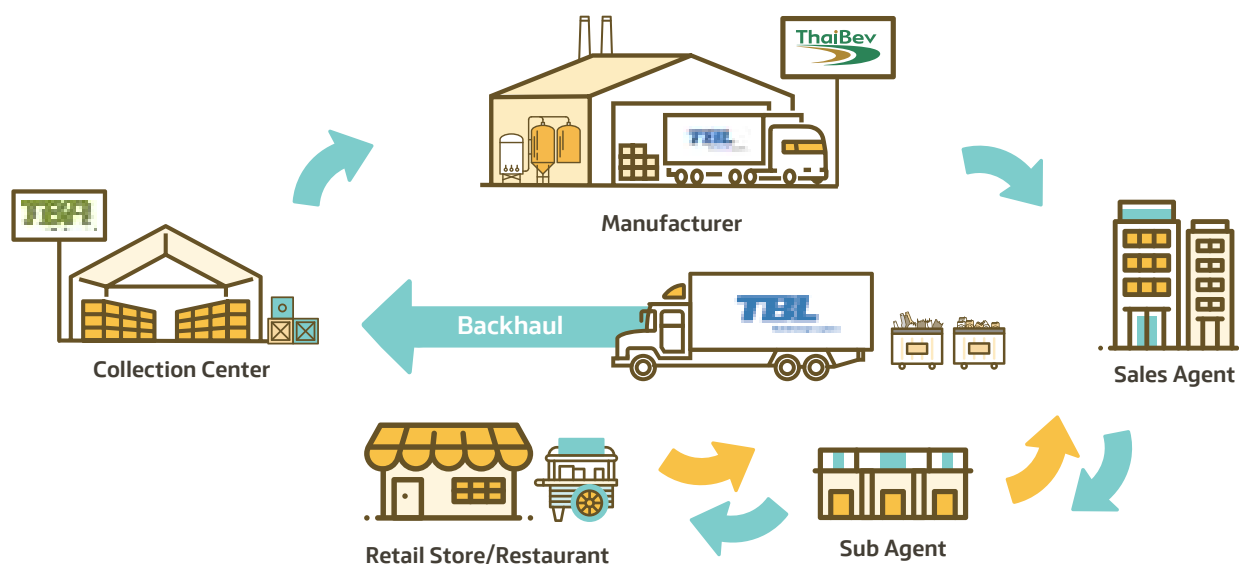


### Waste Inventory (WIN) System

ThaiBev applies the circular economy principle in its waste management approach, and strives to minimize the impact of waste on the environment and society. Waste Inventory, or WIN, a centralized waste management database, was invented to capture waste all data in the ThaiBev Group. The system uses a stock balance approach to calculate the amount of waste based on "stock in" and "stock out" data. WIN users include stakeholders throughout ThaiBev's value chain, allowing the company to visualize its waste universe via a single dashboard, and effectively allocate R&D resources to transform waste into value through innovation. Examples of ThaiBev's value-added waste innovation include hand cream containing extract from tea-leaf residue, art pieces made from beverage labels collected during the bottle washing process, and other porous and lightweight materials, such as Green Rock, developed from the byproducts of incineration through a collaboration with the National Science and Technology Development Agency and the National Metal and Materials Technology Center.

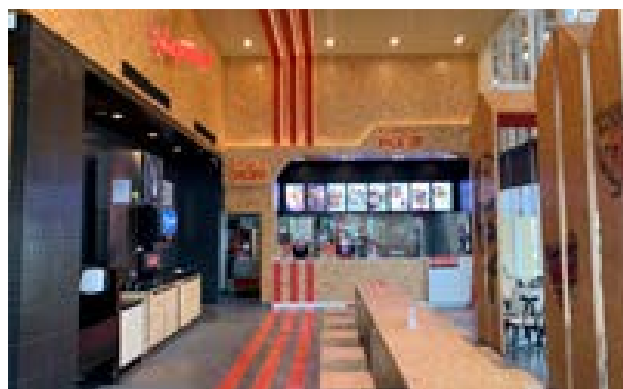
### Bring Back Home

In 2020, ThaiBev invited agents (customers) to join its Bring Back Home programme, through which they can create collection hubs for post-consumption packaging. In this take-back model, agents collect packaging from retail stores and restaurants (their direct customers). The packaging is then collected through backhaul logistics. This new programme optimizes fuel efficiency and allows ThaiBev to retrieve post-consumption packaging directly from customers, and also to ensure it is properly managed. Since this programme was launched, ThaiBev has retrieved over 148 tons of post-consumption packaging.



### KFC Green Stores

ThaiBev has implemented multiple initiatives to phase out single-use plastics. The company aims to align with Thailand's national roadmap to end the use of disposable plastics and impose a ban on single-use plastic items, including lightweight plastic bags and cups, and plastic straws in 2022. The QSR of Asia Co., Ltd. under ThaiBev, joined hands with KFC under Yum Restaurants International (Thailand) Co., Ltd. to open two KFC Green Stores in Bangkok and Nakhon Ratchasima provinces. These stores encourage customers to participate in environmental conservation efforts, aligning with KFC's principle "Done the Right Way." This is practiced through quality ingredients, fresh and clean food, and a determination to conserve the earth. The coming concept "KFC Fast Good" encourages people to do good things that are sustainable for the world.



At two KFC Green Store branches, customers are encouraged to reduce their consumption of single-use plastics. These branches have switched their packaging materials to feature minimum plastic. This includes new knives and forks with 20% less plastic, and switching to water-based coat instead of PE film-coated soda cups, biodegradable PLA straws, paper sauce cups, and thicker plastic bags. Moreover, solar panels have been installed on the rooftops to generate power for the restaurants. This initiative has reduced the use of electricity by 20%. These branches also installed new air-purification systems. The stores have also partnered with IRPC to encourage customers to sort their own waste (knives, forks, spoons, and mashed potato cups) and recycle them. New KFC Green Stores will encourage customers to cooperate with post-consumer waste-sorting and recycling processes under circular economy principles.

### Crystal CAN

Crystal, one of Thailand's leading drinking water brands, recently launched Crystal CAN, quality drinking water sold in aluminium cans. The product is a collaboration between ThaiBev Group and its key aluminium packaging supplier to create a closed-loop packaging management system and generate awareness among consumers regarding the environmental impacts of post-consumption packaging. As an alternative to PET bottles, aluminium cans are 100% recyclable. The use of recycled aluminium also reduces the energy used in can manufacturing by up to 95 percent, compared to the use of virgin aluminium. This initiative is part of Crystal's sustainable development programme under the concept "Crystal CARE," which emphasizes the brand's social and environmental responsibility.



### Unscrewing Aluminum Cap and Tear Off Machine

Glass bottle is considered one of ThaiBev's main packaging with more than 1.2 billion bottles being reused in production process annually. In order to increase the efficiency of sorting glass bottles for reuse and recycling, ThaiBev worked with its business partner to develop a machine that unscrews aluminum cap and cut off cap's skirts from post-consumption glass bottles. The machine is installed as part of bottle-sorting line and capable of processing up to 15,000 bottles per hour at optimum capacity.

### With PASSION 2025 Commitment

For the past few years, ThaiBev has worked hard to embrace the transition to a circular economy by focusing on collection and sorting systems, research and development of materials, and partnerships with suppliers and other stakeholders. This helped strengthen ThaiBev's supply chain, resulting in cost and process optimization, and supported the company's vision to be a leader and to promote good practices within the sector.

## Achievements

ThaiBev has succeeded in receiving group-wide commitments to its various programmes that address environmental impacts related to packaging.



**Reused 1,277**  
million glass bottles and  
**Recycled 207,688**  
tons of cullet,  
**representing 82%\***  
of products sold in Thailand\*\*



**Recycled 103,789.96**  
tons of corrugated cartons,  
**representing 166%** of the company's  
paper packaging  
consumption in Thailand



**Recycled 1,803.00**  
tons of  
aluminium cans,  
**representing 30%\*** of products  
sold in Thailand



**Recycled 3,188.49**  
tons of PET bottles,  
**representing 10%\*** of products  
sold in Thailand

\*based on packaging weight of sales volume

\*\*Include returnable glass bottles used by Spirits, Beer and Non-alcoholic beverage groups

## COVID-19 Response

ThaiBev has put in place COVID-19 response measures at all post-consumption packaging management facilities to ensure the health and safety of employees, as well as partners along the supply chain. In addition to standard COVID-19 measures, routine cleaning, using disinfectants approved by health department, are performed by safety personnel to prevent the spread of the virus that causes COVID-19.

## SDG Indicators

With its firm commitment to embrace the circular economy model through its waste management system, implementation of 3Rs (Reduce, Reuse, Recycle) concept, and emphasis on innovation, ThaiBev is contributing to:

12.5 By 2030, substantially reduce waste generation through prevention, reduction, recycling, and reuse



## Towards 2025 and Beyond

### 2025 Goals:

**Retrieve 100%** of glass and paper packaging sold in Thailand for reuse or recycling  
**100%** of main packaging used in production processes are reusable, recyclable, or compostable materials

### 2030 Goals:

**Retrieve 100%** of PET bottles and aluminium cans sold in Thailand  
Reduce raw materials used for aluminium can production by **2,700 tons** (2020 base year)



# Biodiversity

Global loss of biodiversity is increasingly recognized as one of climate change's most significant consequences. To make sure ecosystems remain resilient and minimize any disruption to the environmental balance society relies on, ThaiBev recognizes biodiversity as a material issue and is committed to a net positive impact on biodiversity across its global operations. As the company's headquarters and majority of operations are in Southeast Asia, many of ThaiBev's businesses are located in the Indo-Burma biodiversity hotspot, underlining the need for ThaiBev to be proactive on this issue. In 2021, ThaiBev embarked on the first year of ThaiBev's biodiversity action plan by performing a systematic screening of global operations to identify the company's impacts on biodiversity.





## Management Approach

In FY 2021 ThaiBev announced two bold commitments related to biodiversity:

- A net positive impact on biodiversity by 2030
- No gross deforestation in ThaiBev's operations by 2030

Both these commitments extend to the supply chain. ThaiBev requires tier 1 and non-tier 1 suppliers to avoid negative impacts on biodiversity. ThaiBev has worked with external partners such as suppliers, NGOs, and communities, and will continue to do so in the long term to ensure commitments are met. These commitments are in line with international pledges to reverse nature loss by 2030.

ThaiBev's no gross deforestation commitment involves stringent measures and monitoring mechanisms to ensure compliance throughout the supply chain. Suppliers shall adhere to "no gross deforestation" as part of ThaiBev's supplier guidelines, and the company also performs supplier engagement and audits to verify progress towards the commitment. As ThaiBev's exposure to deforestation within its own direct operations is minimal, such efforts are mainly focused on the supply chain and procurement processes.

ThaiBev has incorporated the mitigation hierarchy into company procedures (avoid, minimize, restore and offset) to manage potential biodiversity risks related to production facilities.

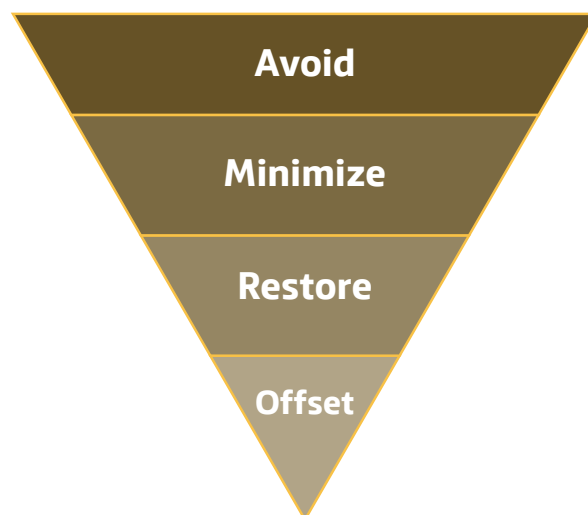
### Avoidance

ThaiBev is committed to implementing avoidance measures, i.e., measures to 'design out' an impact or risk to prevent impacts expected on biodiversity. ThaiBev will also employ design criteria to evaluate all infrastructure development options and look at alternatives when significant impacts to biodiversity are likely. The key good practice avoidance measures include:

- Avoid developing in nationally or internationally recognized areas of high biodiversity value which include:
  - UNESCO World Heritage Sites;
  - Wetlands listed in the Ramsar list of sites;
  - UNESCO Man and the Biosphere (MAB) reserves;
  - Key Biodiversity Areas; and
  - Alliance for Zero Extinction (AZE) sites
  - IUCN Category I-IV protected areas.
- Relocate project facilities away from areas containing critical biodiversity, where feasible.
- Avoid clearing forested areas for the development of project facilities.

### Minimization

ThaiBev is committed to implementing minimization measures to reduce the severity of impacts on biodiversity by controlling or limiting the sources of impact at production facilities in development/operation. Factories that discharge water from operations always comply with local legislation to avoid impacts on biodiversity. Similarly, all operations apply appropriate measures to limit noise to as low as reasonably practicable (ALARP) ensuring protection to employees and the natural environment surrounding the factories.



### Restoration / Rehabilitation

ThaiBev seeks to restore/rehabilitate areas where impacts cannot be prevented. Where existing operational sites were developed on degraded forest areas, ThaiBev intends to restore such areas to a better quality to enable the company to make a positive contribution to the landscape and local environment.

### Offset

ThaiBev will seek to assess the need for, and feasibility of achieving no net loss of biodiversity for its production facilities with negative biodiversity impacts through compensation/ offset measures. Such measures will be developed in line with international best practices such as the Principles on Biodiversity Offsets developed by the Business and Biodiversity Offset Program (BBOP).

## 2021 Highlight

### Critical Habitats and Species Assessments

ThaiBev began studying the company's exposure to critical biodiversity, starting with own operations in FY 2021. A desktop screening was performed first to pinpoint focus areas for further study. Satellite mapping was used to measure the distance of ThaiBev's operations from internationally recognized and important biodiversity areas, or Key Biodiversity Areas (KBAs). A risk categorization was then defined using 0 km as very high risk, 0 to 2 km as high risk, 2 to 5 km as moderate risk, and greater than 5 km as low risk. The internationally recognized Integrated Biodiversity Assessment Tool (IBAT) was used as the global database for biodiversity areas. ThaiBev defined sites to be in proximity to biodiversity if they were located within 5 km to KBAs.

In addition to using IBAT, ThaiBev undertook species-screening to identify sites that may comprise critical habitat to species. Screening is crucial in order to minimize the risk of ThaiBev's operations negatively impacting biodiversity and causing irreparable damage to the environment. Species-screening took place within a 10 km buffer around each factory, using IFC PS6 Critical Habitat Assessment criteria 1, 2, and 3. Any factory for which the 10 km surrounding buffer triggered any of the criteria was categorized a Critical Habitat and flagged for further study.

From the desktop assessment, 34 sites were identified for further study in the second half of FY 2021. This further study involved a gap analysis to determine which policies and procedures should be implemented at each site to eliminate biodiversity impacts.

The species-screening study was also refined to improve accuracy, species flagged for Criteria 1 and 2 of IFC PS6 were examined more closely and ThaiBev collaborated with experts such as academics and NGOs to support the overall assessments. Where necessary, targeted field surveys were also performed to confirm the presence of qualifying species. This work improved the accuracy of assessing which species are present in areas close to ThaiBev's operations and this knowledge was also provided to local residents so they

could be aware of the critical species present within their communities.

In parallel, ThaiBev refined the results for sites that were flagged as <5 km from KBAs. Key stakeholders such as the Key Biodiversity Area Secretariat, Birdlife local partners, and others were consulted to further understand the site and the surrounding region.

From these expert consultations, ThaiBev finalized a global list of sites that are exposed to critical biodiversity and should be targeted for impact assessment in the future. Impacts will be assessed on a site-specific basis and biodiversity management plans will be developed to ensure a net positive impact on biodiversity in line with ThaiBev's commitments. Regarding sites that were identified at the high-level study as in proximity to critical biodiversity but then ruled out during the refined assessment stage, ThaiBev has still taken on board the high-level findings and will engage with local bodies and communities to raise awareness about these critical species and support efforts to boost the populations of these species. This will provide wider benefits to the local community such as ecotourism and safeguard ecology in the local area for future generations.

As a result of the phase 2 study, ThaiBev has determined that 21 sites are in proximity to critical biodiversity. This presents great opportunities for the company to protect the critical areas and species around operations and work with communities to preserve nature. In FY 2022, ThaiBev will carry out further work to identify all impacts the company has that may adversely impact biodiversity and prepare tailored Biodiversity Management Plans for each site.

Total number and area of ThaiBev's operations	42	1773.4 ha
Number and area of sites in proximity to critical biodiversity	21	963.5 ha

### Key Projects

- ThaiBev encourages landscaping at all factories to comprise native plant species. This promotes local insect and bird populations, contributing to a positive impact on biodiversity. Factories also limit the use of pesticides to avoid negative impacts on biodiversity in line with ThaiBev's environmental policy.
- Factories that discharge effluent from operations fully comply with local legislation at all sites to ensure minimum impacts on biodiversity. Noise reduction and containment measures are taken to ensure zero impact on biodiversity from machinery or other operations on-site.

- ThaiBev's Scottish distillery subsidiary, Inver House, has championed biodiversity efforts. Knockdhu distillery has converted 2,000 m<sup>2</sup> of land on the distillery to wetlands, boosting local insects, bats, and bird populations. Another distillery, Speyburn, has worked with Spey Fishery Board to carry out annual surveys of fish populations in the local water body and install a fish pass. The surveys have been performed since 2012 and have shown an increase in trout and salmon populations.

### With PASSION 2025 Commitment

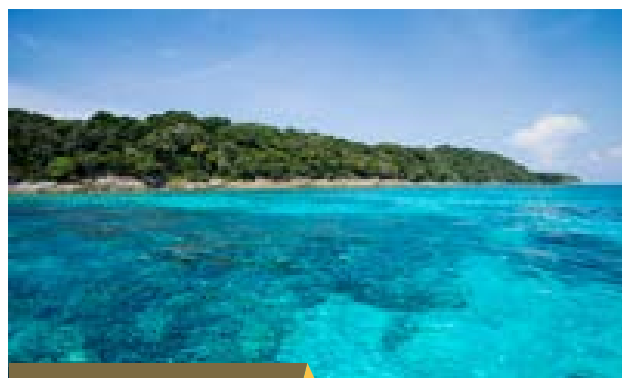
ThaiBev's Climate Strategy, launched in 2020, also covers the importance of biodiversity through the plan's key pillars of "mitigation" and "communities". For example, ThaiBev works with local communities to implement biodiversity restoration projects such as tree planting, water body cleaning, and mangrove restoration in the surrounding areas of factories. As part of ThaiBev's 3<sup>rd</sup> Climate Strategy pillar: "communities", ThaiBev will be boosting and supporting mangrove restoration efforts in the Inner Gulf of Thailand. Mangroves have been identified as powerful carbon sinks with the ability to store carbon for millennia, and at a volume of up to 10 times more than forests, while also providing habitat for fauna.

### Achievements

ThaiBev has committed to a net positive impact on biodiversity by 2030, in comparison with 2021 levels. ThaiBev is still in the process of identifying impacts on biodiversity from operations and will annually update the progress of this commitment.

ThaiBev's commitment to eliminate deforestation by 2030 through its own operations and the supply chain has commenced by introducing monitoring mechanisms and supplier guidelines into ThaiBev's policies. ThaiBev will annually update the progress towards eliminating deforestation from the supply chain ahead of the 2030 goal by engaging with suppliers and identifying risk areas.

In FY 2021, ThaiBev fully defined the company's exposure to critical biodiversity through a systematic assessment of all sites. The company has 21 sites exposed to critical biodiversity, amounting to a land mass of 963.5 hectares. By FY 2022, 100% of sites exposed to critical biodiversity will have biodiversity management plans in place.



### SDG Indicators

ThaiBev's commitment to biodiversity and no deforestation aligns with and contributes to the company's aspirations to UN SDG 15 "Life on Land".



15.1: Ensure the conservation, restoration, and sustainable use of terrestrial and inland freshwater ecosystems and their services, in particular forests, wetlands, mountains, and drylands, in line with obligations under international agreements. ThaiBev will proactively work to ensure conservation, set baseline levels, and restore biodiversity areas in proximity to operations to guarantee a net positive impact.

15.2: Promote the implementation of sustainable management of all types of forests, halt deforestation, restore degraded forests and substantially increase afforestation and reforestation globally. ThaiBev has pledged to halt deforestation by its own operations, tier-1, and non-tier 1 suppliers, covering all continents.

15.5: Take urgent and significant action to reduce the degradation of natural habitats, halt the loss of biodiversity and, protect and prevent the extinction of threatened species. ThaiBev's screening for critical habitats will contribute to protecting and preventing the extinction of threatened species potentially exposed to ThaiBev's operations.

15.9: By 2020, integrate ecosystem and biodiversity values into national and local planning, development processes, poverty reduction strategies and accounts. ThaiBev has incorporated biodiversity into the company's Climate Strategy "Pillar 3: Communities". By working towards its net-positive impact to biodiversity commitment, ThaiBev can work with communities around factories, facilitating knowledge sharing and the creation of ecotourism opportunities.

# Food Loss and Waste

According to the United Nations, at least one-third of all food, by weight, is lost or wasted. Globally, this has significant environmental impacts and is a factor driving climate change, since waste that decomposes in landfills generates methane, a potent greenhouse gas. The UN Environment Programme (UNEP) has estimated that 8-10% of global greenhouse gas emissions are associated with unconsumed food. To help address this problem, ThaiBev is working to reduce its food loss and waste inventories and ensure that resources are used more efficiently to minimize their environmental impacts.

These challenges facilitate the company's efforts to transition towards a circular economy. This is particularly evident in the composting of food waste. As ASEAN's leading food and beverage producer, ThaiBev uses significant resources to manufacture its products. The company has already begun an initiative, for instance, to convert food waste into fertilizer. ThaiBev also views the issue of food loss and waste as a financial opportunity. As a good example of financial benefits from food loss and waste management, the Food Group has generated total revenue of 21,790,185 THB from various types of food loss and waste in 2021.



Target 12.3 of the UN SDGs calls for halving food loss and waste per capita by 2030. ThaiBev has set a similar but more ambitious goal. ThaiBev aims to eliminate food loss and waste discarded to landfills to zero by 2030. This means that by 2030, all food loss and waste generated by ThaiBev will be purposely used elsewhere. ThaiBev has devised several methods and strategies across four business units (Spirits, Beer, Non-Alcoholic Beverages and Food) to reduce the total volume of food loss and waste generated along the value chain as well as the volume of food loss and waste discarded. Those include selling raw material waste to create animal feed and donating safe and high-quality food surpluses to underprivileged people. Furthermore, the company aims to work with all of its stakeholders to innovatively track and reduce food loss and waste throughout the value chain.



## Management Approach

Food loss and food waste have related, but different meanings based on where they occur in the value chain. Food loss is the decreased quantity or quality of food from harvesting, transporting, and production up to – but excluding – the retail level, while food waste occurs at the retail and consumption level. ThaiBev also categorizes food loss and waste based on where the food loss and waste occur.

ThaiBev uses various systems to measure food loss and waste. At production sites, food loss is accumulated, measured, categorized, and stored before it gets managed. The company records the amount of food loss at production sites, which allows it to trace the loss back to where it occurred. ThaiBev also uses other methods to measure the amount of food loss and waste, including by calculating the weight difference between full and empty truckloads. At the retail level, ThaiBev uses several methods to measure food waste, including by weighing food waste at each restaurant or calculating waste using the inventory system.



## Food Loss

One of ThaiBev's top priorities is to accurately track and record any losses that occur within its manufacturing processes. The company then analyses where and why these losses occurred, and develops goals for better management procedures. These assessments minimize losses in each process and maximize the reuse of what would otherwise be lost during production.

To reduce food loss, the company also works with its suppliers to ensure that raw materials meet quality standards and are not lost due to poor packaging or transport practices. ThaiBev also manages and sorts food loss according to different categories, while tracking the monthly volume for each waste disposal method. This data is maintained and monitored in order to meet the company's reduction targets.

Most importantly, ThaiBev collaborated with upstream and downstream partners to create innovative new products and programmes to reduce food loss. Among the company's key innovations are:

- Transforming vegetable waste into fertilizer
- Reutilizing bread crumbs and salmon waste in new food products
- Selling raw material waste to be used as animal feed
- Selling used oil to suppliers to produce biodiesel.

## Food Waste

ThaiBev is continuously working to improve data accuracy for food waste, collecting information from all of its retail stores. ThaiBev has also integrated improvements in its processes to reduce waste, for example, by applying the Waste Inventory Database (WIN), adapting and bridging current restaurant programmes, and standardizing restaurant databases in order to improve its analytical capabilities.

The company also works with logistics partners licensed in waste handling to ensure that waste is collected and handled properly. To avoid potential safety and hygiene issues, food waste, which is highly perishable, must be dealt with swiftly.

ThaiBev is exploring various methods to create new value-added uses for its food waste, including by selling food loss at production plants to pet food or feed manufacturers, and donating surplus food from its restaurant chains to organizations and communities.



## 2021 Highlight

Each ThaiBev business unit has created its own way to manage food loss in the production process. ThaiBev is careful with food loss tracking and recording during the manufacturing process to ensure data accuracy.



Food loss is then categorized and recorded separately based on the type of materials, allowing the company to manage it most effectively, since each material ends up in a different destination.

Spirits, Beer, and Non-Alcoholic Beverage Product Groups boasted a perfect track record managing food loss in 2021, they reported zero food loss from their production sites. The Food Group also had success in managing its food loss and waste to ensure the least environmental impact. For example, the food loss was used for alternative purposes such as animal feed, alternative energy resource, fertilizer, and consumable by-product to provide another source of revenue such as fried salmon skin. Vegetable scraps found at food production sites have also been composted and used as fertilizers in its own location or supported to the local communities. Only 1,015.28 metric tonnes from the Food Group were sent to landfills.



## Key Projects

### KFC's Food initiatives

- **KFC Harvest Program**

Surplus food is donated directly to people living in disadvantaged circumstances. Currently, The QSR (Quick Service Restaurant) of Asia, or QSA, provides surplus food to 10 vocational institutes across Thailand, including Baan Metta (Korat Province), Baan Wangthong (Phitsanulok Province), Baan Rachawadee (Nonthaburi Province), Baan Maharaj (Pathumthani Province), and Baan Tubkwang (Saraburi Province), among others. In 2021, KFC has donated 8,454.61 kilograms of high-quality food.

- **KFC Colonel's Kitchen Project**

Food safety and hygiene are vital contributors to one's quality of life. This project improves the lives of underprivileged people living in homeless shelters by supporting improvements to the shelters' kitchens. In 2021, a total of 5,639,514 THB was invested in 2 shelters in Chiang Mai and Saraburi Provinces.

### Other ThaiBev initiatives to support the reduction of food waste include:

- **Zero Food Waste Challenge**

Shabushi (Shabu Buffet restaurant chain) created the "Kin Mod Kleang" challenge for its customers. "Kin Mod Kleang" means "Eat it all so there's nothing left." The slogan reminds people to be considerate and reduce their food waste.

In general, ThaiBev embraces its role in mitigating global food loss and waste. Over the next decade, the company plans to help the world and its businesses and suppliers achieve these targets. The benefits of managing food loss and waste effectively are clear to everyone, so ThaiBev looks forward to tackling this challenge with all relevant stakeholders.

- **Food surplus donation in collaboration with the Scholars of Sustenance (SOS) foundation**

The OISHI Group works with the SOS foundation to donate food surplus to various vulnerable communities. The foundation works with restaurants in different locations, to pick up the food surplus (either raw or cooked). Restaurants are given instructions on how to store the food, including whether containers are necessary, and what food categories are accepted to ensure the safety of those receiving the food. Currently, three restaurants in the OISHI Group are collaborating with the SOS foundation. They are Shabushi and OISHI Eaterium at Samyan Mitrtown and Shabushi at Central Plaza Ladprao. In 2021, these three restaurants combined have donated 553.4 kilograms of food surplus to the foundation. The food was distributed to various communities in Bangkok.

- **Selling used cooking oil to produce biodiesel**

In 2021, 947.74 metric tonnes of used cooking oil from restaurants were sold to produce biodiesel. ThaiBev believes this alternative source of energy could also help mitigate climate change.



## With PASSION 2025 Commitment

To align with the three key strategies of ThaiBev's PASSION 2025: BUILD, STRENGTHEN, and UNLOCK, ThaiBev's food loss and waste management focused on UNLOCK to help reduce the amount of food loss and waste discarded to landfills, such as new destinations for current food loss and waste or the expansion of current solutions. ThaiBev will also expand food loss and waste tracking and management beyond Thailand to include all international operation sites in the future. These initiatives provide ThaiBev with opportunities to work with its stakeholders and partners to achieve the best outcomes.



## Achievements

In 2021, ThaiBev's total food loss and waste volume was 2,548.20 metric tonnes in Thailand.



### Total food loss and waste

**2,548.20** metric tonnes in Thailand

**Of this, 1,532.93 metric tonnes of food loss and waste was utilized for alternative purposes.**  
The breakdown was as follows:

- ▶ **Food loss and waste sold as animal feed** amounted to **538.78** metric tonnes
- ▶ **Food loss and waste sold to produce biodiesel** amounted to **947.74** metric tonnes
- ▶ **Food loss and waste transformed into fertilizer** amounted to **30.38** metric tonnes
- ▶ **Food loss sold as by-products** amounted to **0.40** metric tonnes
- ▶ **Food waste donated** amounted to **15.63** metric tonnes

Thus, in 2021, only 1,015.27 metric tonnes, or 39.85% of total food loss and waste were discarded and sent to landfills. This means that the other 60.15%, or approximately 1,532.93 metric tonnes, were redirected and used for alternative purposes.

## COVID-19 Response

Food loss and waste management were both impacted by the COVID-19 pandemic. The volume of food loss and waste, especially food waste from restaurants, significantly decreased due to pandemic prevention measures that restricted in-restaurant dining and temporarily closed restaurants in some locations. During this period, restaurants have focused more on takeaway and delivery to minimize person-to-person contact and the risk of infection. This resulted in less food waste at many restaurants. Moreover, raw material purchasing involved more careful analysis of current trends to ensure that materials were fully utilized without going to waste. With the increase in online delivery orders, restaurants have adjusted and repriced their menus to be more suitable for delivery, while also creating new special promotions. These adjustments helped reduce in-store food waste and maximized the use of raw materials. Moreover, ThaiBev has adjusted its packaging to accommodate increasing delivery orders. These measures include: (1) using 100% recyclable plastic in packaging; (2)



using natural materials with high decomposition rates; and (3) redesigning packaging to use less plastic.

Examples include replacing plastic bags for utensils with Polypropylene packaging, the replacement of plastic gyoza trays with paper boxes, the use of 100% HD Recyclable bags, and the use of polylactic acid (PLA), which has a high decomposition rate. Some plastic bags provided to customers are made with thicker and more durable plastic, so they can be reused many times.

## SDG Indicators

ThaiBev's food loss and waste management contributes to SDG 12: Responsible Consumption and Production.



SDG 12.5: By 2030, substantially reduce waste generation through prevention, reduction, recycle and reuse.

Many ThaiBev initiatives seek to support SDG 12.5 by repurposing food loss and waste. The company is working to reduce waste generation through prevention, reduction, recycling and reuse. ThaiBev is committed to reducing food waste and loss from its operations and



where possible to encourage customers to adopt new habits. This includes ensuring that all people have access to healthy food through surplus food donations.



## Towards 2025 and Beyond

### Goals

Zero food loss and waste to landfills by 2030

### Moving Forward

Food waste reduction campaign and initiatives will be expanded to cover all ThaiBev restaurant chains.

ThaiBev is seeking new possibilities to help with food loss and waste reduction and management.





## Caring for People

ThaiBev has always been deeply committed to the wellbeing of its employees, partners, customers, and stakeholders. The company's culture of professionalism and excellence can be seen in its employee training programs, its advocacy and respect for diversity, and myriad other beneficial opportunities for employees. During the COVID-19 pandemic of the past two years, ThaiBev has created new initiatives that directly assist our employees, suppliers, and the wider public in order to meet this challenge together.

---

Employee Wellbeing	110
Human Rights	116
Limitless Opportunities	122
Consumer Health and Safety	132
Customer Relationship Management	138

# Employee Wellbeing

ThaiBev cares deeply about its employees' safety and wellbeing, and constantly strives to promote the safety of all stakeholders in its operations. The company believes that employees work more effectively and efficiently when they are in a happy workplace with eased minds. As part of this effort, ThaiBev has produced guidelines and safety management systems to ensure that the company remains in line with legal and international standards on safety, occupational health and working environments for its employees, business partners and other stakeholders. This includes risk prevention measures for accidents, injuries, and illnesses linked to operations, along with support to improve working environments that promote employees' physical and emotional wellbeing as well as their quality of work life. To address unique COVID-19 challenges, a special pandemic management plan was developed to maximize the safety of all stakeholders in the value chain.

Across the world, COVID-19 has highlighted the importance of employee wellbeing. ThaiBev sees tremendous benefit in creating employee health and wellbeing plans to deal with unexpected scenarios, whether they be humanitarian crises, natural disasters or global pandemics like COVID-19. ThaiBev is always working to better equip itself to deal with such challenges and to support its employees and their families.



## Strategy

To meet legal and internal standards, ThaiBev has set guidelines for safety, occupational health and working environments in four areas:



1. Safety



2. Occupational Health



3. Working Environment



4. Employee Wellbeing

## Management Approach

This year, ThaiBev worked to become stronger than ever by establishing new capabilities. Focused on improving its workforce, equipment, procedures, and infrastructure, the company attempted to become a best-practice leader in safety, occupational health and wellbeing. In 2021, ThaiBev continued to respond to COVID-19 and the pandemic's outsized impact on the safety, health and wellbeing of employees. This allowed ThaiBev to build new capabilities and strengthen its current framework.

### The New Normal

#### Work-from-home arrangements

- ThaiBev values a flexible workplace, including working from home. It believes this option increases productivity, morale, agility, and cross-business collaboration. For employee safety and wellbeing, ThaiBev implemented a work-from-home policy as the unfavourable situation could harm employees' health and safety. These include environmental issues such as PM2.5, political unrest and pandemics. ThaiBev has also announced strict protocols for working from home during COVID-19 to ensure that all employees are safe. ThaiBev supports employees working from home, helping them achieve high performance by offering training, equipment and tools. Wellness programs have been adjusted to promote exercise, ergonomics and stress management. ThaiBev has also arranged effective work-from-home situations with disabled employees who face difficulties travelling to work.

#### Beverest Life

- In 2020-2021, ThaiBev implemented a no-contact procedure for employees to check-in to their work through an internal mobile application, Beverest Life, which was deployed by human capital team to all employees. This application will be used going forward as part of a standard safety measure to increase efficiency, decrease contact and reduce the risk of COVID-19 transmission.

### Safety

- The company's central safety team continues to conduct periodic on-site safety inspections at all facilities. This includes ThaiBev's facilities in Bangkok and other provinces in Thailand and Myanmar.
- ThaiBev conducts safety training seminars, such as fire safety and road safety, daily safety briefings at the beginning of each working day at production plants, ISO 45001 occupational health and safety standards training, and training for safety officers in all business units.
- The company implemented a data collection and reporting system to collect safety and occupational health data in accordance with Global Reporting Initiative (GRI) standards. The data is 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 senior executives.

### Occupational Health

- Care** – ThaiBev ensures employee health by providing on-site doctors and nurses for medical treatments and health consultations. The company also has agreements with nearby hospitals to treat injured or sick employees so they can quickly and conveniently receive medical treatment any time.



- **Prevention** – ThaiBev helps employees prevent illness, for instance by providing annual flu vaccinations.
- **Treatment** – ThaiBev provides support for outpatient medical expenses for employees, in addition to social security contributions that the company pays under the law. ThaiBev also provides accident insurance and inpatient illness insurance for all employees.
- **Check-ups** – ThaiBev arranges annual health checks for all employees according to gender, age and other risk factors. These include prostate and breast cancer screenings for employees in certain age groups, and an additional check-up for factory employees who have other work-related risk factors.
- **Education** – ThaiBev provides educational materials and training on healthcare and common diseases for employees and their family members, including office syndrome and stress reduction. In addition, ThaiBev provides basic life-saving skills training for employees, and a first-aid CPR AED training course.

### Working Environment

- ThaiBev expanded operations into a new building, the ThaiBev Quarter. This allowed ThaiBev to implement “Flexible Working Hours” in which employees at the new headquarters could choose their own check-in and check-out times. Flexible working hours are fully in place for more than 2,400 management staff. Further, convenient virtual working stations have been set up in multiple locations, allowing employees to complete their work without having to be present in the office. This also applies to workers below the management level. Flexible working hours are allowed for on-field employees such as sales reps, whose

performance is results-oriented, to facilitate effective time management. For remaining staff, flexible working hours are supported through the time management system as long as they receive an endorsement from their supervisors.

### Employee Wellbeing

- Achieving work-family balance is part of ThaiBev’s wellbeing goals to promote employee productivity and morale. ThaiBev demonstrates this commitment by providing space or playgrounds at factories for children while they are accompanying or waiting for their parents. In addition, private breastfeeding rooms are available at all offices and production plants. ThaiBev has expanded its childcare facilities to include classes and recreational activities during school vacations. A popular family program at the company is Children’s Day, which brings together children and their parents for special activities, field trips, and CSR activities to promote spending time together. In 2021, ThaiBev granted 1,099 scholarships, valued at more than 6.93 million THB, to employees’ children to reduce their financial burdens. Over 12 consecutive years, ThaiBev has granted 12,592 scholarships totalling over 77.92 million THB
- ThaiBev is strongly committed to its female employees, who can take up to 100 days of paid maternity leave. This is 10 days more than the legal requirement in Thailand. In some cases, new mothers may ask for an additional 30 days. ThaiBev believes these measures promote family values and foster employee health and wellbeing for both mother and child.





- Furthermore, ThaiBev ensures that all employees are able to enjoy the key moments in their life. ThaiBev allows male employees to take paid paternity leave up to

six days, which is not part of the national legal requirement. This recognizes family as a central foundation of life.

## 2021 Highlight

### Employee Wellbeing during COVID-19

ThaiBev prioritizes employee's health and wellbeing above all. ThaiBev also extends support to employees' families and loved ones.

- With COVID-19, the priority is to minimize the risk of infections, including between employees.
  - ThaiBev took several approaches to achieve this:
    - Routine cleaning and sanitization of all facilities and offices
    - Strict hygienic protocols and equipment (i.e face masks, alcohol gel, etc.)
    - Isolated offices for specific job functions that required employees to be in the office
    - Work-from-home policy for those who can perform their work through online channels
- Monitoring real-time situations, conducting risk assessments, taking immediate action in the ThaiBev Situation Room (TSR)
- Support for employees
  - 24-7 call center to provide support and consultation
  - Situation updates to employees; provide news, information, and guidelines for employees to keep themselves and their families safe. COVID-19 insurance for all employees Provide face masks, alcohol gel for all employees to keep them and their families safe. Coordinate with TSR to contact individuals who have been in at-risk locations through outbound calls.
  - Encourage and provide education (both technical advice and procedures) for employees on vaccines.



- COVID-19 Tests (PCR and ATK) for all employees periodically and as part of protocol for entering offices and facilities.
- Facilitate hospitalization and home isolation in cases where employees and/or their families have been infected.
- Provide home disinfection service for at-risk employees.

## Relevant Projects

### Digitized Wellness Programs

#### 1. Virtual Wellness Program

- Transform normal activities and programs into virtual versions
- Emphasize the importance of health through exercise and ergonomics when working from home
- Virtual seminars for subjects ranging from general wellbeing to COVID-19 prevention.

- Activities such as virtual runs to promote exercise at home

#### 2. Digital Retirement Community

- Use technology to create a community support group for retirees
- Offer useful health and wellness-related information through the company's mobile application

## With PASSION 2025 Commitment

In 2021, ThaiBev ensured that health was promoted throughout the value chain and built new capacities to prepare for future challenges. ThaiBev strengthened its current capacity to respond to potential health and safety-related risks, and showed why it was one of only six companies in Thailand to receive the “WeCare Most Caring Company” award.

## Achievements

### Target progress & timeline

- ThaiBev remains committed to a zero fatality goal. However, two employees and one contractor fatalities were recorded in 2021. As a result, ThaiBev launched an intensive root-cause analysis and tightened its safety culture, expanding OHS KPI to the whole group and implementing the OHS initiative program. This led to the enforcement of a strict automobile policy and training on OHS to ensure safety, including proper PPE equipment, daily safety talks and strict supervision for working protocols.

## COVID-19 Response

### Employee Wellbeing during COVID-19

ThaiBev cares about its employees' health, safety and wellbeing, and this was accentuated during the COVID-19 pandemic. ThaiBev adopted various measures to prevent, care for, facilitate, and help employees during this time.

1. Appropriately manage workspaces, including space expansion or the relocation of employees to work in different locations to support physical distancing in the workplace.
2. Work-from-home policy for those who can work remotely to reduce infection risks for employees and their families. This group of employees is not permitted to access the office or other facilities without proper preparation to prevent the risk of infection.
3. Safety measures when entering facilities include proof of COVID-19 test, disinfection, providing alcohol gel, temperature checks and the provision of protective gear.
4. Use digital technology to record working hours and cancel the use of finger-scanning systems to reduce the risk of COVID-19 transmission.
5. Establish a COVID-19 Relief Center to provide information and advice on how to handle the situation most effectively and assist employees who are impacted by COVID-19.
6. Provide additional benefits to employees, such as free COVID-19 screening tests for over 12,000 employees and COVID-19 insurance for over 50,000 employees.
7. Distribution of protective gear, such as masks and alcohol gel, to employees and their family members, and distribution of clean drinking water to reduce risks from visiting convenience stores.



### ThaiBev Situation Room

The ThaiBev Situation Room (TSR) was created to monitor information related to COVID-19, as well as the wellbeing of all employees. TSR, in collaboration with related departments and functions, monitors and manages all risks involved and provides support to employees and their families. This can potentially be used and adapted in the future for other purposes.

## Community Support

Provide alcohol and masks to COVID-19 isolation facilities and to local governments to disperse to nearby communities.

## SDG Indicators

ThaiBev's work on safety, occupational health, and wellbeing are in line with SDGs 3, 8, and 16. Through the company's actions and initiatives, ThaiBev aims to strive towards achieving good health and wellbeing, decent work and promoting peaceful and inclusive societies.



**Goal 3: Good Health and Well-Being**



**Goal 8: Decent Work and Economic Growth**



**Goal 16: Peace, Justice and Strong Institutions**

### Sub-target

3.8 Achieve universal health coverage, including financial risk protection, access to quality essential health-care services and access to safe, effective, quality and affordable essential medicines and vaccines for all.

3.9 By 2030, substantially reduce the number of deaths and illnesses from hazardous chemicals and air, water and soil pollution and contamination.

8.2 Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high-value added and labour-intensive sectors.

8.5 By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value.

16.5 Substantially reduce corruption and bribery in all their forms.

## Towards 2025 and Beyond

- Promote safety culture and extend activities related to occupational health and safe working environments to ThaiBev's subsidiaries in ASEAN.
- Target toward zero fatalities
- The Lost Time Injury Frequency Rate (LTIFR) in 2021 was significantly decreased from 2020,
  - Employee: from 1.71 to 1.43
  - Non-employee worker: from 1.74 to 0.69
 This trend is in line with our goal toward achieving a LTIFR of lower than 1.0 by 2025.
- Instill road-safety discipline among employees by organizing training and other activities to promote safety. The project will be extended to employees in other regions and business partners to reduce the driving mortality rate, which mostly involves accidents due to violations of traffic laws and lack of road safety discipline.
- Build a network of safety officers in ThaiBev Group throughout ASEAN to increase the effectiveness of safety activities and allow more extensive communication and exchange of information. Provide advanced safety training to officers on a regular basis.
- Work with employees to proactively administer new health guidelines. Raise awareness, encourage employees to exercise and maintain good hygiene, reduce work-related stress, and provide vaccinations against diseases that occur frequently among employees to promote a healthier life and a happier workplace.

# Human Rights

ThaiBev believes that corporations have an important role to play in human rights. They are a major focus in all of the company's ESG initiatives and across the organization more broadly and its value chain. ThaiBev strictly protects human rights, including those of its stakeholders, and complies with national and international laws, such as the Labour Protection Act B.E. 2541, the Universal Declaration of Human Rights, the United Nations' Guiding Principles on Business and Human Rights, and the International Labour Organization's Declaration on Fundamental Principles and Rights at Work.

This year, ThaiBev continued to uphold its strong performance on human rights within the organization and throughout the value chain. Amid growing awareness of the positive correlation between good social performance and improved business performance, other companies are increasingly focusing their efforts on addressing human rights issues. ThaiBev aims to be a best-practice leader in this regard, and works to ensure strict compliance with the contents of the company's Human Rights Policy.



## Strategy

ThaiBev has identified key approaches for human rights management throughout the value chain. These include:

- Respect human rights by treating all business units equally.
- Proactively manage human rights issues through a dedicated human rights due diligence process.
- Be responsible and committed to ensuring that all parts of the organization respect human rights across all sectors, including those involving ThaiBev stakeholders, and to ensure that no business activities are in violation of human rights.
- Have an effective mechanism to remedy, correct, rehabilitate and compensate for the impact of any human rights violation arising from the organization's business activities.
- Clearly communicate the company's human rights practices to all stakeholders and provide transparent and effective channels to file complaints.
- Provide knowledge, training, and support for employees, suppliers, and customers to ensure they strictly respect the human rights of all stakeholders involved in the company's work.

## Management Approach

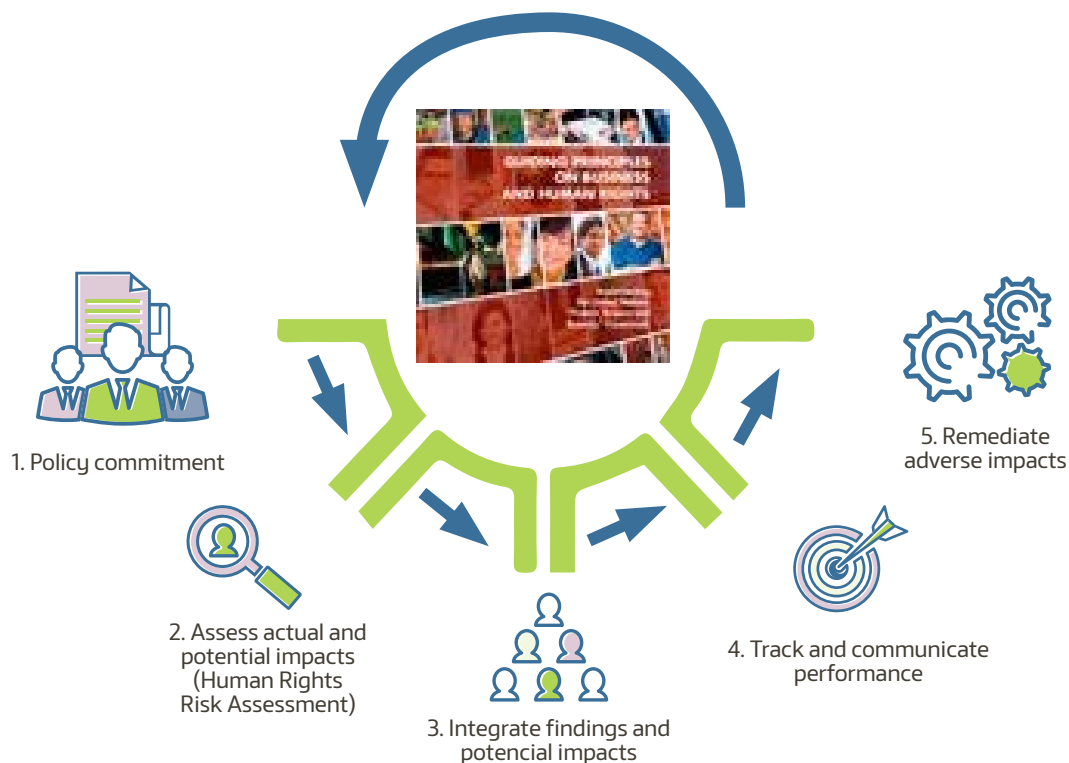
### Human Rights Due Diligence Process

This program was initiated in 2017. In 2021, ThaiBev identified three important human rights risks related to stakeholders, including:

- Employee health and safety
- Employee working conditions
- Community health and safety

The next step is to hold a meeting among relevant parties to identify root causes and develop collaborative solutions, track success, and further communicate with those involved.

### Human Rights Due Diligence Process



## 1. Policy Commitment

ThaiBev is committed to respecting the human rights of all stakeholders. As such, the company operates in line with international human rights principles and labour standards, including the United Nations Universal Declaration of Human Rights and the International Labour Organization's Declaration on Fundamental Principles and Rights at Work. ThaiBev expects all executives and employees in its businesses, including those in its subsidiaries, joint ventures, and new business relations (i.e. through mergers and acquisitions), as well as suppliers and business partners, to respect the human rights of all stakeholders to ensure that all are respected equally. In doing so, strict compliance with the company's Human Rights Policy is compulsory for all stakeholders.

Key human rights aspects covered in the company's Human Rights Policy and Statement include discrimination and harassment, forced labour and child labour, freedom of association, equal remuneration, working conditions, and workplace safety and health. All ThaiBev stakeholders must comply with these aspects according to laws and regulations and aim to satisfy them with the highest possible standards.

### Implementation

Through its human rights due diligence process, ThaiBev regularly assesses human rights risks in all of its business activities, including direct impacts from its own operations, as well as those that ThaiBev may be involved in supporting, or have a role in supporting, in all areas of its operation. ThaiBev has established several policies and management controls to support the implementation of human rights management.

#### Examples of such policies and management controls include:

- Occupational Health, Safety, and Environment Policy
- Employee Code of Conduct
- Anti-Corruption Policy
- Whistleblowing Policy
- Environmental Policy
- Risk Management Policy
- Supplier Code of Practice
- Investment Guideline

Furthermore, ThaiBev tracks, monitors, and assesses its human rights risks, and ensures that its whistleblowing and complaint channels can effectively receive concerns related to potential human rights violations. Input gathered through these channels is used to create improvements, which are detailed in the human rights performance section of the annual sustainability report.



## 2. Assess Actual and Potential Impacts (Human Rights Risk Assessment)

ThaiBev's human rights risk assessment covers 100% of the company's operational sites, which are categorized according to business activity:

- Main business activities: Sourcing, Production, Distribution and Logistics, Marketing and Sales, and Post-consumption packaging management
- Supporting business activity: Human resources

The human rights risk assessment also covers 100% of ThaiBev's Tier 1 suppliers.

#### The Human Rights Risk Assessment Covers Actual and Potential Human Rights Issues As Follows:

- Forced labour
- Human trafficking
- Child labour
- Freedom of association
- Right to collective bargaining
- Equal remuneration
- Discrimination and harassment
- Working conditions and OHS (occupational health and safety)
- Related issues

#### The Human Rights Risk Assessment Covers Employees and At-Risks/Vulnerable Groups. Vulnerable Groups Include:

- Women
- Children
- Indigenous people
- Migrant workers
- Third-party contracted labour
- Local Communities
- LGBTQI+
- Disabled people

### Human Rights Risk Assessment (Methodology)

<b>Human Rights Issue Identification</b> <ul style="list-style-type: none"> <li>Identify all human rights issues relevant to ThaiBev's operations, value chain, and new business relations by considering their impact on the business and the potential effects on rights-holders.</li> <li>Identify affected stakeholders, including vulnerable people (i.e. women, children, indigenous people, migrant labourers, third-party contracted labour, local communities, LGBTQI+, and disabled people).</li> </ul>		
<b>Inherent Risk Ranking</b> <ul style="list-style-type: none"> <li>Ranking inherent risks (risks without controls/measures) of identified human rights issues.</li> </ul>	<b>Residual Risk Ranking</b> <ul style="list-style-type: none"> <li>For high inherent risk, ranking residual risks (risks with existing company controls/measures)</li> </ul>	<b>Risk Prioritization</b> <ul style="list-style-type: none"> <li>Prioritizing salient human rights issues, referring to identified human rights issues with a high residual risk.</li> </ul>

### 3. Integrate Findings and Potential Impacts

Once human rights risks and impacts have been assessed, ThaiBev works to implement its management measures, particularly those for high-risk issues. After these measures are implemented, ThaiBev monitors and reviews the performance to ensure continuous development that maximizes efficiency.

#### In 2021, ThaiBev Identified the Following 10 Salient Human Rights Issues:

In 2021, ThaiBev identified 10 salient human rights issues linked to employee health and safety, working conditions, discrimination, and community health and safety. The issues were related to four business units: distribution, marketing and sales, post-consumption packaging management, and human resources.

1. Employee health and safety (distribution: logistics)
2. Working conditions (marketing and sales: event)
3. Employee health and safety (marketing and sales: event)
4. Discrimination (marketing and sales: event)
5. Community health and safety (marketing and sales: event)
6. Community health and safety (marketing and sales: commando)
7. Employee health and safety (marketing and sales: sales)
8. Community health and safety (marketing and sales: sales)
9. Employee health and safety (post-consumption packaging management: reuse/recycle)
10. Employee health and safety (human capital)

### 4. Track and Communicate Performance

ThaiBev is committed to conducting regular reviews of its human rights due diligence process, and to reporting on its human rights performance through the annual sustainability report and on the ThaiBev website. ThaiBev tracks through its various communications channels violations of human rights that stakeholders experience. In order to mitigate adverse impacts and provide appropriate remedies to affected stakeholders, stakeholders are encouraged to report violations through the communication channels below.

#### Communication Channel

Thai Beverage Public Company Limited  
14 Vibhavadi Rangsit Road, Chomphon, Chatuchak,  
Bangkok 10900  
Telephone 02 785 5555 Fax: 02 785 5882  
<http://www.thaibev.com>

### 5. Remediate Adverse Impacts

ThaiBev understands that its business activities may cause, contribute to, or have links with human rights violations involving stakeholders. ThaiBev is committed to mitigating such risks and violations. To ensure it fulfills these commitments, it regularly conducts human rights risk assessments to identify potential violations at ThaiBev's operational sites. Additional mitigation measures are established with the objective to remediate and reduce the possibility of such violations. In addition, the company monitors, reports on, and reviews its policy commitments regarding human rights each year to maximize the effectiveness of ThaiBev's human rights management.

In 2021, no human rights violations were reported. Therefore, no remediation measures were taken.



## 2021 Highlight



### Employee Wellness Team

ThaiBev formed the Employee Health Management Working Group in the Human Capital Unit with the goal to make ThaiBev a happy workplace. This working group oversees the company's worksites to ensure they are suitable for employees and meet relevant laws, and also to monitor employee-related human rights risks. The company promotes employee well-being through activities such as seminars on stress management. Since 2020, the working group, human capital unit and relevant business units have helped employees prevent the spread of COVID-19 by comprehensively coordinating wellness effort, distributing masks and alcohol gel, and by facilitating other assistance measures for employees.

## With PASSION 2025 Commitment

ThaiBev prioritizes human rights while ensuring that all salient rights issues are addressed and mitigation measures are in place. In seeking to become stronger than ever in this regard, ThaiBev has built upon its due diligence process, making it more robust than in previous years. The company's strict measures to address human rights issues have made its ESG focus even clearer. ThaiBev aims to unlock its full potential in creating maximum value for the community through many related initiatives.

## Achievements

### Target progress & timeline Human Rights Risk Assessment Results



**100% of ThaiBev's operations and business activities**

have carried out human rights risk and impact assessments



ThaiBev has **10** salient human rights issues.



**17.22% of ThaiBev's business activities**

have been identified to feature a high level of human rights risk (salient issues).



**100% of ThaiBev's operations and business activities**

that are linked with human rights risks have mitigation measures and rehabilitation processes in place.

## SDG Indicators

ThaiBev supports the UN SDGs and adheres to all 17 of its goals. ThaiBev's human rights commitments in particular strive to improve gender equality (SDG 5), reduce inequality (SDG 10) and make the community inclusive, safe and resilient (SDG 11).



### Goal 5: Gender Equality

### Goal 10: Reduced Inequalities

### Goal 11: Sustainable Cities and Communities

#### Sub-target

5.1 End all forms of discrimination against all women and girls everywhere.

5.2 Eliminate all forms of violence against all women and girls in the public and private spheres, including trafficking and sexual and other types of exploitation.

5.5 Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life.

10.2 By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status.

11.5 By 2030, significantly reduce the number of deaths and the number of people affected and substantially decrease the direct economic losses relative to global gross domestic product caused by disasters, including water-related disasters, with a focus on protecting the poor and people in vulnerable situations.

## Towards 2025 and Beyond

- Continue the human rights due diligence process by conducting annual examinations.
- Establish an Employee Wellness Channel to receive complaints from employees who feel their human rights have been violated.
- Review human rights policy to ensure it is in line with relevant laws and regulations, and push it to achieve the highest possible standards.
- Create knowledge and understanding about human rights through training and workshops for employees in Thailand and overseas, and for its contractors and suppliers. The company organizes annual training sessions on human rights as part of its new employee orientation program.
- Expand the company's Human Rights Assessment to include its overseas operations, creating group-wide synergy in preventing adverse impacts from human rights risks.
- Improve the three human rights risks identified in the human rights due diligence process: employee health and safety, employee working conditions, and community health and safety. In addition, ThaiBev is committed to preventing risks that might occur in the future by implementing measures to ensure safety and occupational health in the work environment, and the wellbeing of employees in all regions. The company also organizes safety activities for employees throughout the ThaiBev group, as well as a project to train paramedics and rescue experts at operation sites and communities near the company's factories.
- On-site risk assessments, including for human rights issues, for all of its critical Tier 1 suppliers. The company also collaborates with key suppliers to mitigate human rights risks that could arise from its non-Tier 1 suppliers.

# Limitless Opportunities

ThaiBev believes that successful organizations work together with their employees to create personalized, authentic, and motivating experiences that ultimately strengthen both individual and company performance. Providing employees with training and advancement opportunities, and helping them address various skills gaps, are other important aspects that can strengthen ThaiBev as a company.

ThaiBev is committed to being the best possible employer and strongly believes that career satisfaction and advancement opportunities motivate employees to seek long-term commitments with the company. To foster organizational strength from within, ThaiBev promotes the concept of “oneness,” offering opportunities for employees to learn and develop new skills as they strive for success in the organization. This results in high-caliber and happy employees who want to grow with the company.

The pandemic has highlighted the importance of digital experience in career satisfaction and accelerated the integration of digital technology at work. ThaiBev employees can now work virtually from anywhere. A focus on the development of such digital technology, with the aim to enable fast and efficient work, has increased in anticipation of potential future disruptions.



## Strategy

To strengthen ThaiBev's human capital, create oneness in the organization, and prepare employees for fast-changing work environments, ThaiBev has identified seven strategies for human capital management:



### Strategy 1: Clear Structure and Roles

- Arrange the organizational structure, roles, and responsibilities to support the company's business strategy and PASSION 2025.
- Expand and develop competencies and options for career paths corresponding to ThaiBev's organizational structure, roles and responsibilities.



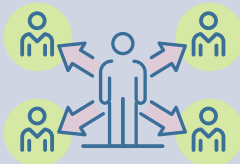
### Strategy 2: Market-oriented Compensation and Benefits

- Continuously monitor job market dynamic and ThaiBev's demand for personnel to set appropriate compensation and benefits standard for ThaiBev Group companies.



### Strategy 3: Recognition-Based Performance Management

- Develop a comprehensive employee performance management system and expand channels for system accessibility that meets the needs of employees in all age groups.
- Ensure fair performance evaluation; set talent development plans to unlock employee potential, enabling them to work towards their goals; and strive to achieve excellence.



### Strategy 4: Holistic People Development

- Promote a learning culture for employees to develop their capabilities. ThaiBev develops employees' potential according to the 70:20:10 model for learning and development. It also promotes digital literacy and the implementation of individual development plans (IDP), as well as employee progress-tracking.



### Strategy 5: Proactive Succession and Workforce Planning

- Proactive Succession and Workforce Planning Proactively prepare the readiness of employees and executives identified as potential successors to ensure seamless transitions and business continuity; enhancing the sustainability of the organization.



### Strategy 6: Strategic Talent Acquisition and Onboarding

- Recruit and select personnel who have appropriate knowledge, abilities and skills to perform their jobs as required by the organization and aim to reach and attract potential candidates to join the organization, especially those from the new generation, which is agile and highly capable of adapting in the digital age.



### Strategy 7: Engaging Corporate Culture

- Build knowledge, understanding, and engagement by fostering a sense of oneness through the global values of the ThaiBev Group, promoting employees' continuous engagement to encourage appropriate behaviour in line with corporate values.

## People Analytics

ThaiBev uses People Analytics to measure employee performance, assist in strategic workforce planning, identify current workforce skills gaps, aid in recruiting and hiring, identify flight risks to improve retention, and competitive intelligence, as well as enable organizational network analyses. Various tools have been implemented in order to support proactive workforce planning and decision making and to ensure business growth.

To be ready for a new set of goals in 2025, amid rapid business changes due to digital technology and automation processes, ThaiBev must develop and equip employees with the capacity to respond and adapt to changes through the development of their skills, including both “reskill” and “upskill.”

### RESKILL

Develop new skills for current and future business landscapes by adjusting skills to match organizational strategies and rapid technological changes.



- Emphasize the development of new digital technology skills for the future of the digital age.
- Transform labor-focused skills to effectively operate and control advanced technology.
- Employees whose job may be at-risk due to changes in business landscape and strategy may require new skills to continue performing their duties.

### UPSKILL

Development of existing skills and expertise to continuously keep up with business to achieve targets and gain a business advantage.



- Develop skills to work at regional and global levels to serve continuous business expansion beyond Thailand.
- Develop skills in digital technology and automation such as communications, interactions, information sharing through digital tools and the security of digital information and identities.

## ThaiBev Sustainability Academy (TSA)

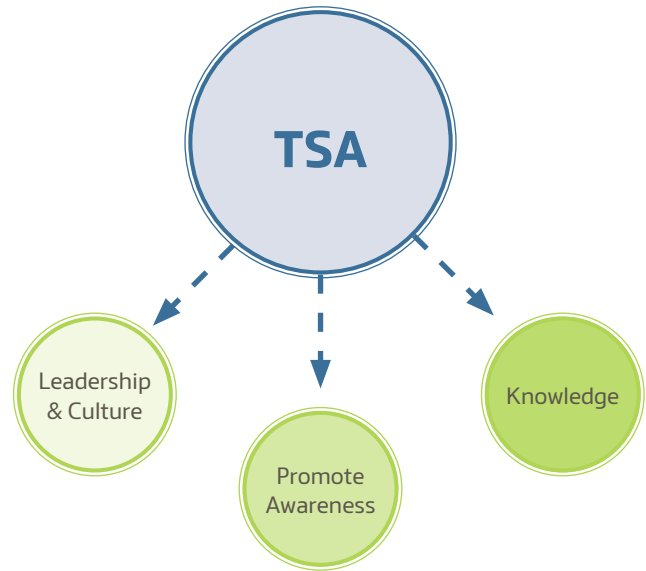
Sustainability knowledge today contains many facets, integrating the key concept of ESG with constantly evolving sustainability strategies, systems, and solutions, in accordance with GRI, TCFD, and other internationally recognized standards. The ThaiBev Sustainability Academy (TSA) was founded in 2019 with a mission to embed sustainability into ThaiBev’s corporate culture, to promote the learning and spread of best practices and,

importantly, to build capacity among ThaiBev employees in every business unit, both in Thailand and overseas. TSA frequently holds academic and capacity-building activities related to sustainability, including trainings, meetings, workshops, seminars, and knowledge-evaluations for employees. The goal is that all ThaiBev’s work throughout the entire value chain and covering all ThaiBev stakeholders will be conducted according to sustainability principles.

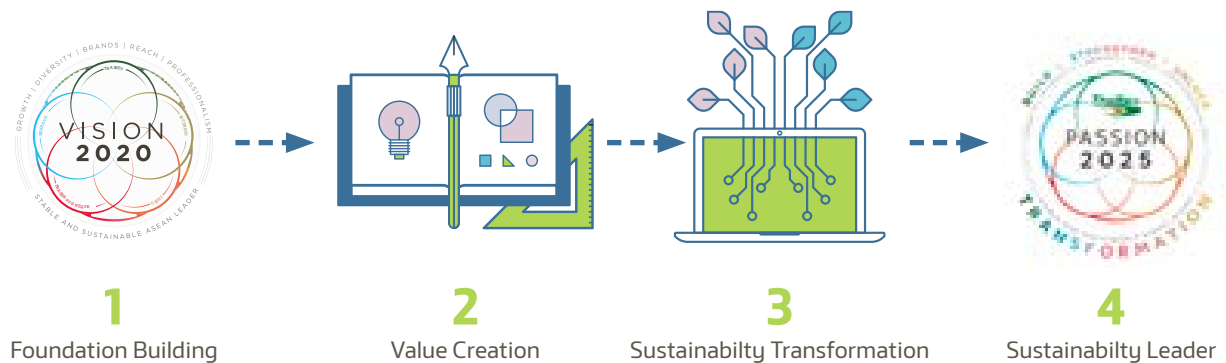
## ThaiBev Sustainability Academy (TSA) Goals

Inspired by ThaiBev's mission of "Creating and Sharing the Value of Growth", TSA promotes sustainability among all organizations under ThaiBev with the objective of developing employees, practitioners, and executives, so they can initiate, design, and apply knowledge to tackle and promote sustainable development issues. In this way, the organization can achieve its ESG goals, uphold the Sufficiency Economy Philosophy (SEP) and the United Nations' Sustainability Development Goals (UN SDGs), and also support important social aspects such as artistic and cultural traditions.

TSA organizes classes in person as well as online and these classes also include evaluations and feedback on each class.



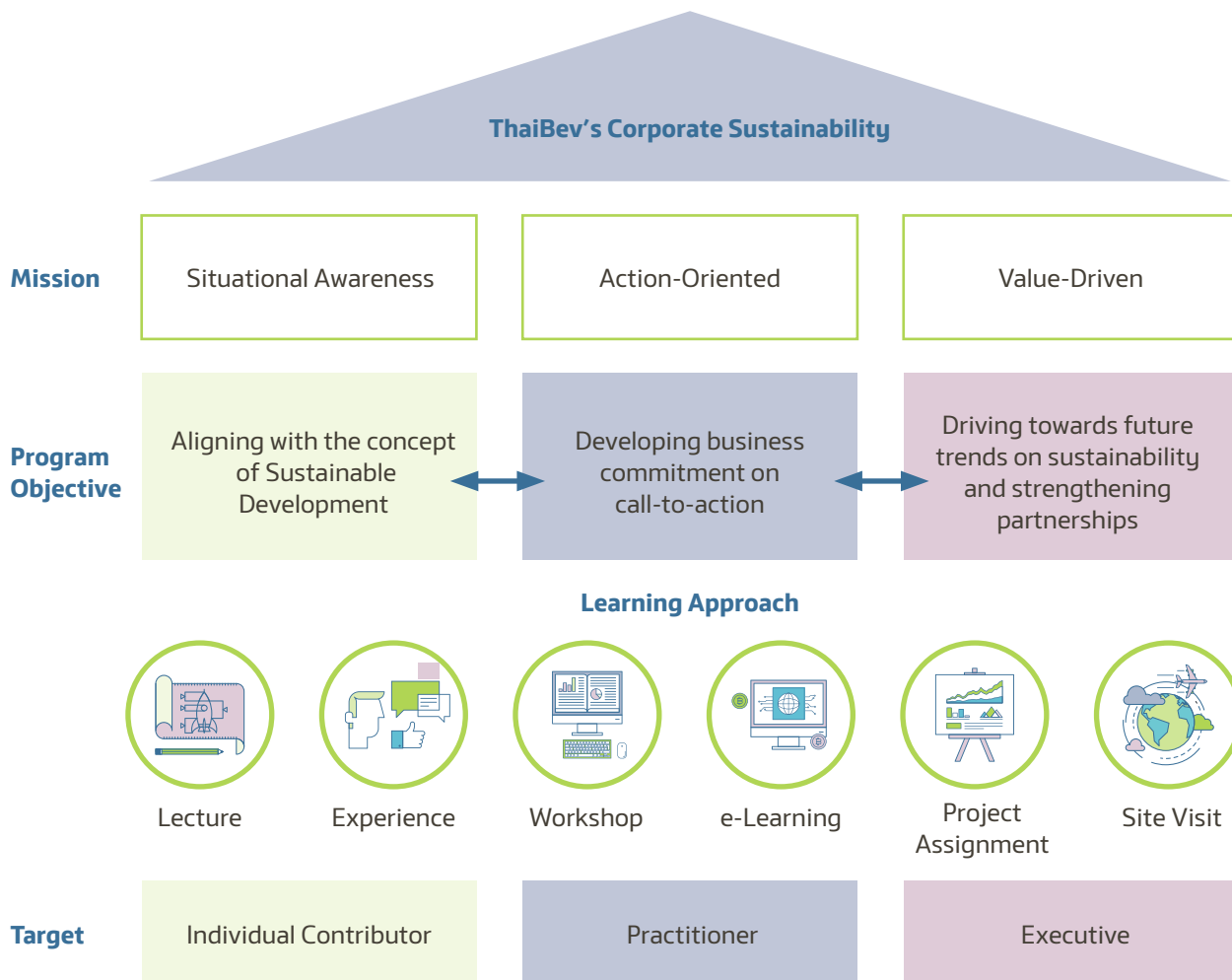
## Moving Forward 2020 - 2025



## ThaiBev Sustainability Academy (TSA) Strategies

1. Clear guidelines and determinations to promote the sustainability development of ThaiBev employees	2. Research and survey the impacts of future trends on sustainability and how to implement such strategies	3. Create and share the benefits from such collaborations between business partners
---	--	---

## ThaiBev Sustainability Academy (TSA) Curriculums



TSA designs and develops various curriculum on sustainability as related to awareness/mindset issues, skills, and operations with the expectation that employees in all business units will learn, understand, and be able to access knowledge related to ThaiBev's sustainability efforts and learn from global perspectives. These curriculums also support employees to adopt knowledge in order to develop themselves, create changes within the organization, work more efficiently with colleagues, support larger organizational goals, and promote the TSA's sustainable growth through a learner-centric approach.

**The programs** are categorized into 3 target groups:

### 1. Individual Contributor

Employees from all levels who contribute their knowledge and experience regarding sustainability development. These employees have the capacity and knowledge to work with others and are able to perform as expected by the organization.

### 2. Practitioner

Groups of employees who have direct responsibility for sustainability development in their specific knowledge

area (ie. ESG best practices). They are practitioners and implementors who are able to realize the organization's sustainability goals.

### 3. Executive

Management team who can mobilize business strategies to implement sustainability to create sustainable value for the organization and to achieve the sustainability development goals.



## 2021 Achievements

The 2021 fiscal year is the second year that TSA continued organizing sustainability classes for colleagues in Thailand as well as for overseas and subsidiaries of ThaiBev Group. These classes included trainings, workshops, seminars, and tests to evaluate employee knowledge and understanding about sustainability development concepts.

TSA works with ThaiBev Training, ThaiBev's training center, applying the company's Learning Management System and other training media. This international-level software is applied internally in the Beverest System, with the aim to support human capital development to reach optimum efficiency. This development is also supported by a database on the development of all employees, throughout their terms of employment, which boasts constantly improved and updated information.

For more than six years, ThaiBev has rotated staff on its sustainability working team, and has gained more and more experience as a member of the Dow Jones Sustainability Indices (DJSI) in the Emerging Markets Indices for six years and the World Indices for five years. ThaiBev has been the Indices Leader in the Beverage industry for four consecutive years. During this time, more than 1,000 employees and executives have co-created, exchanged, and shared knowledge contributing to ThaiBev's Best Practices to use in the design and development of TSA's curriculum, together with the development of other projects and dissemination of knowledge throughout the organization.

TSA has already started to expand its membership of talented individuals to include those who are in internal and external ThaiBev organizations, in Thailand, overseas and subsidiaries, by working with networks and partners, communities, experts on sustainability, and specialists from around the world to exchange knowledge and experience through workshops and field visits. This effort showcases ThaiBev as an organization that prioritizes and advocates for employee learning and advancement on sustainability development, and demonstrates ThaiBev's dedication to create and share the value of growth, as it moves toward the PASSION 2025 Vision in the name of the Concept of TEAM – Together Everyone Achieve More.

## Communities of Practice

As of 2021, three communities of practitioners have been identified–Governance, Environmental, and Social practitioners. ThaiBev structures and guides our communities of practitioners to be able to develop and deliver the highest standards and best practices to the organization.

## Towards 2025 and Beyond



### 1. Employee capacity building regarding sustainability

#### Methods

- Plan modules and a teaching structure by Communities of Practitioners
- Use indicators from Training Need Analysis

#### Expected benefits

- Enhance knowledge on sustainability
- Build collaborations between implementers from all sectors



### 2. Building collaboration for joint studies

#### Methods

- Connect best practices from both internal and external organizations
- Develop and extend knowledge on sustainability practices

#### Expected benefits

- Center of knowledge on sustainability
- Create and share knowledge on sustainability



### 3. Build communities that apply sustainability

#### Methods

- Develop a network of sustainability implementers
- Exchange in-depth knowledge on sustainability

#### Expected benefits

- Develop implementers and knowledge about sustainability
- Create a corporate culture of sustainability

## 2021 Highlight

### ThaiBev Virtual Internship and ASEAN Internship

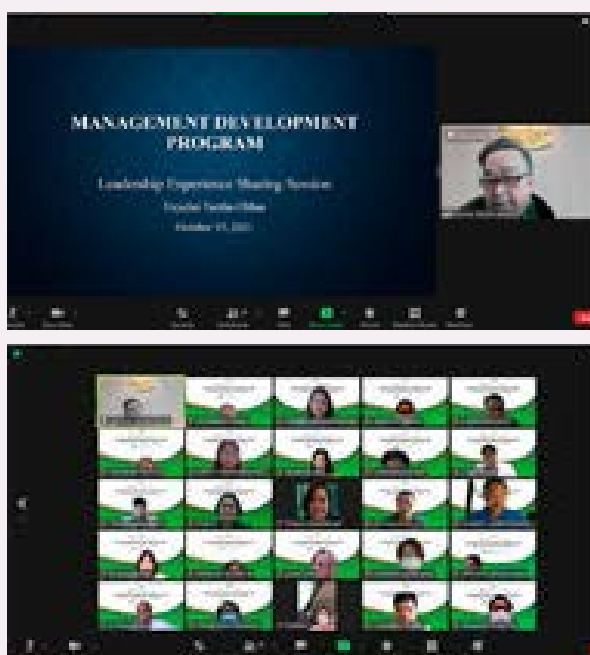
Despite obstacles in internship programs during the “work from home” period, ThaiBev continues to believe that the young generation is an invaluable resource, knowing it will grow up to be the workforce of the future. Accordingly, it has expanded its internship program to a regional level (within ASEAN), where interns work online. It is a borderless opportunity. This not only helps strengthen the organization regionally, but also creates new training opportunities for interns.

This helps to build a strong candidate pipeline from Thailand and countries in ASEAN, while also expanding ThaiBev’s footprint in ASEAN. ThaiBev’s Virtual Internship program includes 90 participants, divided into three segments: work experience (70 percent), which features on-the-job training and mentoring; business camp and training program (20 percent), which involves virtual training and business case work; and experience stage (10 percent), which assigns a project to participants that they later present.

More than 93 percent of internship participants said they were satisfied with the program and 100 percent said they were interested in working for ThaiBev after graduation. The ASEAN internship included 40 participants: 10 from Thailand, 18 from Vietnam, three from Myanmar, and nine from Cambodia. After completing the internship, participants revealed an average satisfaction rate of 4.68 (out of 5).



Also, 100 percent of participants said they were interested in returning to the company as full-time employees. Participants experienced approximately 10 different areas of work in the company, including finance, data analysis, human capital, sales and marketing, supply chains, sustainability, and engineering.



### Talent Development Program

Determined to drive employee’s full potential and unlock the talent, ThaiBev’s Talent Development Program have been designed to support and enhance high potentials at every level. By applying Learner Centric Principle, the company use the 70:20:10 development model to provide learning through Action-Learning Project, Executives Sharing and Formal Classrooms to enhance business knowledge and develop leadership skill. The program we provide to our high potentials at each level starting from young generation to executive level include of Supervisory Development Program (SDP), Management Development Program (MDP), ASEAN Management Development (AMD) and Senior Executive Development Program (SEDP). With this blended learning method in all development programs, learners will get an opportunity to learn with regional leading universities and institutions. Most importantly, learners will work closely with ThaiBev executives on business projects to solve real business issues and to improve product & service that will help drive business growth.

## Career Development Ecosystem

To enhance “Limitless Opportunities” (Human Capital’s Philosophy), Career Development Ecosystem has been established with leveraging technology, multiple platforms are developed to integrate end to end career development process to help employees access to career opportunities with better employee experiences and make limitless career opportunities truly happen to our employees. One of the benefits are to create the Ecosystem where employees can be a part of joint career development which resulted in an employee engagement.

“My Career” is an integrated and interactive career navigation platform that helps employees make a self-assessment and explore opportunities within ThaiBev Group, and also to design their own career path and career development.

The platform assists employees by helping them navigate opportunities and recommended positions. ThaiBev has leveraged technology to suggest career opportunities by having logical requirements. It features more than 1,400 standardized job roles and predefined career paths in order to recommend potential career paths and job opportunities. Moreover, employees can initially assess their capabilities for

each position following over 200 functional competencies based on the job family embedded in the platform.

The company also encourages employees to take ownership of their self-development with support from supervisor by using Individual Development Plans (IDP). The IDP was expanded for all job levels across the organization in which employees can develop plans through our Beverest System and select designed learning solutions. Employees can conveniently manage ongoing plans and complete plans by themselves.

The “Career Dashboard” offers line managers and HRBP real-time data accessibility on employees’ careers, including promotion eligibility forecasts and historical statistics on promotion and rotation. It also displays IDP tracking progress so line managers and HRBP can effectively track and monitor employees’ IDP planning and execution.

“Career Profile” provides line-managers a resourceful employee professional profile and career journey. Moreover, as a centralized source of internal candidate information, it enabled HR recruitment team and a hiring manager to facilitate more efficient internal hiring process.

## Achievements

### HR Asia 2021 and We Care

In 2021, ThaiBev was recognized as HR Asia Best Companies to Work for in Asia for the third consecutive year, and also awarded with the “WeCare Most Caring Company” accolade. These national and international awards draw on input from employee interviews and surveys regarding human capital management to select winners from hundreds of companies that participated. We believe this reflects our constructive way of work and the opportunity to serve as a role model for others.



**688,596.90**

**Training hours**

Total training hours



Average training hours

**totalled 19.78 hours**

## Employee Diversity

### RECRUITMENT AND TURNOVER BY GENDER

#### TOTAL TURNOVER



**Female 55.9%**

**Male 44.1%**

#### TOTAL VOLUNTARY TURNOVER

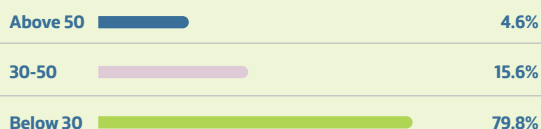


**Female 55.8%**

**Male 44.2%**

### TURNOVER BY AGE GROUP

#### TOTAL TURNOVER



#### TOTAL VOLUNTARY TURNOVER



## COVID-19 Response

### Preparing for the future through digital experience

The COVID-19 pandemic led to the increased development of digital technology in order to create fast and efficient work. This included initiatives such as:

- Providing training for digital tools such as Zoom or Microsoft Teams
- Providing tips and tricks for effective and efficient ways of work during the work-from-home period
- Building engagement with employees through digital platforms and activities
- Full implementation of online training (most training sessions were re-formatted online with several courses incorporated into an e-learning library for on-demand self-learning.)
- Using a digital check-in system to record attendance and track employees who live or work in at-risk areas, as well as avoid unnecessary contact from finger-scanning machines to prevent the spread of COVID-19

## SDG Indicators

TSA also focuses on promoting sustainability in line with the SDGs.

In addition to the WOW Awards, a new sustainability award started in 2020 aims to promote understanding on sustainability among participants and judges by referring to the SDGs.



**Goal 4: Quality Education**

**Goal 5: Gender Equality**

**Goal 8: Decent Work and Economic Growth**

**Goal 10: Reduced Inequalities**

### Sub-target

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.

5.5 Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life.

5.b Enhance the use of enabling technology, in particular information and communications technology, to promote the empowerment of women.

8.2 Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high-value-added and labour-intensive sectors.

8.6 By 2020, substantially reduce the proportion of youth not in employment, education or training.

10.2 By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status.

## With PASSION 2025 Commitment

To meet the requirements of Passion2025, ThaiBev initiated the “Transformation” Program as a way to develop a global talent pool for the organization. The aim is to help ThaiBev achieve its organizational goals by 2025 and beyond by building, unlocking, and strengthening employee capabilities amid rapidly changing business needs.

Presently, the “Transformation” Program consists of more than 40 sub-projects. One of these sub-projects, “Future Skills Development”, aims to develop human capabilities to prepare for the future.

The Future Skills Development project aims to prepare the organization for the future by turning employee knowledge into skills. Future Skills are important skills that employees require to drive the organization forward.



Employees in this program apply the Sufficiency Economy Philosophy (SEP) to identify skills the organization needs. The aim is to make employees ready to adapt to changes and increase the organization’s capacity for sustainable growth.

It aims to promote an inclusive growth mindset, including a belief in one’s own potential and dedication for continuous self-improvement. It strives to make employees open to change and fosters among them an inclination to grow together. It also develops their ability to communicate and understand the needs of related parties and collaborate with others to achieve common organizational goals. It also promotes critical and analytical thinking, digital literacy as well as language and culture.

Step two involves a future skill assessment centered on the future skill levels of employees to identify areas for improvement.

Finally, under future skills development, employees gain a better understanding of the RUN Model. As they reskill, they develop a new set of skills for different jobs, such as changing from being on-trade salespersons to being TT salespersons. As they upskill, they develop additional skills to do the same job with increased efficiency. For instance, they try to increase sales skills to achieve sales goals. Finally, under new skills, they develop a completely new set of skills to work in a new job. For instance, they switch from being a salesperson to being an agent.

The pilot program focused on the sales team. The Key Account Management program (KAM) also consists of future skills development. Program participants include those in assistant manager positions and above, totaling more than 100 people. The program started with a skills assessment and periodically evaluated participants’ progress. Examples of educational development, on-the-job training, and training results are reflected in business achievements. The company is currently monitoring KAM activities, such as weekly sales reports, Morning Talk, and call plans to identify areas for improvement.

# Consumer Health and Safety

Consumer health and safety is one of ThaiBev's top priorities and has a significant impact and influence on stakeholders. ThaiBev recognizes the importance of producing quality, safe and healthy foods and beverages from ethically sourced, high-quality ingredients. The company sets rigid standards and closely monitors all of its operations to ensure consistent quality and safety throughout production, storage, transportation, and other aspects of service. These efforts have also led the company to adopt international standards, such as ISO 22000, NSF, and GMP/HACCP. By emphasizing consumer health and safety, ThaiBev seeks to continually strengthen consumer and stakeholder trust.



The COVID-19 pandemic has shifted some consumer focus towards the health and safety of products. It has brought about a new understanding of the effect of people's consumption habits on their strength and immunity to fight off viruses and other health ailments. A general trend towards healthy lifestyles has been further solidified. Health issues remain a significant challenge for the world today. According to the World Health Organization, a majority of deaths may be caused by non-communicable diseases, such as obesity, diabetes, vascular disease, heart disease, and cancer. It is estimated that chronic non-communicable diseases cause 75% of all Thai deaths, of which 55% occur in people under 70 years of age. These factors are leading to a shift in the way consumers view health and safety in their purchases.

ThaiBev continues to research and develop new foods and beverages to expand its range of healthy and delicious product offerings.

The R&D Center focuses on the following health & nutrition areas, (1) Low sugar content, ThaiBev collaborated with suppliers in developing healthier sugar substitutes and natural sweeteners without affecting original taste and obtain the "Healthier Choice Logo" from Mahidol University (2) Low sodium content, control and reduce sodium (3) Increased nutritious ingredients, vitamin added in products (4) No Mono Sodium Glutamate in OISHI packaged ramen products (5) No preservative in OISHI Gyoza (6) Organic raw material, ThaiBev collaborated with suppliers in sourcing quality organic raw materials and ingredients (7) Nutrition facts on labelling including calories, sugar, fat, sodium, and more. This is applied for all of its products for communication channel with customer.

To promote ThaiBev's strategic approach to health and nutrition, the company has created a policy statement, an advisory panel and R&D centers, and defined "healthy nutrition" criteria for its products.

## Management Approach

ThaiBev remains committed to developing healthy, nutritious, and safe products. Its research and development teams are set up specifically to develop healthy and nutritious products. The company also collaborates with external agencies, such as universities and business partners, to research and develop products that are healthier for consumers. Research focuses on certain nutritional aspects, such as developing products with less sugar, sodium, fat, monosodium glutamate (MSG), and preservatives, as well as added nutrition. ThaiBev also recognizes the importance of disclosing nutritional information to its consumers through various channels, investing in research and development, and aligning its production with international standards.

### 2021 Highlight

**V-Boost Vitamin C Drink:** In 2021, ThaiBev launched a new health product under the brand "V-Boost." This drink features 200 percent of the required daily value (DV) of vitamin C. The drink also contains beta-glucan from the United States, which contributes to the normal functioning of white blood cells and the immune system. Because V-Boost is low-sugar, with only 30 kilocalories (kcal) per serving, it has earned the "Healthier Choice" nutritional logo by the Institute of Nutrition of Mahidol University. V-Boost is available in two flavours: orange and lemon.



**OISHI Gold Wakoucha:** OISHI Gold Wakoucha is a Japanese tea made from selected, naturally fermented young tea leaves. The tea has a unique scent and taste and contains theaflavins, natural antioxidants found in Wakoucha tea. In addition, the tea has 6,000 milligrams of fiber, which helps stimulate the digestive system and ease bowel movements. The product comes in two flavours: OISHI Gold Wakoucha No Sugar Formula and OISHI Gold Wakoucha Lemon Delight Formula. OISHI Gold Wakoucha is certified with the "Healthier Choice" nutritional logo by the Institute of Nutrition of Mahidol University.





## With PASSION 2025 Commitment

ThaiBev aims to improve consumer health and safety through its various initiatives, from investing in research and development to adopting international standards such as ISO 22000, NSF, and GMP/HACCP. During the COVID-19 pandemic, ThaiBev built upon existing capabilities and managed to address not only consumer concerns about the health and nutrition of its products, but also measures to ensure high-quality and safe food production within the company's business operations and restaurants. ThaiBev's ability to quickly adapt to such challenges has unlocked new potentials and its business models are frequently adjusted.

## Achievements

### Target progress & timeline

- Since 2014, reduced sugar content in 27 products
- In 2021, healthy beverage sales comprised 68% of all non-alcoholic beverages
- In 2021, 37 products were certified "Healthier Choice" by the Institute of Nutrition of Mahidol University.
- All ThaiBev products are certified ISO 22000 by the International Organization for Standardization regarding food safety.
- All ThaiBev non-alcoholic beverages, as well as OISHI Group restaurants, are certified GMP (Good Manufacturing Practice) and HACCP (Hazard Analysis and Critical Control Point).
- All ThaiBev drinking water and mineral-water products are certified by the National Sanitation Foundation (NSF).
- Sermasuk Public Company Ltd. and the OISHI Beverage production process have earned Food Safety System Certification (FSSC 22000).

## COVID-19 Response

### In Production Sites

All beverage and food production sites have measures to control the spread of COVID-19, in accordance with recommended guidelines from the Ministry of Public Health (MOPH). Such measures include encouraging people to wash their hands, wear masks at all times and adhere to social distancing requirements. There are also periodic tests for infections and frequent cleaning in common areas such as conference rooms and bathrooms.

ThaiBev carries out workplace risk assessments and personnel allocations, and encourages online meetings to reduce congestion. The company is vigilant in following up on COVID-19 news, regularly updating its employees about relevant information to prevent disease outbreaks. Suppliers, visitors, contractors, and freight forwarders must abide by entry and exit guidelines. In addition, all factories have been certified by an external agency, increasing confidence in its COVID-19 measures

- OISHI Trading Company Limited's beverage production facilities, including its Navanakorn and Wang Muang factories, comply with measures to control the spread of COVID-19. Its COVID-19 prevention efforts are self-certified according to assessment criteria from the Industrial and Production Hygiene Administration (IPHA), the Federation of Thai Industries (FTI), the Department of Disease Control, the Food Institute and the Management System Certification Institute (MASCI)
- OISHI Food Service Company Limited's Ban Bueng factory is a food production facility. It passed the Department of Fisheries' assessment for the export of frozen shrimp gyoza. Likewise, it is self-certified as complying with measures to control the spread of COVID-19 according to assessment criteria from the Industrial and Production Hygiene Administration (IPHA), the Federation of Thai Industries (FTI), the Department of Disease Control, the Food Institute and the Management System Certification Institute (MASCI)

### Delivery Services During COVID-19

The online market significantly expanded during COVID-19 due to rapidly changing consumer behaviour. With e-commerce, including delivery services, playing a more important role in consumers' lives, business strategies must adapt to increase sales. The following are business strategies and activities undertaken by ThaiBev:

**Channel strategy:** Generate sales through online channels managed under brands' own platforms and through business partners' services.

- Set competitive prices and participate in promotional activities.
- Enter the e-marketplace through online-to-offline (O2O) commerce to reach target groups via e-vouchers.



**Omnichannel strategy:** Drive marketing and sales with the restaurant as the center location. Consumers can shop online and specify a branch or pickup point, including the date and time they would like to receive their products.

- Allow for self-pickup (SPU) at all branches that provide home delivery services.
- Allow for curbside pickup services. Customers can pick up their products without getting out of their vehicles.

### Service expansion strategy

- Expand food menus for existing in-store kitchens under the name "OISHI Kitchen." This will provide increased sales opportunities for brands without a store in the area.
- Expand service areas in certain branches without affecting food quality.
- Collaborate with local service providers to provide another channel for sales and delivery.

### Contactless strategy

- Increase channels for contactless payments.
- Contactless delivery of clean, safe food in compliance with social distancing measures.



## SDG Indicators

ThaiBev's continuous focus on consumer health and safety corresponds with SDGs 2 and 12. ThaiBev hopes to contribute to these goals by improving nutrition, promoting healthy lives and well-being for all ages, ensuring sustainable consumption patterns and creating strong institutions through the efforts ThaiBev has made to improve consumer health and safety.



**Goal 2: Zero Hunger**



**Goal 12: Responsible Consumption and Production**

### Sub-target

2.2 By 2030, end all forms of malnutrition, including achieving, by 2025, the internationally agreed targets on stunting and wasting in children under 5 years of age, and address the nutritional needs of adolescent girls, pregnant and lactating women and older persons.

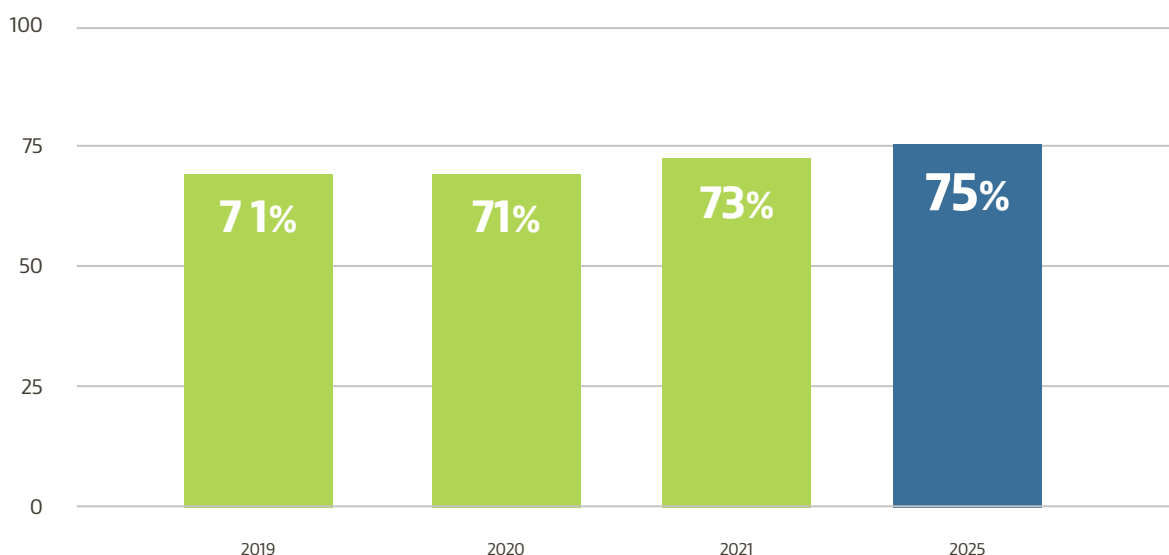
12.3 By 2030, halve per capita global food waste at the retail and consumer levels and reduce food losses along production and supply chains, including post-harvest losses.

12.8 By 2030, ensure that people everywhere have the relevant information and awareness for sustainable development and lifestyles in harmony with nature.

## Towards 2025 and Beyond

- Increase health beverage sales of all non-alcoholic beverages to 75% by 2025.

### Health beverages sales will increase to



Healthy product means drinking water, mineral water, and product that certified by "Healthier Choice"

- By 2025, 50% of non-alcoholic beverage products must be certified as “Healthier Choice” by the Institute of Nutrition of Mahidol University.



In 2021, 68% of non-alcoholic beverage products certified “Healthier Choice” products by the Institute of Nutrition of Mahidol University.

# Customer Relationship Management

ThaiBev continuously seeks to satisfy its customers, especially agents who are the key business partner. ThaiBev initiated numerous projects to develop customer capacity and to work more closely with agents as business consultants in order to increase their satisfaction in working with ThaiBev.

With e-commerce and online delivery soaring, amid the COVID-19 pandemic, ThaiBev is strongly focused on expanding its own delivery brands, such as OISHI Food Delivery and the BevFood application.

ThaiBev recognizes the importance of its customers' opinions and reviews customer satisfaction surveys in all key areas, such as service and product quality, and aims to focus on consumers through initiatives such as its QR Survey System in order to drive high customer satisfaction and engagement.



## Strategy

ThaiBev initiated various projects to develop customer capacity as it engages with customers and consumers to increase their satisfaction.

ThaiBev seeks to improve customer relationships through the following:

- Providing care and assistance for agents during COVID-19 pandemic
- Increasing awareness among business owners and service providers on consumer health and safety through campaigns and training
- Supporting agents' businesses to grow sustainably
- Collaborating with business partners to increase knowledge and skills in digital service, promotion, and product details
- Developing applications to engage customers and build loyalty both of traders and consumers

## Management Approach

### Customer Evaluations, Tracking and Satisfaction Assessments

ThaiBev seeks to build strong relationships with customers to promote their highest satisfaction. ThaiBev evaluates, tracks, and assesses customer satisfaction annually through external parties with international standards and principles. ThaiBev uses the results from these satisfaction surveys to identify indicators to assess the performance of ThaiBev teams that work with customers. Each year, ThaiBev sets higher customer satisfaction targets to drive continuous improvement.

### Business Partner Development Plan

ThaiBev is dedicated to offering training opportunities while working with the business partners to pursue sustainable growth in sales and profits. The company organized Agent Development Program with ThaiBev (ADEPT) courses that business partners can take with different focuses:

- Vehicle Agent Development Course: For creating stable sales, better profits, and increased understanding of sales opportunities in the area.
- Warehouse and Transportation Management Course: For increasing agent efficiency in warehouse and logistics management.
- Internal Operations Management Course: For adapting organizational structures to suit operations, prevent leakages and reduce various business risks.



### COVID-19 Customer Support

ThaiBev always cares for our key partners especially when their business effect from the COVID-19 crisis:

- Provide masks and alcohol valued at 5,484,533 THB to agents and sub-agents nationwide.
- Provide COVID-19 insurance valued at 100,000 THB (for the second consecutive year) to agents and sub-agents nationwide totalling 2,137,980 THB.
- Provide Antigen Test Kits (ATK) to agents in 29 dark-red-zone provinces valued at 825,400 THB.
- The total value of COVID-19 initiatives is 8,447,913 THB.



### Customer Behaviour Analysis System

The food business group collaborated with CMKL University, which was established as a collaboration between Carnegie Mellon University (CMU) and King Mongkut's Institute of Technology Ladkrabang (KMUTL), to develop a system for analyzing customer behaviour. The system obtains data from real services used to maintain a customer base. These services include personalized marketing, such as offering special privileges and e-coupons through push notifications to members of the BevFood application. These messages can be sent to all members or specific groups or individuals among designated targets and can include the terms and duration of promotional use. Furthermore, there is a system to track the feedback of various promotional activities. This data can be used to develop future activities and increase customer use and satisfaction.

- Total members in customer database: 686,123 people
- Total active subscribers in customer database in 2021:
  - Transactions: 1,543,318 members (1 Oct 2020 – 7 Sep 2021)
  - Non-Repeating: 495,584 members (1 Oct 2020 – 7 Sep 2021)

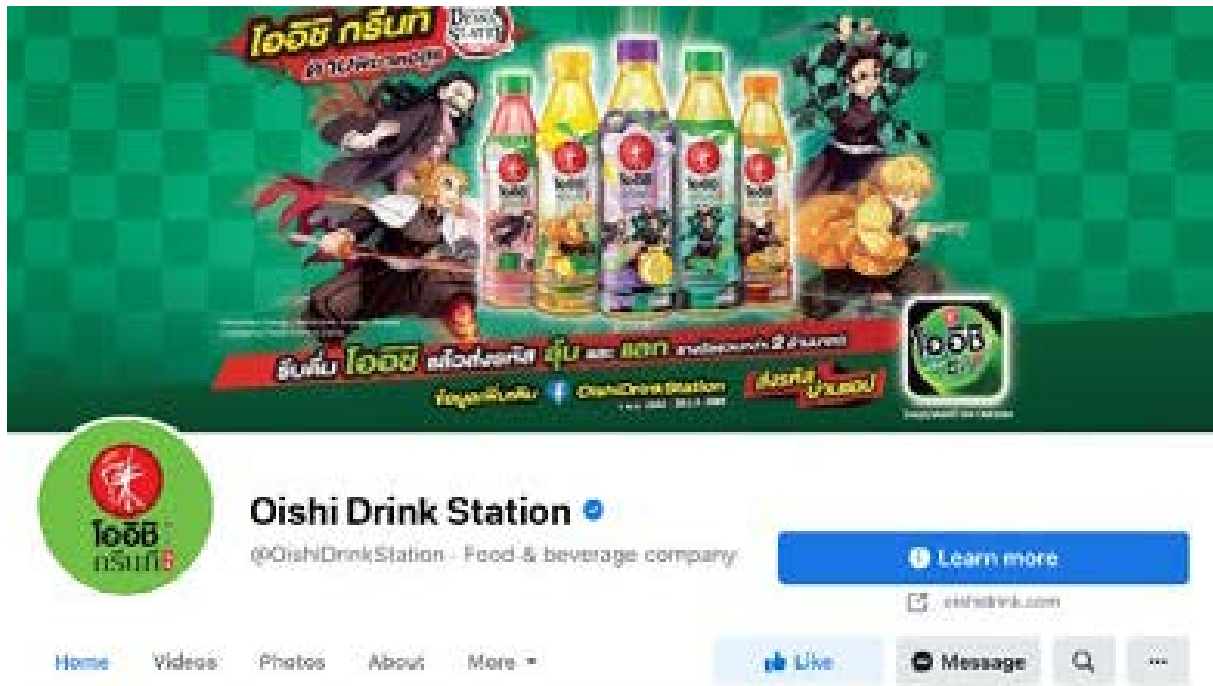
### Online Customer Relationship Management

The COVID-19 pandemic enforced people to increase the use of digital media. Business partners have grown more familiar with online channels to increase sales and trade relations. Consumers now span a wider range of age groups, from children to teenagers to working people to the elderly. Digital media has become an important part of their lifestyles for daily communication and as a sales or consumption channel. The company has developed an online platform to meet the aforementioned needs of both traders and consumers. For instance, Chang Mineral Natural Still Water created content related to the lifestyles of the new generation on its "Chang World" Facebook page. The content is about music, football, and food. OISHI Green Tea continues its "digitally proactive" marketing strategy, focusing on increasing the use of digital technology and social media as well as key opinion leaders (KOLs). This strategy is meant to engage with OISHI's main target: young people with modern lifestyles.

OISHI Green Tea has also developed the OISHI Club application. With approximately 400,000 members, the application allows members to participate in exclusive activities with special privileges and prizes from OISHI and its presenters. The application is meant to build brand loyalty and strong customer relationships.







### OISHI Facebook

Currently, OISHI's Facebook ([www.facebook.com/OISHIDrinkStation](http://www.facebook.com/OISHIDrinkStation)) has 4.6 million followers. Last year, its brand content reached 98 million people.

In addition to successfully connecting with its consumers through online channels, the company also has the Sermasuk Family application to connect with its business partners.



### Sermasuk Family Application

The company developed the Sermasuk Family application to help its business partners generate more sales. Business partners, not only customers, are becoming more familiar with digital lifestyles. They want simple, no-hassle, and fast ways to participate in the company's various promotional activities. The Sermasuk company, a distributor of beverage products, including Crystal, est, and OISHI, has developed "Sermasuk Family," a LINE application that provides customer and product information and allows business partners to participate in activities and collect points to redeem rewards. This application has received excellent feedback from participating stores. Presently, there are more than 60,000 stores in the Sermasuk Family. In order to facilitate better internal communication between customers and the company's sales staff, the company has also developed "Sermasuk Camp," another LINE application. Sermasuk Camp includes communications and lists of activities that customers are participating in, enabling all to be on the same page and increasing customer satisfaction.

## With PASSION 2025 Commitment

In navigating the COVID-19 pandemic and helping customers address the situation through various activities, ThaiBev has bolstered customers' confidence. ThaiBev continues to build and strengthen its relations with customers as well as sales agents—ThaiBev's main stakeholders.

The development of products and services, especially digital tools, has also unlocked new potentials in utilizing different platforms to improve customer satisfaction and develop customer capacity, and to improve consumer engagement and keep the brand "top of mind."

## Achievements

### Target progress & timeline

More partnered with food aggregators and other marketplace platforms



Grew OISHI Food Delivery by **9%** compared to 2020

facebook

YouTube

TikTok

OISHI Green Tea's social media platform grew over **74%**, while OISHI Club application grew its download over **33.5%** to join the activities.



Launch the Sermsuk family and Sermsuk Camp LINE application with good feedback from more than **60,000** customers



Sales from peddler agents have grown satisfactorily in the CVA program under the **ADEPT** project.

## COVID-19 Response

### Care and Assistance During COVID-19

The COVID-19 pandemic led the government to prohibit alcohol sales and close shopping malls. This caused business disruptions and created unique challenges. ThaiBev needed to instill confidence in its customers as a partner of goodwill. ThaiBev helped customers address this situation through the following activities: it created videos to provide knowledge on health and hygiene to prevent the spread of COVID-19, and it provided COVID-19 insurance, alcohol, masks, ATK test kits, and more.

Moreover, during the COVID-19 pandemic, the delivery unit of Sermasuk Public Company Limited provided delivery services to consumer premises in Bangkok and the vicinity as the government ordered citizens to self-quarantine at home. Customers were able to purchase various products, including Crystal Drinking Water, est Cola, and OISHI Green Tea.

## SDG Indicators

ThaiBev's efforts to improve customer relationship management are in line with SDGs 3, 9, 16, and 17. By engaging with business owners and service providers, ThaiBev hopes to ensure healthy lives and promote well-being for all. ThaiBev also strives to upgrade its infrastructure and retrofit industries to better accommodate customer needs while promoting strong institutions through various partnerships.



**Goal 3: Good Health and Well-Being**

**Goal 9: Industry, Innovation and Infrastructure**

**Goal 16: Peace, Justice and Strong Institutions**

**Goal 17: Partnerships for The Goals**

3.8 Achieve universal health coverage, including financial risk protection, access to quality essential health-care services and access to safe, effective, quality and affordable essential medicines and vaccines for all.

9.1 Develop quality, reliable, sustainable and resilient infrastructure, including regional and transborder infrastructure, to support economic development and human well-being, with a focus on affordable and equitable access for all.

16.10 Ensure public access to information and protect fundamental freedoms, in accordance with national legislation and international agreements.

17.17 Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships.

## Towards 2025 and Beyond

- Maintain customer satisfaction scores at 85% or higher in all commercial aspects.
- Increase participation of online sales in the food business Build higher engagement with consumers and deeper partnerships with customers.
- Increase participation of digital loyalty program (customers).
- Increase sales opportunities in all restaurant brands through delivery services, both from ThaiBev's own platforms and on partner platforms.
- In 2022, ThaiBev plans to expand its "Serve Responsibly" training to every region, with more than 1,500 participants, and to share knowledge about social responsibility with its employees, including those in promotion, sales and marketing, etc.



# Sharing the Value with the World

ThaiBev is a leading private sector supporter of numerous social projects in the areas of education, health, sport, arts and culture, community development, and other key pillars of society. The company's dedication to these projects has remained steadfast even throughout the COVID-19 pandemic in the past two years. ThaiBev has launched new initiatives to support the most vulnerable and needy members in society, while also promoting broader societal development through economic growth.

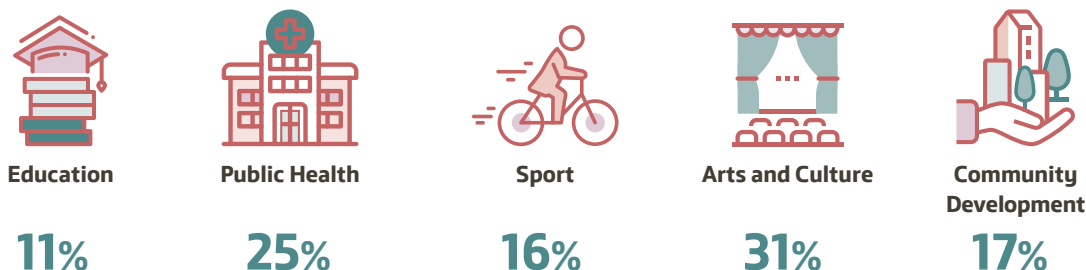
Caring and Sharing, Creating Values for Society	146
Education Development	152
Public Health Development	168
Athletic Development	174
Preservation of National Arts and Culture	186
Community and Social Development	212
Pracharath Rak Samakkee Project	226
C asean Center	236

# Caring and Sharing, Creating Values for Society

ThaiBev believes that its mission of “Creating and Sharing the Value of Growth” is a key foundation for sustainable development. The company remains dedicated to corporate social responsibility programs focusing on five key dimensions: Education, Public Health, Sport, Arts and Culture, and Community and Social Development. ThaiBev has initiated many collaborative platforms, as well as projects and activities, all of which have had a substantial impact on society both in Thailand and overseas. The objectives are to create model sustainable communities in line with Environmental, Social and Governance (ESG) criteria; to establish partnership networks that enable cooperative development effort between the government, private sector, academic sector, civil society sector, and the public; and most importantly to encourage the formation of social enterprises, in order to create community-based economies that are stable and sustainable.



## In 2021, ThaiBev allocated more than 300-million-baht budget to 5 key areas, as follows:



ThaiBev has adopted the Sufficiency Economy Philosophy (SEP), in line with the initiatives of His Late Majesty King Bhumibol Adulyadej and the first royal command by His Majesty King Vajiralongkorn Bodindradebayavarangkun to “Continue, Sustain and Develop”, as a guideline in business management. This has driven the organization towards sustainability, in tandem with the United Nations Sustainable Development Goals (UNSDGs). The company has also incorporated an ESG framework – environmental responsibility, a network of business alliances in all sectors throughout the value chain (Social), along with good governance principles and the company’s code of conduct – as an important strategy to drive operations and help society. In this regard, the focus is on five key pillars: education, public health, sports, arts and culture, and community development. This approach has enabled us to build on successful results by establishing good relationships with all stakeholders, with the goal of becoming a stable and sustainable leader in ASEAN’s food and beverage sector.

ThaiBev has also been a key driver in collaborative efforts between different sectors, including the government, private sector, academic sector, civil society sector, and the public. One of the highlight achievements has been the establishment of Pracharath Rak Samakkee Social Enterprise (Thailand) Co. Ltd., the central company of the Pracharath Rak Samakkee network, which operates in 76 provinces across Thailand with the aims of generating income for communities and making people happy.

Pracharath Rak Samakkee activities are carried out under three categories: Agriculture, Added-value Produce, and Community-based Tourism. Since its founding, more than 1,353 projects have been initiated, covering 4,222 communities (99,828 households) and generating more than 1.6 billion baht in income.

Moreover, ThaiBev was the originator of a number of other highly successful projects, including the Power of Thai Foundation, Foundation for the Institute of Social Enterprise Development Thailand (FINSEDT), and Thailand Supply Chain Network (TSCN).

As a DJSI World Leader, ThaiBev initiated the Thailand Sustainability Expo (TSX) for the first time in 2020 under the concept of “Sufficiency for Sustainability”. To reinforce Thailand’s first great collaboration platform for sustainable development, the Expo was held for a second consecutive year in 2021.

During the two-year COVID-19 pandemic, the global economy and ordinary people’s livelihoods have been affected, and businesses have adjusted their strategies to the New Normal era while helping each other. ThaiBev has placed importance on helping society and its business partners in all sectors along the value chain to get through the COVID-19 situation together. The organization has coordinated assistance to public health agencies and medical personnel across the country, as well as providing a group insurance policy for COVID-19 protection to medical personnel, employees, business partners, and agents across the country. The company has also sponsored medical equipment, vaccine storage freezers, drinking water, and food. Furthermore, ThaiBev has collaborated with government and the business sector to support the establishment of COVID-19 screening centers and out-of-hospital COVID-19 vaccination centers.

In addition, ThaiBev remains committed to creating positive environmental and social impacts, and minimizing any negative impacts that can potentially arise from its operations, by emphasizing water stewardship, GHG emission reduction, packaging circularity, and waste management.



Myanmar

Laos

Cambodia

100%

of operations\* have community development programs which respond to local communities' needs

\*"Operations" means ThaiBev Group's facilities that were determined to directly or indirectly impact their surrounding communities. ThaiBev Group has created community development programs for those impacted communities (32 premises)

#### ThaiBev volunteer's participation



Number of volunteers by ThaiBev

**1,125** employees






















Number of hours by ThaiBev













**17,615** hours

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

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

UNSDG	Projects	Indicators
 <b>End poverty in all its forms everywhere</b> 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.	<b>ThaiBev Unites to Fight the Cold</b>	 Reduce the number of people affected by severe weather and natural disasters by more than <b>200,000 people/year</b>
 <b>Ensure healthy lives and promote wellbeing for all at all ages</b> 3.3 By 2030, end the epidemics of AIDS, tuberculosis, malaria and neglected tropical diseases and combat hepatitis, water-borne diseases and other communicable diseases 3.4 By 2030, reduce by one third premature mortality from non-communicable diseases through prevention and treatment and promote mental health and wellbeing 3.8 Achieve universal health coverage, including financial risk protection, access to quality essential health-care services and access to safe, effective, quality and affordable essential medicines and vaccines for all 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 use to the full 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 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	<b>Establish a vaccination center against COVID-19</b>	 Collaborate with the Thai Chamber of Commerce and Bangkok, Chulalongkorn Hospital, Thai Red Cross Society, Rama 9 Hospital and Frasers Property that has supported the area of Samyan Mitrtown Shopping Center The Street Ratchada, Asiatique The Riverfront Destination to be a vaccination center for frontline personnel who are responsible for preventing and controlling the spread of the COVID-19 virus.
	<b>Handover Alcohol to Fight COVID-19</b>	 ThaiBev donated <b>1,400,000 liters</b> of alcohol for the benefit of the public both domestically and internationally.
	<b>Surgical Mask and N95 Production and Handover</b>	 ThaiBev provided <b>9,300,000 Surgical Mask</b> and more than <b>240,000 N95 Mask</b> to medical personnel and hospitals across Thailand.
	<b>Support the Chaipattana Fund to fight COVID-19</b>	 Supported the Chaipattana Fund for Fighting COVID-19 (and other epidemics) by donating <b>12 million THB</b> to the purchase of medical equipment.
	<b>Bhumirajanagarindra Kidney Institute Hospital</b>	 The Bhumirajanagarindra Kidney Institute Hospital successfully performed, there were <b>358,264 hemodialysis patients</b> with a total of <b>80</b> successful kidney transplants.

UNSDG	Projects	Indicators
 <b>Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all</b> 4.1 By 2030, ensure that all girls and boys complete free, equitable and quality primary and secondary education leading to relevant and effective learning outcomes 4.3 By 2030, ensure equal access for all women and men to affordable and quality technical, vocational, and tertiary education, including university 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	<b>Scholarship Fund for Children of Employees</b>	 Year 2021, ThaiBev supports scholarships from primary to tertiary level. including professional training and teachers in the wilderness across the country the total value is over 6 million baht, totaling <b>1,138 scholarships</b> .
	<b>CONNEXT ED Partnership School Beta Young Entrepreneur</b>	 Year 2021, children develop professional skills. From the project "Making a trade" or a simulated business, there are <b>263 schools</b> in <b>44 provinces</b> , generating income more than <b>2.2 million THB</b> .
	<b>Princess of Naradhiwas Rajanagarindra Teachers Project</b>	 Increase the number of qualified teachers, especially in the wilderness, by <b>9 this year</b> (total support for a total of <b>81 people</b> ).
	<b>Education Institute Support Activity (eisa) Project</b>	 Students participated in the practice to create work experience. Add more skills and expertise. A total of <b>338 people</b>
	<b>Knowledge sharing project</b>	 Operates across the country, <b>77 provinces</b> , <b>160 schools</b> . Students participating in the program have a <b>75% improvement</b> in academic performance. *Use the average result of semester 2/2019 compared to semester 1/2020
	<b>Project for Conservation and Development of Khung Bang Kachao Area</b>	 Build cooperation with the network. Government and private sectors <b>7 agencies</b> organize activities to promote life skills, vocational skills and being a good person in society. including the development of <b>400 rai</b> of green space within <b>11 schools</b> , driving <b>10 projects</b>
 <b>Ensure availability and sustainable management of water and sanitation for all</b> 6.1 By 2030, achieve universal and equitable access to safe and affordable drinking water for all 6.6 By 2020, protect and restore water-related ecosystems, including mountains, forests, wetlands, rivers, aquifers, and lakes 6.b Support and strengthen the participation of local communities in improving water and sanitation management	<b>Baan Huai Bong Mountain Waterworks Project</b>	 <ul style="list-style-type: none"> <li>Establish a water supply system for the mountains at distance of <b>2 kilometers</b>.</li> <li>Benefit to the villagers of Baan Huai Bong. for more than <b>60 households</b> who face the water shortage problem.</li> <li>The mountain water supply system can store <b>4,500 liters</b> of water per day.</li> <li><b>60 households</b> of Baan Huai Bong villagers and <b>20 households</b> of elephant herders participated in the project.</li> </ul>
	<b>Clean drinking water for children project</b>	 Year 2021 Clean Drinking Water for Children Project Expanding to improve water quality for students and staff of schools, increasing from the previous year for <b>2 schools</b> accumulated more than 2,000 students, in Phra Nakhon Si Ayutthaya and Pathum Thani provinces.
	<b>Bangkok Water Festival &amp; Bangkok River Festival</b>	 "Clean Klong" activity continues the sustainability of communities along the Chao Phraya riverside, with cleaning and landscaping activities, participated by <b>149 volunteers</b> .

UNSDG	Projects	Indicators
 <b>Promote sustained, inclusive, and sustainable economic growth, full and productive employment, and decent work for all</b>	<b>CONNEXT ED</b>	 More than <b>13,000 students</b> who participated in the trading program and more than <b>18,000 students</b> who work in household accounts. The school earned more than <b>2.2 million THB</b> .
	<b>Beta Young Entrepreneur</b>	 Created a new generation of entrepreneurs from the Beta Young project, totaling <b>179 people</b> .
	<b>Sport Development</b>	 2021, creating professional opportunities for more than <b>15,000 young people</b> .
	<b>Pracharath Rak Samakkee</b>	 Pracharath Rak Samakkee Project can help drive community operations already More than <b>1,353 projects</b> , the number of communities benefiting is <b>4,222 communities (99,828 households)</b> , generating a total increase of more than <b>1.6 billion THB</b> .
	<b>"A Good Community with Smile" Project for New Generation</b>	 Able to generate income for more than <b>3,100 communities</b> and by generating more than <b>15.8 million THB</b> in total income for the community.
	<b>Community assistance project during the COVID-19 situation (Online marketing selling community products)</b>	 Able to generate income for more than <b>1,200 communities</b> and by generating more than <b>2 million THB</b> in total income for the community.
 <b>Make cities and human settlements inclusive, safe, resilient, and sustainable</b>	<b>Preserving and Creating National Culture Project</b>	 In 2021, ThaiBev provided more than <b>95 million THB</b> to preserve Thai culture and inspire projects related to Thai culture.
	<b>Bangkok Art Biennale (BAB)</b>	 As an international contemporary art event organizer, Bangkok Art Biennale (BAB) provides knowledge on contemporary art to youths and all, and also promotes Thai art scene to the world. BAB helps boosting economic of Bangkok as travel destination. Another important role of BAB is to participate in making the world sustainable, with the belief that besides its aesthetic and beauty, art can also lead to <b>"Awareness"</b> and <b>"Enlightenment"</b> as well.
 <b>Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development Goals</b>	<b>Pracharath Rak Samakkee Project</b>	 Support partnership between the public sector, private sector, civil society sector, academic sector, and the public to establish Pracharath Rak Samakkee Social Enterprise Co., Ltd. covering all <b>77 provinces</b> , with <b>337 million THB</b> initiating <b>1,535 projects</b> .
	<b>17.9 Enhance international support for implementing effective and targeted capacity-building in developing countries to support national plans to implement all the Sustainable Development Goals, including through North-South, South-South and triangular cooperation</b>	
	<b>17.17 Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships</b>	

# Education Development

Believing that education is the key to unlimited opportunities, ThaiBev has continued to implement educational development projects at all levels. ThaiBev provides scholarships to employees' children, promoting extracurricular learning and focusing on learning through direct experience, in order to develop their career skills, life skills, and moral skills. University students have the opportunity to participate in internships, and are encouraged to study, do the household account books, read, and exchange opinions through forums, discussions, and speech contests. This not only gives students the skills needed for living a sustainable life, but also helps develop thinking, analysis, and survival skills, all of which are important foundations for children to live a meaningful and valuable life. It helps in driving the country towards sustainable development.



## 2021 Highlight

### Scholarship Fund for Children of Employees

This fund is granted to the recipients whose father or mother is an employee of ThaiBev. Since the start of the project in 2010, there have been 11,492 scholarships, totaling 77,919,000 THB.

In the past year, 1,138 scholarships, totaling 6,907,000 THB, have been awarded to 780 primary school

students, 2,484 secondary school students, 2,484 high school and vocational school students, 288 high vocational school students, 699 undergraduate scholarships, and 108 White Elephant scholarships for outstanding students. At present, 43 of the employees' children who previously received the scholarships are now working for ThaiBev.

### Leadership for Sustainable Education Development Project: Connext ED

The COVID-19 pandemic has had a significant impact on education. Schools and other educational institutions have had to adapt their methods to online teaching. Students have to study through the internet, but the limitations of technology, internet access, and equipment have decreased learning efficiency. This is because most kids under Connext ED Program come from poor families. Some live with grandparents who cannot help the children with their online studies, some families lack the funds to buy equipment, some parents have not been able to earn money during the pandemic. Incomes have declined while expenses have risen, greatly affecting the liquidity of families. To help mitigate the problems, ThaiBev has supported 263 Opportunity Expansion Schools under the Connext ED project in order to expand the opportunities for deprived students.

In the midst of the crisis, ThaiBev has seen good results from Connext ED. The project focuses on enhancing knowledge of financial discipline in household accounting. It helps children create the habit of saving, and teaches them the fundamentals of business to enhance their career skills. The teaching content covers business planning, marketing, and profit/loss accounting. ThaiBev also provides seed capital to children so they can practice through entrepreneurial projects. The children have to rely on themselves and learn professional skills, which they can apply in their lives. This helps lighten the burden on families and see them through the crisis. ThaiBev is confident that these skills will be carried with the children, enabling them to learn how to survive, be self-reliant, and adapt to changing situations wisely and promptly.



More than **13,000** students participated in the entrepreneurial project, more than **18,000** in the household accounting project



The schools generated income of more than **2.2** million THB.

## Insights



### Jirakan Duangprathum

Head of Nongkhaokowitpitthayakom School Weaving Group

At first, I couldn't see what the participants would receive from this project. But as the project progressed, it has made me see that my granddaughters, Nong Phet and Nong Ploy, have learned and developed professional skills. It encourages them to know how to spend time usefully, as they can earn money themselves. The teachers asked the children to show their work on various occasions. I am very happy to see Nong Phet and Nong Ploy are getting such a great opportunity, and I deeply hope that what my grandchildren have learned and gained from the Connex ED project, will be a good foundation of professional skills to develop their future careers.

I have to say that the start of the project was a failure, because in the first two years we did not achieve our goals and gave up participating. But when I saw that the activities of other schools in the project were succeeding, I told myself, 'If other schools can do it, why can't we?' It made me determined to try again. After analyzing the problems of the first two years, we found that we needed specialist knowledge, the participation of local scholars and communities, more continuity in our activities and, most importantly, a sense of community identity. In the third year, I invented a new food product, "Khao Taen Nam Yoi" (rice crackers with chili dip), about which we learned from knowledgeable people in the community. The students are allowed to do something practical, which is very successful. We have received many awards and, most importantly, we have enabled students, teachers, and the school to participate in conservation, as well as promoting tourism in Phrae.



### Mr. Kiattipoom Prasut

Teacher responsible for the future of education project, Connex ED, Ban Nun Nuea Community School (Sang Sri Wittaya), Phrae Province

## 2021 Highlight

### OTOP Junior Contest

Because of the COVID-19 situation, the OTOP Junior Contest this year could only be held at the national level and only the first round. The clubs that qualified for the final round were unable to travel to compete at the Impact Arena Muang Thong Thani, Bangkok, as in previous years. A total of 348 clubs from 317 schools in 56 provinces across the country submitted their work in the first round.

However, ThaiBev, together with the Office for the Promotion of Local Wisdom and the Community Development Department, are developing a pilot project to promote OTOP Junior products to the world. The

aim is for young people who have participated in the OTOP Junior Contest to apply for the project, in order to develop their product development skills to meet market demand, while at the same time increasing their marketing channels. This activity for a young generation of entrepreneurs is consistent with the government's policy of creating opportunities, building careers, and generating stable incomes. ThaiBev is happy to support and encourage young people in preserving and inheriting local wisdom, as well as in developing careers, creating jobs, and generating income. It's hoped that these youngsters will develop into a valuable new generation of OTOP entrepreneurs.



### Products submitted for the OTOP Junior Contest in December 2020

348 products in 5 categories

					
Category	Food	Beverage	Clothing and Textile	Household Goods/Decorations/Souvenir	Non-food Herb
Quantity	143 products	32 products	29 products	96 products	48 products

### Insights



#### Ms. Oranong Chamnoiprom

Teacher in charge of the project at Tha Rae Suksa School, Sakon Nakhon Province

100% Earthworm Castings Products, Tha Rae Suksa School, Sakon Nakhon Province, won the first prize in the OTOP Junior Contest 2018. We have passed on and developed the project from generation to generation. The product also managed to earn a sustainability award for young entrepreneurs. Having participated in the activities of OTOP City 2018–2019, I have gained experience from some of the older members of Young OTOP. We, therefore, plan to further develop our eco-friendly product in 2021, creating pride in ourselves, school, families, and communities.

Producing pellets from earthworm castings is one of the learning activities that the school offers to students, in which they can do every step by themselves from scratch. The pellets have received quality certification as compost (Grade 1) from the Ministry of Agriculture and Cooperatives, which is reassuring to our customers. Shops and farms have bought, used, and sold the product, helping to generate income for our students, who receive 10 THB per kilogram. It also helps to develop their business skills and enhance their experience, which they can apply in their own careers in the future.

## 2021 Highlight

### Partnership School Project

Now entering its fourth year, the Partnership School Project is in accordance with the Ministry of Education's policy to raise the quality of education for Thai children, and the Thailand 4.0 policy, which will help the nation compete on the world stage. It allows the private and civil society sectors to participate in the management of educational institutions, by applying their knowledge, expertise, and versatility in working with school boards. To this end, 17 high-level executives from ThaiBev have volunteered to act as School Sponsors, working closely

with personnel at 24 schools in 18 provinces to plan the schools' development, in accordance with the context of each school. The plan emphasizes the development of vocational skills, life skills, and moral skills, as well as fulfilling educational potential, which links in with the sufficiency economy philosophy and strengthening family institutions. Although students have to learn online at home during the COVID-19 pandemic, they have been able to apply their knowledge from the project to generate income and gain benefits from their free time.

## Insights

### Teak and Teak Products Project for Students of the Partnership School in Phrae Province



**Miss Araya**

Lower Secondary, Ban Kat Prachanukroh School, Phrae Province

Before joining the project, I had no knowledge or interest in teak at all, even though Phrae, where I live, is a land of teak. But after joining the project, it has made me see the value of teak and the importance of traditional occupations in the community. It is unbelievable that just a single tree can involve such varied knowledge, whether it is about cultivation, conservation, woodwork design or woodwork production, which all help to get the maximum benefit out of teak.

During the COVID situation, I study almost everything online. So I'm taking this opportunity to apply the knowledge I've gained. I have continued to make woodwork pieces, chairs and tables for family use, keychains and phone holders, which I sell through many online channels. I can earn extra income and make good use of my free time.

When students join the project, they can gain a better understanding of nature and an appreciation of teak. They realize the importance of preserving local wisdom in furniture making. They develop their skill at designing and making pieces from teak wood. It is important to nurture your own career: from my point of view, I have applied my knowledge from the teak curriculum to working on the school's botanical garden and linking it to the school's learning activities.

**Mrs. Naphasakorn Jinarak**

Teacher at Ban Kat Prachanukroh School, Phrae Province



## 2021 Highlight

### Princess of Naradhiwas Rajanagarindra Teachers Project

The Princess of Naradhiwas Rajanagarindra Teachers Project has been supported by ThaiBev to promote self-reliant careers and income generation. Activities for students and communities around the schools involve learning life skills and academic principles by adapting the sufficiency economy philosophy. The lunch project and skills projects such as hair cutting, sewing, making bamboo furniture, and weaving have generated extra income for schools and households. There is also a project to check dams that promotes environmental awareness and the utilization of valuable resources.



## Insights



This budgetary support has enabled our school to create good activities, which promote jobs for learners to earn income during their studies. We encourage students who are not good at academics but interested in cutting hair to join the activity, as vocational education. Personally, I have gained expertise and participated in the activity in the barber shop, to help students learn and gain professional skills. In this way, they can expand their knowledge, share it with the community, and be a good person in society

#### Mr. Sukree Waehama

Teacher on the Princess of Naradhiwas Rajanagarindra Teachers Project, Class 11, Ban Tha Sap School, Tha Sap Subdistrict, Mueang District, Yala Province, under the Office of the Basic Education Commission (OBEC)

## Summary of overall performance

### Creating Forest Conservation using Strategies to Understand Nature



Sufficiency Economy Learning Base about Plants and Vegetables

Mae Klong Kee Police School, Umphang District, Tak Province

Education level: Grade 1 – Grade 6

**Number of students:** 329 (180 boys, 149 girls)



### Creating Effective Management of Agricultural Areas

Livestock Sufficiency Economy Learning Base for Rubyfish Farmers

Village No. 3, Tha Thong Sub-district, Raman District, Yala Province

**Number of members:** 15 people, 14 fish cages

**Cost per cage:** 78,950 THB

**Income per cage:** 96,000 THB

**Net profit per cage:** 17,050 THB



### Conserving Traditional Local Wisdom that is Valuable to the Environment, and Creating Pride in the Nation

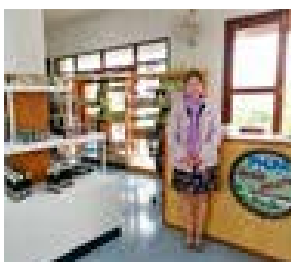


Handicraft Fund Cooperative Group

Ban Hang Highway School, Bo Kluea District, Nan Province

Education level: Kindergarten 1–Grade 6

**Number of students:** 135 (64 boys, 71 girls)



### Creating a New Generation of Socially Conscious Entrepreneurs: Beta Young Entrepreneur Project

This project originated in cooperation between the Thai Chamber of Commerce and Board of Trade Thailand, The University of the Thai Chamber of Commerce, and the Sirivadhanabhakdi Foundation. It aims to nurture young people to become capable and socially responsible entrepreneurs, through activities that help develop business potential in real business trials.

- Business potential development activities such as start-up activities and simulation companies, which have focused on allowing students to sell more products through online channels during the COVID-19 situation. ThaiBev has also brought in personnel with knowledge and expertise in various fields, to convey their experiences in sustainable procurement, market management, and legal matters related to entrepreneurship.
- Creative Young Designer Projects and Art Projects, in which students help to develop more interesting community products, and share their knowledge of distribution channels and community businesses.



- Social activities, in order to instill business morality and ethics by learning to give back to society, such as Beta Young, ThaiBev Unites to Fight the Cold, the River Festival canal-cleaning activity, and sharing the profits from businesses to carry out CSR activities.

Creating a New Generation of Socially Conscious Entrepreneurs is determined to develop activities for students to practice their entrepreneurial skills, as well as cultivating ethical awareness among the young generation who will be an important force in the country's future.

### Insights



On the day I joined the project, I thought that I would be able to fulfill my dream of becoming a businessman in the future. During those four years in the project, I had the opportunity to do real business, gained experience and knowledge, and could generate income from the simulation company. I used the profits as capital after my graduation. I have now had this business for three years, with total sales of nearly 90 million THB. If I had not had the opportunity to join this project, it would have taken me longer to learn the business. So, I would like to thank ThaiBev for their advice and knowledge, which I've used to develop my own business.

**Phisaksan Khamsotha**

CEO of Grand E-commerce Group Co., Ltd. Beta Young Entrepreneur 3<sup>rd</sup> Generation

### Summary of overall performance

- So far, seven groups of students have graduated from the program, totaling 179 people, while three groups still studying at university, totaling 55 students.
- Three-quarters of students who have graduated from the program have applied the knowledge and experience gained to their own business or in continuing a family business. The remaining quarter have found work in leading companies, including companies in the ThaiBev group.

### Education Institute Support Activity (eisa)



Recognizing the importance of the young generation, ThaiBev created and developed the eisa (Education Institute Support Activity) project to support activities in universities.

1. Supporting sports in higher education
2. Promoting practical curricula
3. Supporting student activities such as camp events

At present, the eisa project is cooperating with 42 universities in all regions of the country. The change in education styles in the modern era has created more opportunities to access teaching faculties and build stronger relationships. So far, the eisa project has networked with 92 varied faculties. This increasing number of collaborations has also helped to drive supporting activities in economic development projects. A concrete example is “Creative Young Designer Season 1”, part of the Pakaoma project, in which the Pracharath Rak Samakkee Social Enterprise aims to develop a basic economic system in Pakaoma-making communities. The eisa project has collaborated with six educational institutions – Thammasat University, Rangsit University, Bangkok University, Dhurakij Pundit University, Pohchang College Rajamangala University of Technology Rattanakosin, and Suan Sunandha Rajabhat University – in order to bring a total of 338 students from their faculties of design to help diversify the products of seven Pakaoma-making communities. Four leading football clubs in Thailand – Police Tero FC, Sukhothai FC, Suphanburi FC, and Ratchaburi Mittr Phol FC – are also cooperating in popularizing Pakaoma products, by giving the products away as souvenirs, which will help build more distribution channels and generate income. This will enable the communities to become sustainable in terms of self-dependence.

In addition to promoting outside-classroom learning, the eisa project supports and promotes sports events as one of its main missions. This included being the main sponsor of the 7<sup>th</sup> Higher Education Football Competition, University Tournament 2020, organized by King Mongkut's University



of Technology North Bangkok, which is one of the largest tertiary-level football competitions in Thailand.

With a total of 24 universities and 720 athletes competing, it provided a platform for competition and training in order to develop future professional football players. This project also allowed ThaiBev to bring in its Crystal Drinking Water as the main water product for distribution within King Mongkut's University of Technology North Bangkok, where there are more than 25,000 students and employees as potential buyers.



## Insights



The Pakaoma project helps increase income to the community and expand cooperation in order to make the designs more diverse and sustainable. The project is a collaboration between seven communities, six universities, and four football clubs to help support Pakaoma diversity.

### Ms. Tongjai Thanachanan

Managing Director of Pracharath Rak Samakkee Social Enterprise (Thailand) Co., Ltd.



Higher education institutions all agree on the importance of exercise. We would like our students to relax and show their sporting ability, in order to build good friendships with one another, both within and between institutions. This project supports young footballers to develop their potential and improve their career prospects.

### Prof. Dr. Saowanit Sukpharangsee

Vice President for Academic Affairs, King Mongkut's University of Technology North Bangkok

## Goals of eisa

- Expanding cooperation with schools and leading universities in all regions of the country. Supporting sports, activities, and educational courses.
- To be a learning network center for sustainable development for Thai educational institutions. Creating opportunities for students to learn and take action from the TSX Youth Awards, and for local communities to develop knowledge of sustainable development under Pracharath Rak Samakkee Thailand Co., Ltd.
- To be the center of the CLMV (Cambodia, Laos, Myanmar, Vietnam) student network in Thailand, expanding cooperation with schools and departments of student affairs in over 50 universities across the country. Creating and compiling a database of CLMV students, and giving them the opportunity to participate in ThaiBev Group activities in order to create awareness of the organization.

## Khung Bang Kachao Conservation and Development Project (OUR Khung Bang Kachao)

This project was initiated by the Chaipattana Foundation and has received cooperation from more than 34 leading organizations to conserve and develop green areas in Khung Bang Kachao. The development of both the green zone and of Khung Bang Kachao community itself has been integrated, in order to be sustainable in three main aspects, environmental, economic, and socio-cultural. The project improves the quality of life of people in the communities in Khung Bang Kachao area and serves as a model for the development of urban green space communities in Thailand. The project has carried on the wishes of His Late Majesty King Bhumibol Adulyadej and Her Royal Highness Princess Maha Chakri Sirindhorn, as well as the operating guidelines of the Chaipattana Foundation's five-year project (2019–2024) on the development of Khung Bang Kachao green zone.





ThaiBev, which holds the chair of the development of youth, education, and culture, has resolved to preserve and pass on to a new generation the community's way of life, by raising the level of education and enhancing life skills. The focus is on two main areas:

1. Joint development of green areas totaling 400 rai, supporting the budget for management of the green areas in Bang Krasop Sub-district, which consist of three plots, totaling 20.89 rai, in 2019
2. Development of youth, education, and culture by cooperating with 11 schools in the Khung Bang Kachao area, with the goal of enhancing five skills, through 10 projects:
  - 2.1 Life skills: to build up everyday life skills for a better quality of life
    - "Shout-Throw-Reach" project, to provide basic CPR knowledge
    - "Promoting Basic Savings Habit" project
  - 2.2 Occupational skills: to enhance business skills for future sustainability
    - Local Wisdom Preservation project
    - "OTOP Junior" school product development project
    - Chang Football Clinic project
  - 2.3 Being a virtuous person: to instill sustainability alongside inner virtue
    - "School of Buddhist Ways" project
  - 2.4 Educational skills: to upgrade education alongside the development of Bang Kachao green zone
    - Educational development project to improve O-NET overall results
  - 2.5 Community plan: to build a foundation in community development for the youth of Khung Bang Kachao
    - Youth Community Planning Program: learning the history of schools, temples and the surrounding areas by using the principles of "Bowon"\* ("House, Temple, School").



\*(Bowon is a wordplay. It stands for the initials of House-Temple-School in Thai)

### Transferring Knowledge, Creating Happiness: The Happy Read Project



ThaiBev, in collaboration with Amarin Printing and Publishing Public Company Limited, and supported by the Ministry of Education and a network of partners in both the public and private sectors, has set up this project to build a good reading foundation for the educational development of Thai children. It has been in operation since 2018, with 160 schools participated and has covered all 77 provinces of Thailand, as targeted. All in all, books have reached 119,833 students, of whom 19,124 have become reading club members. In 2020, students participating in the program had a 75% improvement in academic performance, calculated from the average results for Semester 1 of academic year 2020, compared to Semester 2 of academic year 2019.

In 2020, 51 schools received 1,000 donated books, 3 sets of bookshelves and 100 reading notebooks per school. The project organized a "Reading for 15 Minutes a Day" activity and established a "Book Lovers" club, in which members would record their readings in a notebook. An activity to show how fairy tales can stimulate creativity was also organized for students in the schools. News on the project can be found on the Facebook page, "The Happy Read".

Order	Educational Year	Year of Organization	Number of Schools	Number of Teachers	Number of Students	Academic improvement determined from the average Thai exam results compared between 2 semesters and between 2 educational years (2019-2020)
1	2018	Year 1	52	93	7,632	62%
2	2019	Year 2	57	97	7,582	74%
3	2020	Year 3	51	102	3,910	75%
		<b>Total</b>	<b>160</b>	<b>292</b>	<b>19,124</b>	-



### ASEAN Youth Speech Contest and C asean Youth Forum

The purpose of the ASEAN Youth Speech Contest is to give young people between the ages of 15 and 25 in ASEAN countries the opportunity to express their views on social issues, with a focus on sustainable development in the ASEAN region. For the three contests held in 2021, more than 280 youths from across the ASEAN region sent in applications.

Date of Event	Topic	Awardees
30 April 2021	"From Self to Sustainable Society"	1 <sup>st</sup> Winner: Ms. Vania Safira Evanti (Philippines) 2 <sup>nd</sup> Winner: Mr. Rey Abraham (Indonesia) 3 <sup>rd</sup> Winners: Ms. Denise Ysabelle Muyco Alvarez (Philippines) Mr. Kim Angelo P. Umayam (Philippines)
5 August 2021 ASEAN Celebrating 54 <sup>th</sup> Founding Anniversary	"From Recovery to Resilience of ASEAN"	1 <sup>st</sup> Winner: Ms. Phatteea Yongsanguanchai (Thailand) 2 <sup>nd</sup> Winner: Mr. John Jared Bañega Garcia (Philippines) 3 <sup>rd</sup> Winners: Mr. Marco Erano A. Dumale (Philippines) Ms. Meng Molinna (Cambodia)
2 October 2021 Thailand Sustainability Expo 2021	"Do More Together"	1 <sup>st</sup> Winner: Mr. Rex Michael T. Ugpay (Philippines) 2 <sup>nd</sup> Winner: Jerikka Nicole Acelo (Philippines) 3 <sup>rd</sup> Winner: Saranchana Ramyananda (Thailand)



In addition, on the occasion of ASEAN celebrating the 54<sup>th</sup> anniversary of its founding on 8 August 2021, C a s e a n organized a youth forum, “ASEAN Future: From Dreamers to Doers”, to inspire ASEAN youths to start initiatives for social and regional development. Held online, the event invited young speakers working in a variety of fields to share their experiences, including:

- **Community Engagement Doer:**  
Mr. Iswandy Ahmad, Member of Brunei Legislative Council (Young Parliamentarian & NGO Volunteer) from Brunei Darussalam
- **Educational Doer:**  
Mohd Asyraf Bin Abd Hamid, Co-Founder of Identify Identity Project from Malaysia
- **Social Doer:**  
Ms. Nicky Clara, Disability Womenpreneur from Indonesia
- **Environmental Doer:**  
Aminta Permpoonwiwat, Thailand’s representative at UN Youth4Climate: Driving Ambition 2021 from Thailand

### Empowering Partnership for Sustainability Virtual Forum

This event was organized online by C a s e a n in partnership with the Center for Asian Philanthropy and Society (CAPS), Hong Kong Special Administrative Region, in order to provide guidance to government organizations, private organizations, and the general public across Asia. The aim was to create collaboration among various sectors to create sustainable development in terms of the economy, the environment, and society. Around 170 participants from various organizations throughout Asia participated in the following activities:

- The latest CAPS Report on public-private partnership for social good
- Discussion event on the role of private sector operations and collaboration in adding value to society in many dimensions, by executives from Thai Beverage Public Company Limited, Bangkok Bank Public Company Limited, and the IVL Foundation
- Case studies of social mobilizers from various Asian countries where everyone plays a role in creating collaboration for sustainable social development



**Welcome Remarks**

**Mr. Thapana Sirivadhanabhakdi**

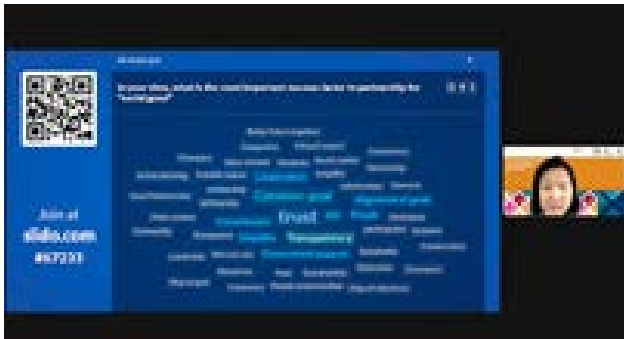
President and CEO, Thai Beverage Public Company Limited



**Opening Remarks**

**Mr. Ronnie C. Chan**

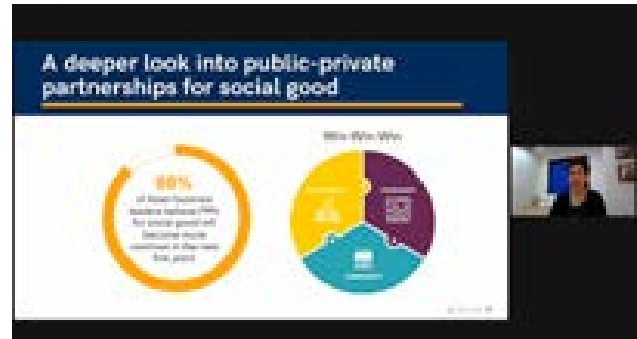
Chair, Hang Lung Properties Limited  
Co-Founder and Chair, Centre for Asian Philanthropy and Society (CAPS)



### Private Sector Steps Up: Social Investment Trends across Asia

**Dr. Ruth A. Shapiro**

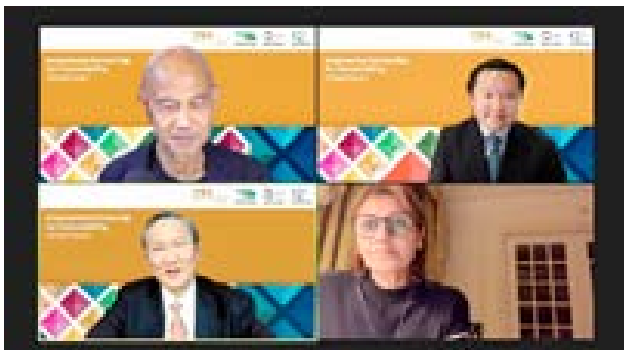
Co-Founder and Chief Executive, Centre for Asian Philanthropy and Society (CAPS)



### Key Takeaway Summary

**Mrs. Tongjai Thanachanan**

Managing Director, C asean



### Beyond the Bottom Line - A CEO Conversation

- **Mr. Chartsiri Sopphonpanich**  
President, Bangkok Bank Public Company Limited
  - **Mrs. Suchitra Lohia**  
Deputy Group CEO, Indorama Ventures Public Company Limited Chairperson, IVL Foundation
  - **Mr. Thapana Sirivadhanabhakdi**  
President and CEO, Thai Beverage Public Company Limited
- Moderator: Mr. Suthichai Yoon**

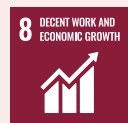


### Winning Strategies: Examples from the Field

- **Ms. Shahnaz Al-Sadat**  
Chairperson, LeapEd Services – Malaysia
  - **Ms. Veronica Gabaldon**  
Executive Director, Philippines Disaster Resilience Foundation – Philippines
  - **Mrs. Tivaporn Srivarakul**  
Managing Director, Pracharath Rak Samakkee Kanchanaburi (Social Enterprise) – Thailand
- Moderator: Ms. Mehvesh Mumtaz Ahmed**

## SDG Indicators

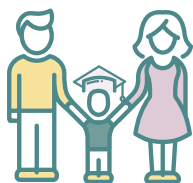
The project is in line with the United Nations Sustainable Development Goals as follows:



- Scholarship Fund for Children of Employees
- Leadership for Sustainable Education Development Project (Connex ED)
- Creating a New Generation of Socially Conscious Entrepreneurs (Beta Young Entrepreneur)
- Partnership School Project
- Princess of Naradhiwas Rajanagarindra Teachers Project
- Leadership for Sustainable Education Development Project (Connex ED)
- Creating a New Generation of Socially Conscious Entrepreneurs (Beta Young Entrepreneur)
- A Good Community with Smiles Project for a New Generation
- Pracharath Rak Samakkee Project
- ASEAN Youth Showcase 2020: Advancing Social Entrepreneurship

## Towards 2025 and Beyond

### Overview of Results of Educational Development Projects in 2021



Scholarship Fund  
for Children of Employees

**1,138 scholarships**,  
totaling  
**6,907,000 THB**



#### Connex ED

More than **13,000 students**  
benefited from the business program  
and over **18,000 students**  
benefited from household accounting.



#### OTOP Junior 2020

More than **300 clubs**  
and **317 schools**, in **56**  
provinces across the country.



#### The Tham Ma Kha Khai project

**263 schools** in  
**44 provinces** generated income  
of over **2,200,000 THB**



#### Beta Young Entrepreneur Project

**179 students** in seven year  
groups students have graduated  
from the program.

#### Beta Young Entrepreneur Project

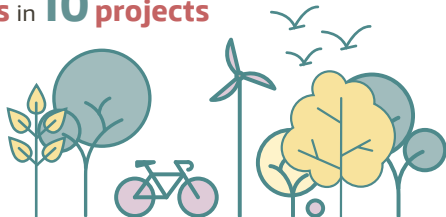
**75%** of the students who have graduated from the project have their own  
business or continue their family business.

**25%** work in leading companies, including ThaiBev.



#### OUR Khung Bang Kachao

Developing a total green area of **400 rai**, involving  
**11 schools** in **10 projects**



#### The Happy Read Project

Operating in **160 schools** across the country,  
in all **77 provinces**

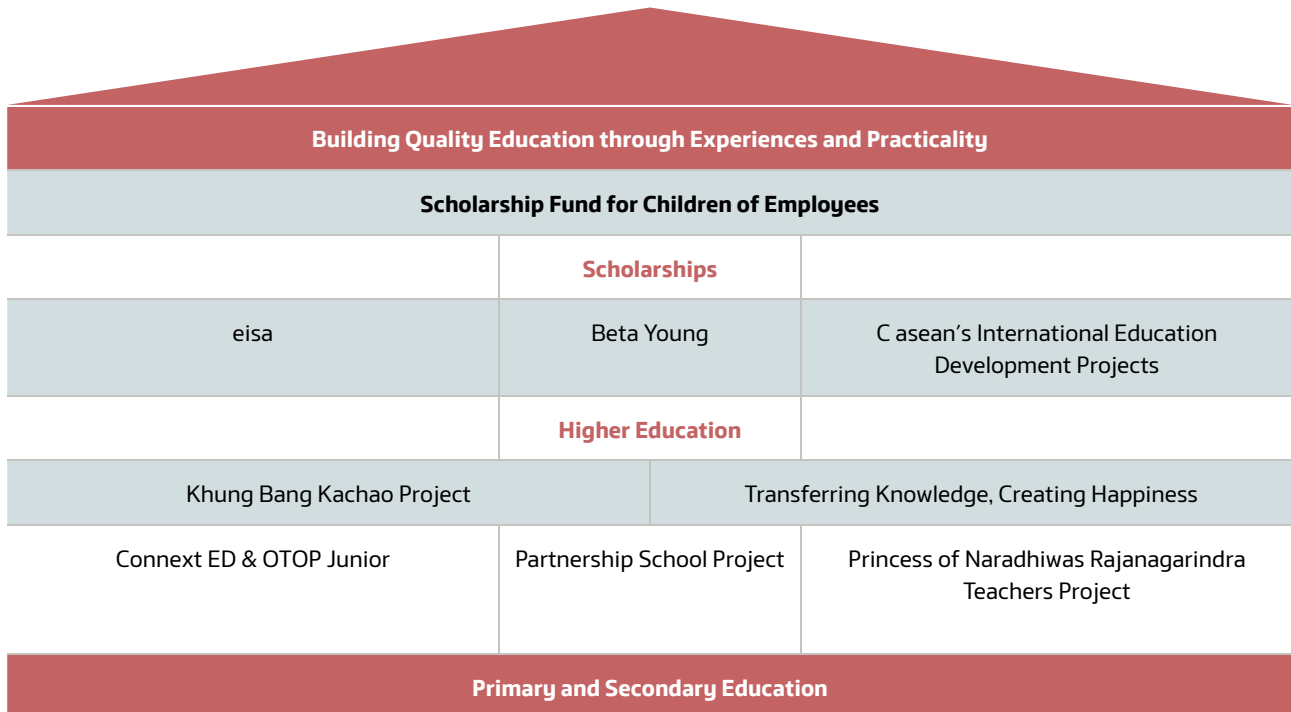
Students participating in the most  
recent program had

**75%**  
improvement in academic  
performance.



## Operation direction

Over the past year, ThaiBev has continued its commitment to education development projects in many dimensions and at all grade levels.



ThaiBev aims to improve students' vocational skills and life skills, focusing on providing learning opportunities based on real experiences. This involves ThaiBev personnel or experts from various networks sharing their experiences, such as local craftspeople, successful entrepreneurs, university personnel, music teachers from the Luang Pradit Phairoh Foundation (Sorn Silapabanleng) or professional footballers from famous clubs. There are also platforms for students to show their talents, exchange opinions, and keep up with the latest developments in the world around. The projects instill morality, social responsibility, sportsmanship, and teamwork within the community. These skills are not only a foundation for young people in their education, but also a learning experience in analytical thinking and problem-solving. And most importantly, children can apply their knowledge in practice, whether in further education or their future careers.

The COVID-19 pandemic continues to have a serious impact and create economic and social challenges for all sectors at all levels. ThaiBev believes that young people can apply their knowledge and skills to adapt and cope with change in such crisis situations.

ThaiBev recognizes the importance of education. It's a challenge that cannot be met by any one organization or agency, but requires cooperation among all sectors. Therefore, ThaiBev not only draws on the talents of personnel within the organization, but also joins forces with network organizations in bringing people with experience, knowledge, and success to share with educational institutions. ThaiBev has linked its work on education with its social responsibility projects in four other areas: public health, sports, arts and culture, and social development. ThaiBev's projects are being implemented in order to create tangible changes.

# Public Health Development

Recognizing the importance of public health to national development, ThaiBev has continued to promote public health in the community, by supporting the activities of a wide range of health organizations, foundations, and agencies. The objective is for people to have good health, by knowing about disease prevention and how to take care of their own well-being, in accordance with the United Nations Sustainable Development Goal on good health and well-being.





## 2021 Highlight

### Bhumirajanagarindra Kidney Institute Hospital

One of the leading hospitals in Asia for kidney disease and internal medicine in general, Bhumirajanagarindra Kidney Institute Hospital has been operating since September 2012. As well as conducting research on chronic kidney diseases, the hospital disseminates knowledge on disease prevention, treatment guidelines, and healthcare tips for patients with kidney problems, so that they have a better understanding of their symptoms and achieve a better quality of life. So far, the hospital has worked with 358,264 hemodialysis patients and started from 2019 to the present, 80 cases have been completed.

During the current pandemic, Bhumirajanagarindra Kidney Institute Hospital realizes the importance of vaccinating against COVID-19, which will help build herd immunity. Accordingly, the hospital has established a vaccination service center for frontline personnel and the general public.



### The Heart Foundation of Thailand under Royal Patronage



Mr. Thapana Sirivadhanabhakdi, Director of the Heart Foundation of Thailand under the Royal Patronage of His Majesty the King, recognizing and giving importance to disseminating knowledge and supporting activities in the foundation's 3 main primary missions:

1. Basic life support CPR
2. Main project 3 Keys to Good Heart Health Project (Food, Emotion, and Exercise)
3. Jump Rope for Heart for youths who have been out of heart disease continuously, for example by supporting an online discussion on the topic "Because the Heart is Life", on the occasion of World Heart Day on 29 September 2020.

There are also online lectures on how to work from home, and how to be physically and mentally strong, designed for home-working employees in the ThaiBev group. It was an honor to have Dr. Chatpa Hattakosol, from the sub-committee of the Thai Food Good Heart Project, give a lecture on "Adjusting Lifestyles, Boosting Immunity against COVID-19" on 18 June 2021.



ThaiBev also supported the virtual exhibition "Healthcare 2021, Thailand Vaccines", organized by Matichon Group, and invited Khun Khetnaphan Chuljirawat, who teaches basic life support for the Heart Foundation of Thailand, to speak on the "CPR New Normal", lecturing on how to do basic life-saving correctly and safely in the new normal era. It was live-streamed on the Matichon Group's Facebook platform and YouTube Matichon TV on 22 August 2021.

### Chang Clinical Medicine



Since 2006, Chang Clinical Medicine has helped to improve the quality of life of communities in Kamphaeng Phet and nearby provinces, by giving access to treatment and care at a good health facility. It draws inspiration from the wishes of Khun Charoen Sirivadhanabhakdi and Khunying Wanna Sirivadhanabhakdi, Chairman and Vice Chairman of the Board of Directors, that "Thai people can

support each other". Specialists from all over the country, in fields such as bone and joint diseases, heart disease, gastrointestinal disease, and acupuncture, regularly come to check the health of people in the communities. The clinics are open from Monday to Saturday between 8am and 5pm. There is also a mobile medical unit to provide free services to people in nearby areas.

### Mobile Medical Unit Project, Kamphaeng Phet Province



In cooperation with a team of medical specialists from Bangkok's Chulalongkorn Hospital, the Thai Red Cross Society, and the Public Health Authority of Kamphaeng Phet Province, ThaiBev has organized a mobile medical unit project to provide free public check-ups for colorectal cancer and fatty liver disease in Kamphaeng Phet Province. The aim is to reduce mortality rates, and

more generally to improve the quality of life of the communities around the Kamphaeng Phet factory and in nearby provinces. Again, it draws inspiration from the wishes of Khun Charoen Sirivadhanabhakdi and Khunying Wanna Sirivadhanabhakdi that "Thai people can support each other".

## Achievements

### Caring and Helping Society and Stakeholders during the COVID-19 Pandemic Nationwide

Recognizing the severity of the COVID-19 situation, ThaiBev has taken action to coordinate assistance to medical personnel, government agencies, the private sector and our business partners in all sectors. ThaiBev has delivered alcohol cleaning products, surgical masks, and N95 masks, as well as essential items such as blankets and drinking water, to hospitals, field hospitals, public health agencies across the country, and the government agencies responsible for overseeing the COVID-19 situation. In total, more than 1.4 million liters of alcohol, more than 9.3 million surgical masks, and more than 240,000 N95 masks have been delivered.

### Donating Medical Equipment and COVID-19 Antigen Test Kits

ThaiBev has joined hands with the Sirivadhanabhakdi Foundation to donate medical equipment, worth over 10.2 million THB, to Busarakham Hospital, a field hospital that treats COVID-19 patients with mild to moderate symptoms. In addition, 10,000 COVID-19 antigen self-test kits were given to the Royal Thai Police for use in screening for COVID-19.

### Supporting the Chaipattana Fund for Fighting COVID-19

ThaiBev has supported the Chaipattana Fund for Fighting COVID-19 (and Other Epidemics), by donating 12 million THB for the purchase of medical equipment such as High-Flow Oxygen Concentrators, which are crucial for saving patients with respiratory failure or hypoxia. Alcohol-based cleaning products, surgical masks, N95 masks, and drinking water were also delivered to field hospitals and hospitals across the country.

### Supporting the Provision of COVID-19 Insurance for Medical Personnel

ThaiBev, in cooperation with the Sirivadhanabhakdi Foundation and the Medical Governance Foundation, has supported the provision of COVID-19 insurance for medical personnel, as well as 274,000 related personnel across the country. With totally insured capital of more than 5.4 billion THB, this has been established through the Center for COVID-19 Situation Administration (CCSA). This is to give encouragement to doctors and other public health personnel, and ensure their health security.



### "OISHI Gives to Fight Against COVID-19" Project

ThaiBev has joined hands with the OISHI Group Public Company Limited to carry out the "OISHI Gives to Fight Against COVID-19" Project for the second year. This provides food products, OISHI drinks, and Chang drinking water to medical personnel, public health workers, and others involved in patient care at seven hospitals: Chulalongkorn Hospital, Phramongkutklao Hospital, Siriraj Hospital, Ramathibodi Hospital, Thammasat University Hospital, Rajavithi Hospital, and the Bamrasnaradura Institute.



### Providing Medical Refrigerators and Freezers for Safe Vaccine Storage

ThaiBev, together with the Federation of Thai Industries, delivered freezers for COVID-19 vaccine storage to hospitals in ten major provinces: Bang Khun Thian Elderly Hospital in Bangkok, Mae Sot Hospital in Tak Province, Bang Len Hospital in Nakhon Pathom Province, Thalang Hospital in Phuket Province, Surat Thani Hospital in Surat Thani Province, Somdej Phra Phutthalertla Hospital in Samut Songkhram Province, Phahon Phon Phayuha Sena Hospital in Kanchanaburi Province, Ratchaburi Hospital in Ratchaburi Province, Phutthasothon Hospital in Chachoengsao Province, and Krabi Hospital in Krabi Province.

### Establishing COVID-19 Vaccination Centers

ThaiBev, in collaboration with the Thai Chamber of Commerce, the Bangkok Metropolitan Administration, Chulalongkorn Hospital, the Thai Red Cross Society, Rama IX Hospital and Frasers Property, has supported the establishment of vaccination centers at three shopping centers, Samyan Mitrtown, The Street Ratchada, and Asiatique The Riverfront. These are for frontline workers in Bangkok who are responsible for preventing the spread of COVID-19, including teachers, educational personnel, and general public in Bangkok.



### ThaiBev COVID-19 Situation Room (TSR)

ThaiBev COVID-19 Situation Room (TSR): ThaiBev has established the ThaiBev COVID-19 Situation Room (TSR) as a center for tracking news, maintaining the well-being of employees, and ensuring the ThaiBev Group's continuing ability to produce and deliver goods to meet the needs of consumers. In doing this, ThaiBev realizes the importance of helping society and its business partners to overcome the COVID-19 situation. Despite the pandemic, ThaiBev has maintained its status as one of the largest beverage and food companies in ASEAN, and the only ASEAN company ranked in the top ten in Asia in terms of revenue and market value.



### Pro Lab Vibhavadi Medical Technology Clinic

Recognizing the importance of early detection of COVID-19 cases, ThaiBev has established the Pro Lab Vibhavadi Medical Technology Clinic as a center for infection detection. This is to alleviate the burden on the government and help fight the epidemic by screening employees. At the same time, government agencies and other interested people can request the service, for which a lower rate is charged than at private hospitals. From the clinic's opening on 16 April 2020 until 17 November 2021, more than 112,574 people had been examined.

## Towards 2025 and Beyond

Despite the COVID-19 pandemic, ThaiBev is still determined to support good public health in communities and in Thai society generally. In this, we fully support the United Nations Sustainable Development Goal on good health and well-being, which will be beneficial to the individual, society, and the nation.

### Insights

Bhumirajanagarindra Kidney Institute Hospital is very pleased to provide COVID-19 vaccination services to frontline workers who are responsible for preventing the spread of the virus and to the general public, so that everyone can gain immunity and reduce severe symptoms. I would like to thank the Ministry of Public Health for allocating the vaccines, and ThaiBev for ensuring the vaccination centers operate efficiently.

#### Prof. Dr. Teerachai Chantharotsiri

Director of Bhumirajanagarindra Kidney Institute Hospital



Faculty of Medicine, Siriraj Hospital is very pleased and appreciated for the donation of alcohol, surgical masks, N95 masks, and PPE, which is in great need for medical workers in working and treating COVID-19 patients safely and confidently. Food and beverages that we received also boost their morals and gave them strength to keep on working. Siriraj Hospital thanks ThaiBev for being a great supporter during this COVID-19 pandemic. I would like to address to everyone that even though the vaccines can decrease the chance of infection, but you can still be infected. So please take good care of yourself, wear hygiene masks, wash your hands (with alcohol) everytime you touch something you're unsure of.

#### Associate Professor Cherdchai Nopmaneejumrulers, M.D.

Vice Director, Siriraj Hospital

# Athletic Development

For over 20 years, ThaiBev has actively supported many sports, seeking to increase recognition and adopt global standards, under the slogan: “Developing People with sports, Create Values with Sportsmanship.” In every project, even during the COVID-19 pandemic, ThaiBev has continued to make progress, in an appropriate way, toward the sustainable development of national sports.





## 2021 Highlight

### Football

For over 20 years, ThaiBev has organized football training sessions at all levels, including youth, professional and national levels. The projects have been in harmony with the development of Thai football throughout that period, reflecting a clear development approach according to the goals that have been set. Every project focuses on practical success.

At the youth level, ThaiBev has developed and operated 9 projects and several sub-projects, in order to support the football industry at the professional level and the national level. These projects have been very successful and have brought a lot of enjoyment to those involved.

ThaiBev Football Projects		Objectives	Successes in 2021
1	TBFA (ThaiBev Football Academy)	These basic youth football projects are free of charge, in order to provide opportunities to as many young people as possible to maintain good health. For those with ability, this may develop into an opportunity for a future career. There has been constant improvement and development of operational guidelines, in line with the requirements of the COVID-19 situation.	<ul style="list-style-type: none"> <li>70% of the young people participating in the program are healthy and equipped with the right football skills that can be leveraged into further success, while remaining close to their families.</li> <li>The COVID-19 situation requires great care in running programs and managing budgets, but it has helped to develop the capabilities of the team and to improve cooperation.</li> </ul>
2	Chang Mobile Football Clinic		
3	Chang Football Community		
4	Chang Junior Football Team	These projects are aimed at developing professional footballers. By focusing on the success of these projects, ThaiBev seeks to create quality personnel for the Thai football industry. <ul style="list-style-type: none"> <li>Establishing football teams, practicing, and training for professional competitions</li> <li>Seeking talented youths from all regions of the country to join intensive development projects</li> <li>Organizing tournaments to give the youths experience and make their dreams come true</li> </ul>	<ul style="list-style-type: none"> <li>30% of the young people who complete the program can progress further along the path towards becoming a professional footballer or finding a career in various fields in the sports industry.</li> <li>Despite COVID-19 restrictions, the quantitative success of the program has remained the same, while its qualitative success has improved.</li> <li>ThaiBev's football projects are considered a role model in bringing success to the nation's football industry.</li> <li>"White Elephant" scholars have a strong reputation in the Thai football industry.</li> </ul>
5	Chang Advance Football Clinic		
6	Chang Junior Cup		
7	Chang Junior Cup – Road to England		
8	Chang Soccer School		
9	Assumption College Thonburi Football School Academy		



During the COVID-19 pandemic, the implementation of football projects has had to change as follows, in order to ensure the safety of the participants:

- Providing theoretical and practical knowledge of the situation through online channels to comply with the government's public health guidelines
- Restricting the number of participants in each area of the project, in accordance with the latest announcements from The Center for COVID-19 Situation Administration (CCSA)
- Increasing safety measures such as temperature checks and ATK tests
- Collaborating with partners in the sports industry in getting tested for COVID-19 at ThaiBev's COVID Center.
- **ThaiBev Football Academy**  
Entering its 12<sup>th</sup> year of operation, this youth football skills training program is free of charge. It has continued to operate during the pandemic by following the government's preventive measures against COVID-19. ThaiBev attaches great importance to maintaining football development alongside public safety by increasing health and sanitation measures and adjusting training methods to suit the situation.

- **Chang Mobile Football Clinic**

This is the 8<sup>th</sup> year of the Chang Mobile Football Clinic project, which provides football training opportunities to young people in remote areas. It has become a model for youth football clinics across the country. The goal is to implement the project thoroughly in all 76 provinces of Thailand in order to build a solid foundation, and to help fulfill the dreams of Thai youths who want to become professional footballers. Despite the spread of COVID-19, the efficiency of the project has been maintained by adjusting its implementation guidelines.

- **Chang Soccer School and Assumption College Thonburi's White Elephant Project**

ThaiBev has partnered with Assumption College Thonburi in "Chang Soccer Project" to select talented 10-year-old footballers from all regions of the country to receive "White Elephant" scholarships. The scholarship provides free educational support and football skills coaching up to Grade 12. In 2021, more than 5,000 young people participated in the project, which is effective at producing quality players. More than 200 well-known professional footballers in Thailand have come out of the programs in the past 10 years.



## Golf

Golf is one of the sports that ThaiBev believes in helping develop quality personnel into Thai society, since it is a sport that requires mental control and dexterity. For over 10 years, it has had a clear step-by-step development system, with 3 major projects.

ThaiBev Golf Projects		Objectives	Successes in 2021
1	Chang Thailand Junior Golf Circuit	Youth golf tournaments in various age groups to build experience and strong foundation	Approximately 1,000 golfers have been participating in the tournament each year, a figure that's likely to increase in future years (in 2021, there was no tournament due to COVID-19).
2	Chang Thailand Junior Golf Clinic	Coaching in golf techniques for young golfers who have been selected from the Golf Circuit by world-class golf pros	This is recognized as an effective project by the golfers who have participated (in 2021, there was no clinic due to Covid-19).
3	Thai Talent Golfers	Highly skilled golfers from the Circuit/ Clinic are selected for further development in order to become professionals	25 golfers involved in the program have turned professional. Ten of them are among the country's top-ranked golfers, and three compete on the Asian Tour.

## Thai Talent Golfers

Golf is one professional sport in which Thais have built a world-class reputation. Among many development projects, ThaiBev's Thai Talent Golfers program aims to spot the ability of young Thai golfers who have the potential to go global if actively promoted. Over the past 10 years, 25 golfers have received support under the brand, in order to practice and compete domestically and internationally. The three main philosophies of the program are "Talent, Goodness, Heroism". 15 golfers have successfully turned professional, 10 of them are among the country's top-ranked golfers, and three compete in the Asian Tour.



## Figure Skate & Speed Skating

For 9 years, ThaiBev has granted sponsorships for figure skating, an international sport full of both challenges and beauty that is becoming more and more popular among young Thais. The athletes have exceeded expectations by achieving outstanding performances at the ASEAN, Asian and global levels. ThaiBev is continuously looking forward to providing development support in this sport to gain further international success.

## Basketball



ThaiBev has supported basketball in Thailand for more than 9 years. Despite the COVID-19 pandemic, the basketball teams have continued to achieve results in many national championship tournaments, and some of the athletes have attracted the attention of foreign league basketball clubs. ThaiBev will continue to support basketball, in order to develop athletes with strength, precision, and speed who could become international-calibre basketball players.

## Achievements

The various sports projects that ThaiBev supports have continued to be successful each year, and have contributed to the sustainable development of the sports industry in Thailand.

ThaiBev Sport Projects	Objectives	Successes in 2021
Youth football <ul style="list-style-type: none"> <li>• ThaiBev Football Academy</li> <li>• Chang Mobile Football Clinic</li> <li>• Chang Football Community</li> </ul>	All youth football projects will continue to operate and constantly improve their guidelines to meet international standards, as well as implementing public health measures throughout the current COVID-19 situation.	<p>Before the COVID-19 situation, youth football projects were a proud success.</p> <p>70% of those who participate in the program regularly are in good health and have the right football skills that can be leveraged into further success, while remaining close to their families, which is a good foundation for Thai society.</p> <p>The COVID-19 situation has caused the projects to stop from time to time. Because of that, project implementation has been temporary suspended but ThaiBev is still collaborating with partners and volunteers (parents/teachers/local leaders).</p>

ThaiBev Sport Projects	Objectives	Successes in 2021
<p>Chang Junior</p> <ul style="list-style-type: none"> <li>• Chang Junior Football Team</li> <li>• Chang Soccer School</li> <li>• Assumption College Thonburi's White Elephant (Sport Scholarships)</li> </ul>	<p>The extension projects have succeeded in creating professional athletes. The company will continue to improve these programs in order to create quality personnel for the Thai football industry.</p>	<p>30% of the young players participating in the program each year can develop into professional footballers.</p> <p>20% use their knowledge and skills in the football industry as coaches, tournament organizers, referees, sports reporters, sports businessmen, etc. ThaiBev and Chang's programs are accepted as market leaders in the football industry.</p>
<p>Professional football</p> <ul style="list-style-type: none"> <li>• Football Association of Thailand</li> <li>• Professional football clubs</li> <li>• 2 Professional Football tournaments (Football League and Knockout Football Competition)</li> </ul>	<p>ThaiBev has continued to support young people to become professional footballers in Thailand.</p>	<p>In the past 10 years, Thailand's professional football industry has been the strongest and most valuable in Southeast Asia (data from the Asian Football Confederation and assessments from sponsors of all ASEAN football-related brands).</p> <p>ThaiBev has enhanced its image as an organization that has never abandoned the Thai football industry, which plays an important role in Thai society. Throughout this time, ThaiBev has developed talented personnel for sports operations and built good relationships with various departments in the Thai football industry, which has benefited ThaiBev in other operational fields.</p>
<p>Figure skating and speed skating</p> <ul style="list-style-type: none"> <li>• support for the Figure Skating and Speed Skating Associations of Thailand</li> </ul>	<p>This project supports and builds collaboration with the associations, helping to create awareness among the public of sports that are not yet well known. ThaiBev is focusing on the growth and success of Thai figure skating, as the only organization that is supporting the sport.</p>	<p>ThaiBev's support for figure skating over a period of 6 years has caused a change for the better, making the association stronger, and improving training venues, the quality of coaches, and the amount of training. This has resulted in a significant increase in the number of young people interested in participating in the sport. With an athlete development system that follows international standards in place, success came in the SEA Games twice in a row (2017 and 2019) with two gold medals, and Thai skaters also had an opportunity to compete in the Winter Olympics 2021.</p>

ThaiBev Sport Projects	Objectives	Successes in 2021
Basketball	This project supports Hi-Tech Basketball Club Bangkok, Thailand's leading professional basketball club. ThaiBev also collaborates with Hi-Tech to offer young people basic basketball training every year.	<p>For 10 years, ThaiBev has supported the success of basketball at the national and Asian levels. The club has consistently been regarded as the leading professional basketball club in Thailand and has won great admiration from the general public.</p> <p>ThaiBev has also collaborated in youth basketball coaching. Each year, more than 600 youths attend training with Hi-Tech's professional coaches and players. This has inspired young people to help in strengthening the sport in Thailand, with the widespread popularity that it used to have in the past.</p>
Youth Golf <ul style="list-style-type: none"> <li>• Chang Thailand Junior Golf Circuit</li> <li>• Chang Thailand Junior Golf Clinic</li> </ul>	ThaiBev is still aiming to continue these projects, in order to produce international professional golfers.	In 2021, there were no tournaments or golf clinics due to the COVID-19 situation.
<ul style="list-style-type: none"> <li>• Thai Talent Golfers</li> </ul>	ThaiBev has recruited young golfers onto the Thai Talent Golfers program to support their training and participation in competitions.	25 golfers from recruited, 3 of them have competed on the Asian Tour and 10 are in the top rank of Thai golfers.
Volleyball <ul style="list-style-type: none"> <li>• Volleyball Clinic: Your Way</li> <li>• EST Cola U-16 Championship</li> <li>• Volleyball Associations</li> </ul>	35 years of collaboration in the development of volleyball has achieved great success for the sport at the international level. ThaiBev will continue to support this sport in order to create a new generation of athletes for the sustainability of the Thai volleyball industry.	50% of the young volleyball players in the programs have developed into professional athletes, and another 10% have entered the volleyball industry in various roles, for example as coaches and executives at national and international level. The Thai women's volleyball team is ranked 14 <sup>th</sup> in the world.

ThaiBev Sport Projects	Objectives	Successes in 2021
Tennis	This project focuses on consistent development at youth, university, and career levels.	30% of young players who participated in the project at different levels have become professional tennis players.
Junior Long-boat Racing Commentator Project	As an initiator of programs to conserve and promote Thai culture, ThaiBev has created and supported a Junior Long-boat Racing Commentator project.	In 2020 and 2021 the project did not run due to the COVID-19 situation. However, the young people who have previously passed through the project continue to train and gain experience to become professional long-boat racing commentators.
Building a quality team	All the sports development projects have set goals to build teams that are strong, knowledgeable, practical, and able to work effectively in all situations.	A strong team of 38 people has been built up to operate in 11 sports (85 projects). The team is responsible for collaborating, organizing activities, and promoting the projects.
Creating collaboration among partner networks	Network and sports partners are an important factor for successful implementation of all sports projects, with the added benefit of helping solve other problems for the benefit of the organization.	<p>5 areas in different regions have collaborated to help in solving other problems of the organization besides sports.</p> <p>More than 100 people in the sports industry have helped in solving problems, provide information, and collaborate in the operations.</p> <p>200 agencies have collaborated effectively with the projects</p> <p>(The number of collaborating networks has remained the same even during the COVID-19 situation).</p>

## Insights



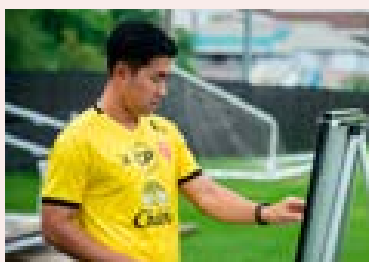
### Somporn Chaibangyang

former Deputy Permanent Secretary at the Ministry of Interior, is currently serving as the President of the Volleyball Association of Thailand for the fifth time, after 30 years of involvement with the association. He is recognized among member clubs, athletes, coaches, referees, and people involved in the industry as a person who is dedicated to the Thai sports industry, especially volleyball.

The key achievement in ThaiBev's sporting operations is building a strong, collaborative network in operations, development, and problem-solving, as well as developing and promoting athletes as good role models for Thai society.

When volleyball was still unknown and not as popular as it is today, there was no support. But ThaiBev stepped in and befriended us, fighting together with us from the very beginning. It has been 30 years now and I can say with pride that ThaiBev has played an important part in the development of the Thai volleyball program.

I would like all kinds of sports, not just volleyball, to be viewed as creating opportunities for young people's development across the country, so that they achieve success in sports, education and their future careers . . . and I hope that young people will learn that sport teaches them to be kind, to know how to lose, how to win, how to forgive and how to be part of a team with love and unity. This will lead to yet further progress and success for the Thai volleyball industry.



### Rangsan Wiwatchaichoke

"Coach Aon" is a former national team player and professional footballer for many clubs in the Thai League. Smart, unflappable and with an outstanding leadership character, he was often named team captain during his 20-year playing career. He managed to win five Thai League championships, earning himself the nickname "Mr. Thai League." Now 42, he is the head coach of Police Tero in Thai League 1.

Football has been a major part of my life because on the day I became a footballer, what I gained was education, learning, and experience that cannot be found anywhere else. And I also have a career that I love. I have learned to live with other people, to earn respect as a leader, and to have a broader perspective.

In my coaching career, I have been given this opportunity by the executives and the team. I realize that duties and technical responsibilities are important. But what's even more important is that everyone is committed to the team and always feels that the team is their home, so they must do their best to protect our home, our family.

Sportsmanship is something I have always learned since I became a footballer, because in addition to making the game more attractive, it makes the audience aware of the fairness, ethics, and spirit of the athletes. It is important to pass on sportsmanship to other team members and the opponents, to make the atmosphere more fun regardless of the outcome of the match.

With great support from ThaiBev, I have had the opportunity to work with many projects. It is important for the development of sports in our country. I would like to give thanks to ThaiBev and hope that ThaiBev will continue to stand alongside the Thai sports industry.



## COVID-19 Response

During the COVID-19 pandemic, professional sports and other sports-related activities have encountered major challenges, ranging from cancelations and postponements to changes in competition management. The "New Normal" way involved athletes training at home named "Training of Home" to build their physical fitness to be ready for competition. Later on, they were allowed to practice as a team in a closed environment, as long as there were strict healthcare measures in accordance with CCSA regulations. In addition, communication channels have completely changed, causing the model of operations and public relations to change.

1. Publishing information on sports through online media to build cooperation and learn new athletic techniques. To create wider awareness and understanding, Thai Talent Facebook put out programs with knowledgeable

and entertaining activities and talks, such as: "Ask and Answer" and "Thai Talent Talk."

2. Organizing sporting events and competitions in a closed environment according to the government's public health measures, which regularly change to keep up with the situation. Safety measures, such as temperature checks and ATK tests for COVID, have also been implemented.
3. Collaborating with partners in the sports industry to arrange testing for COVID-19 at ThaiBev's COVID Center.

Such collaborations between ThaiBev and its partners in the sports industry have always been well organized, in order to create a pathway for the development of national sports together, no matter what may arise.

### The project Success



The youth have received more opportunities by  
**5 percent per year**



More youths have been developed to become professional athletes by  
**5 percent per year**

#### Opportunity Distribution

##### Supporting Projects

- ThaiBev Football Academy
- Chang Mobile Football Unit
- Chang Junior Team
- Chang Air Force Youth Tournament
- Chang Junior Golf Clinic

#### Developing to Become Professional Athletes

##### Supporting Projects

- Chang Soccer School
- Assumption Thonburi Football Academy
- Thaitalent Golfer
- Figure Skate
- Volleyball
- Tennis

### Strong Alliances

**Strong Social Development Network and Strong Sport Network**

**200 organizations**  
**6,000 important people**

- Developing the local academy system in Thailand
- Applying the Development principle using sport to building up society
- Developing the talented youth to become professional athletes

**The Network helped solve the problems and build up business**

**5 areas**  
**100 important people**

- Building more opportunity in selling products
- Solving the problems in selling products



## SDG Indicators

### Goal 3: Ensure good health and promote the well-being of all people of all ages.

**3.C** Substantially increase health financing and the recruitment, development, training and retention of the health workforce in developing countries, especially in least developed countries and small island developing States.

**Indicators:** The number of provinces or areas where coaches are brought in to conduct training and the number of youths participating in the activities

- The goals of the project are to spread awareness and to bring experts in to coach young people in all areas of Thailand with the correct methods, so that they will have the ability to develop themselves and have the opportunity for a future career.

### Goal 8: Promote inclusive and sustainable economic growth, employment and decent work for all

**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



**Indicators** The number of activities that the company participates in, the number of people attending and the number of attendees that can grow into entrepreneurs

- The goal of the project is to support and participate in activities which are recognized in the professional field and which can train those attending to have a career.

**8.6** By 2020, substantially reduce the proportion of youth not in employment, education or training

**Indicators:** The proportion of young people in underdeveloped areas who may not have the opportunity to train

- The goals of the project are to provide training and practice sessions for young people across the country, especially those in remote areas who may not have the opportunity to study properly, and to give them the opportunity to develop themselves until they can generate income for themselves.

## Towards 2025 and Beyond

### Opportunity Distribution



- Due to the COVID 19 situation, the activities can not be held as usual.

2021

2025

Supporting and Distributing opportunities to students in

**76** provinces  
through the projects

### Developing Youth to Become a Professional Athlete



2021

Sport Types	Participants	Careers (Person/Year)
Football	15,000	30
Golf	100	-

2022-2025

The objective is to develop the youth to become professional athletes by

**5** percent per year

### Creating Expertise to Become a Role Model



Supporting and creating

**25** role models in the field of sport



2021

2022-2025

The objective is to support and create Role Models in the field of sport by

**5** percent per year

### Expanding Network



**More than 200**

Government and private sectors



**6,000**

important people in sports

2021

2022-2025

expanding a concrete network by 10 percent

**More than 250**

Government and private sectors

**9,000**

important people in sports

# Preservation of National Arts and Culture

The preservation of artistic and cultural heritage is important in Thailand. In order to pass on the country's virtuous artistic and cultural traditions to future generations, ThaiBev attaches great importance to their preservation, development, and promotion. The goal is to bring Thainess to the world, and at the same time, it creates stable and sustainable values for Thai society.



## 2021 Highlight

The first approach is to pass on national's arts, culture, and traditions for the purposes of dissemination, study, and learning, by focusing on maintaining their essential core. ThaiBev supports agencies and individuals in upholding Thai and international arts and culture.

The second approach is to sustain and preserve Thai arts, culture, and identity for next generation, by maintaining historic sites, artifacts, national artists, historical material, and traditions.

The third approach is to enhance fields of knowledge concerning arts and culture, as provided by relevant professional organizations or individuals with expertise and skills to provide opportunities for capacity development. Hand in hand with this is a plan to establish and support new activities in collaboration with other stakeholders.

All 3 approaches feed into the goals of "Bringing Thainess to the World" and "Creating Values for a Stable and Sustainable Society".

The following four methods are used, depending on conditions and factors both inside and outside the organization: creation of new projects/activities (Innovation); supporting the operations of outside organizations (Sponsorship); co-creation with partners (Collaboration); network management in arts and culture (Partnership).

ThaiBev divides these works into 4 fields: Visual Arts, Music and Literary Arts, Culture and Traditions, and Buddhism.

### Visual Arts



#### **"Life at Home", an Exhibition of Photographs by Her Royal Highness Princess Maha Chakri Sirindhorn**

This exhibition was organized by the Photographic Society of Thailand under Royal Patronage, the Bangkok Art and Culture Center, and the Photographic Arts Foundation, with support from ThaiBev and other private bodies.

Her Royal Highness Princess Maha Chakri Sirindhorn went to open the photography exhibition "Life at Home" at the Bangkok Art and Culture Center on 10 December 2020.



### **“Rattana of Chulalongkorn” Exhibition in Honor of Her Royal Highness Princess Maha Chakri Sirindhorn**

The exhibition “Rattana of Chulalongkorn”, held on the occasion of Her Royal Highness Princess Maha Chakri Sirindhorn’s 66<sup>th</sup> birthday on 2 April 2021, was on display from 30 March to 5 April 2021, on Floor G, Samyan Mitrtown Shopping Center.

For this event, Samyan Mitrtown Shopping Center, in cooperation with the Faculty of Arts, Chulalongkorn University, was graciously given permission by Her Royal Highness Princess Maha Chakri Sirindhorn to hold an exhibition in her honor. On display were personal images and items, such as her student ID card, the original of her



Opening ceremony of the exhibition “Rattana of Chulalongkorn” at Samyan Mitrtown on 30 March 2021

Master’s thesis, and some literary works, dating from the time when she studied in the Department of Eastern Languages and Literature at the Faculty of Arts, Chulalongkorn University, and after graduation. There was also a trade fair as part of Her Royal Highness Princess Maha Chakri Sirindhorn’s personal project. This event received information from the Faculty of Arts, Chulalongkorn University, and support from ThaiBev.

### **Bangkok Art Biennale 2020 (BAB 2020)**

ThaiBev supported the Bangkok Art Biennale 2020 (BAB 2020), a world-class international contemporary art festival that enlivened Bangkok for 4 months from 12 October 2020 to 21 February 2021. With collaboration from both the public and private sectors, the event is scheduled to be held every 2 years, raising the profile of contemporary Thai artists in the eyes of the world.

This year’s event brought more than 200 works by 82 leading artists from 35 countries and 5 continents, exhibiting under the theme of “Escape Routes” or “Art Sang Tang Suk”. The event was organized at 11 significant sites around Bangkok: The PARQ; BAB BOX (Wireless Road); The Prelude, One Bangkok Project; Wat Phra Chetuphon Wimonmangkalam Ratchaworawihan (Wat Pho or the



BAB Exclusive Invitation Night, held on 27 November 2020, at the Bangkok Art and Culture Center



1	2
	3
	4
	5

1. HRH Princess Maha Chakri Sirindhorn presided over Bangkok Art Biennale 2020 at The Parq on 12 October 2020.
2. HRH Princess Maha Chakri Sirindhorn looked at the artworks in Bangkok Art Biennale 2020.
3. BAB Ambassador Tour, held on 19 December 2020.
4. Dek BAB Open House activity, held on 26 September 2020.
5. The atmosphere at one of the exhibitions.



Temple of the Reclining Buddha); Wat Arun Ratchaworaram Ratchaworawihan; Wat Prayurawongsawas Worawihan (Wat Prayoon); the Bangkok Art and Culture Center; Lhong 1919; the Museum of Siam; River City Bangkok; and Benjasiri Park.

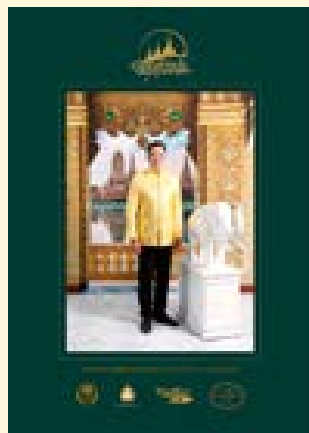
It is hoped that BAB2020 will make Bangkok an important tourism hub for contemporary art in the world. Over the four-month duration of the event, there were 414,801 Thai visitors and 5,358 foreign visitors, comprising art collectors, curators, and people who love art, who generated additional income for the communities surrounding the event venues.

Art lovers around the world could watch virtual tours, activities such as BAB Talks and BAB Walk, live performances by famous international artists such as New-Territories and Miles Greenberg, and educational activities, through online channels such as Facebook and Instagram. In total, there were more than 2.3 million social media visits.

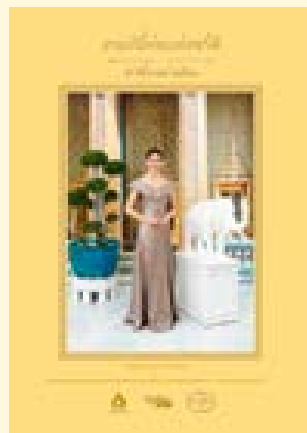
The Bangkok Art Biennale International Festival of Contemporary Art will return as BAB 2022. Please stay tuned for more information on [www.facebook.com/Bkkartbiennale](https://www.facebook.com/Bkkartbiennale) or [www.bkkartbiennale.com](https://www.bkkartbiennale.com).







Ayutthaya World Heritage Fair, held from 11 to 20 December 2020, at Ayutthaya Historical Park



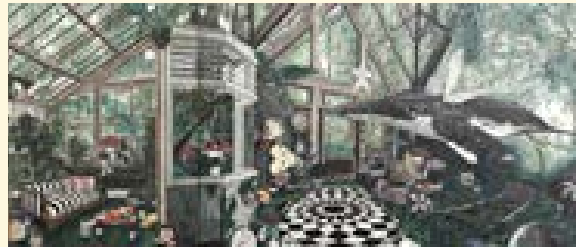
Father's Day, held from 1 to 6 December 2020

### Chayanitikorn Photography Studio

The Chayanitikorn Photography Studio first opened at the "Oon Ai Rak Klaai Kwam Nao" festival in 2018, with the support of ThaiBev, in order to provide retro photography services for visitors to the fair. It has proved very popular since then, with numerous companies and agencies interested in offering the service. All proceeds from the photography studio have been used for the public benefit in various ways.

### White Elephant Art Contest Project

ThaiBev organizes this contest to promote both virtual and physical art, and to support artists by having a dedicated platform to showcase their talents. The prize money for the White Elephant Art Award totals 1 million THB.



1	2
1	3

1. The judging panel of the 10<sup>th</sup> White Elephant Art Contest, "In Dreams", held at the Bangkok Art and Culture Center on 5 March 2021
2. The 10<sup>th</sup> White Elephant Art Award Winner Name of artist: Miss Lakon Phuangbubpha Name of work: Swimming in Nitra Technique: Metal print
3. The 11<sup>th</sup> White Elephant Art Contest Open for applications for works on the topic, "Thai people can give to each other"



Photo presentation and financial support ceremony at Amornphiman Room, Bangkok City Hall, Sao Chingcha, on 13 August 2021

### Supporting the Operations of the Bangkok Art and Culture Center Foundation

ThaiBev is delighted to be able to support the operations of the Bangkok Art and Culture Center Foundation. Her Royal Highness Princess Maha Chakri Sirindhorn donated ten of her photographs through the Royal Photographic Society of Thailand under Royal Patronage in order to support the Bangkok Art and Culture Center Foundation. Police General Aswin Kwanmuang, the Governor of Bangkok, witnessed the ceremony of handing over the photographs and financial support. Ms. Dao Wasiksiri, President of the Photographic Society of Thailand under Royal Patronage, and Mr. Nitikorn Kraivichien, Director of the Arts and Culture Promotion Project, ThaiBev, presented the photographs of His Majesty the King. And Ms. Kobkarn Wattanavrangkul gratefully received the support as the Chairman of the Foundation.

### “The Embassy of Portugal Bangkok, the First Diplomatic Mission in Thailand” Photo Exhibition

Organized by the Portuguese Embassy in Thailand, in collaboration with the Photographic Society of Thailand under Royal Patronage and the Photographic Arts Foundation, with the support of the Sirivadhanabhakdi Foundation and Thai Beverage Public Company Limited, this exhibition was held from 2 to 20 December 2020.

A total of 40 photographs were displayed, showing the way of life in Bangkok. Although the city has developed and expanded, all the buildings along the waterfront built between 1860 and 1870 are still in the same condition today. Some of the historical photographs at this event were taken by highly acclaimed Portuguese photographer, Joaquim Antonio, in the early twentieth century. There were also modern photographs by young photographers participating in the “One Shot Knockout” contest, held in collaboration with the Photographic Society of Thailand under Royal Patronage and the Photographic Arts Foundation, with support from ThaiBev.



Opening ceremony of “The Embassy of Portugal Bangkok, the first diplomatic mission in Thailand”, held at ICONLUXE Gallery, ICONSIAM, on 2 December 2020



The First Prize winner  
Fotographia vencedora do primeiro lugar

### “Sustainability Action Hero” Photo Contest Project

ThaiBev, together with the Photographic Society of Thailand under the Royal Patronage of His Majesty the King and C asean Center, organized a photo contest project, “Sustainability Action Hero”. The focus was to represent the concepts, approaches, and processes that can be applied to deliver the UN’s 17 Sustainable Development Goals, with the aim of helping freelance photographers who are unemployed during the COVID-19 pandemic.



#### 1<sup>st</sup> Goal Winner, “To eradicate poverty”

Mr. Sukrit Hiransanphong,  
title: “Trading to eradicate poverty”



#### 2<sup>nd</sup> Goal Winner, “No one will go hungry”

Mr. Jeerasak Sunnai,  
title: “There fish in the water. There is rice in the field.”



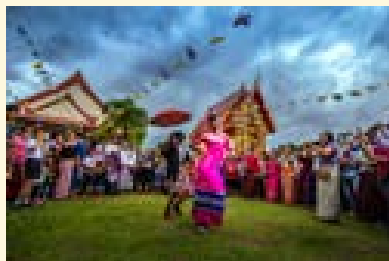
#### 3<sup>rd</sup> Goal Winner, “Medical care must be thorough”

Mr. Chaisit Rattanachusri,  
title: “Visiting the patients”



#### 4<sup>th</sup> Goal Winner, “If you want to study, you can study”

Mr. Chaisit Rattanachusri,  
title: “Sending grandchildren to school”



#### 5<sup>th</sup> Goal Winner, “Accepting gender differences”

Mr. Viharn Kwandee,  
title: “Enjoyment”



#### 6<sup>th</sup> Goal Winner, “Having sufficient water to use”

Mr. Opas Angvorakul,  
title: “Water for life”



**7<sup>th</sup> Goal Winner, "Clean energy will be the main energy"**

Mr. Niphon Ketjarat,  
title: "Solar cells and the big city"



**8<sup>th</sup> Goal Winner, "Decent employment and economic growth"**

Mr. Thanawat Thongchan,  
title: "Progress in agriculture"



**9<sup>th</sup> Goal Winner, "Innovation is the answer for a good quality of life"**

Mr. Apiwat Wiangkham,  
title: "Innovation for developing, thinking and imagination"



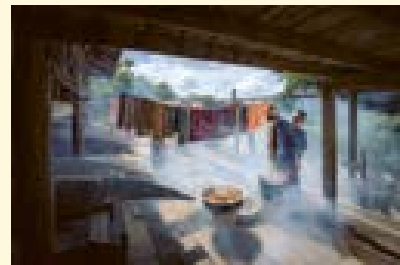
**10<sup>th</sup> Goal Winner, "Opportunity belongs to everyone"**

Mr. Pridi Sritrakul,  
title: "For life"



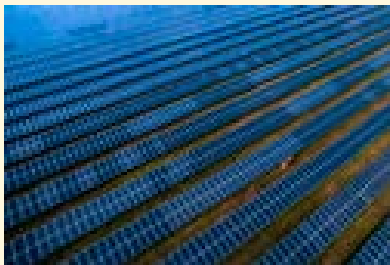
**11<sup>th</sup> Goal Winner, "Everyone will have a safe society"**

Mr. Niphon Ketjarat,  
title: "Houses by the river"



**12<sup>th</sup> Goal Winner, "All production will be friendly to the world"**

Mr. Saengchai Techasathaphon,  
title: "Dyed yarn"



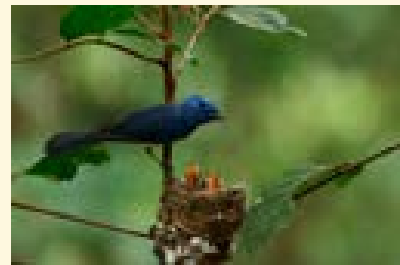
**13<sup>th</sup> Goal Winner, "Global warming problems will be solved"**

Mr. Hansa Tangmanbhuwadol,  
title: "Solar cells to reduce global warming"



**14<sup>th</sup> Goal Winner, "The balance of the seas will return"**

Mr. Kantapat Poksakiphon,  
title: "Black barracudas"



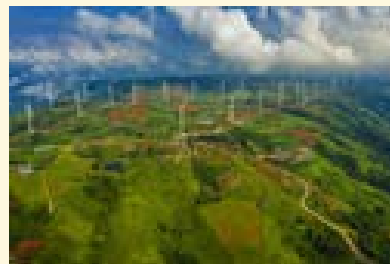
**15<sup>th</sup> Goal Winner, "Trees and wild animals will be protected"**

Tanyuwut Chaithanakorn,  
title: "Father's duty to children"



**16<sup>th</sup> Goal Winner, "Dream society"**

Mr. Sukrit Hiransanpong,  
title: "Thai society, society of happiness"



**17<sup>th</sup> Goal Winner, "Cooperation for sustainable development"**

Mr. Yongyuth Kongmahapruet,  
title: "Natural energy"

Statistics of photos submitted to the “Sustainability Action Hero” photo contest project on the theme of the 17 UN Sustainable Development Goals

Goals		Photo contest topics	Number of people submitting pictures	Number of images
Goal 1	End poverty in all its forms everywhere (No poverty)	To eradicate poverty	68	288
Goal 2	End hunger, achieve food security, enhance nutrition and promote sustainable agriculture (Zero hunger)	No one will go hungry	83	335
Goal 3	Ensure healthy lives and promote well-being for all at all ages (Good health and well-being)	Medical care must be thorough	31	108
Goal 4	Ensure that everyone has a good-quality, comprehensive and equitable education, and support opportunities for lifelong learning (Quality education)	If you want to study, you can study	131	702
Goal 5	Achieve gender equality and empower all women and girls (Gender equality)	Accepting gender differences	81	292
Goal 6	Ensure access to water and sanitation for all (Clean water and sanitation)	Having sufficient water to use	239	1335
Goal 7	Ensure access to affordable, reliable, sustainable and modern energy (Affordable and clean energy)	Clean energy will be the main energy	122	501
Goal 8	Promote inclusive and sustainable economic growth, employment and decent work for all (Decent work and economic growth)	Decent employment and economic growth	85	454
Goal 9	Build resilient infrastructure, promote sustainable industrialization and foster innovation (Industries, innovation and infrastructure)	Innovation is the answer for a good quality of life	72	279
Goal 10	Reduce inequality within and among countries (Reduced inequalities)	Opportunity belongs to everyone	109	473
Goal 11	Make cities inclusive, safe, resilient and sustainable (Sustainable cities and communities)	Everyone will have a safe society	105	531
Goal 12	Ensure sustainable production and consumption patterns (Responsible consumption and production)	All production will be friendly to the world	172	809
Goal 13	Take urgent action to combat climate change and its impacts (Climate action)	Global warming problems will be solved	86	272

Goals		Photo contest topics	Number of people submitting pictures	Number of images
Goal 14	Conserve and sustainably use the oceans, seas and marine resources (Life below water)	The balance of the seas will return	82	330
Goal 15	Sustainably manage forests, combat desertification, halt and reverse land degradation, halt biodiversity loss (Life on land)	Trees and wild animals will be protected	125	595
Goal 16	Promote just, peaceful and inclusive societies (Peace, justice and strong institutions)	Dream society	107	496
Goal 17	Revitalize the global partnership for sustainable development (Partnerships for the goals)	Cooperation for sustainable development	89	369

## Music and Literary Arts

### Luang Pradit Phairoh (Sorn Silapabanleng) Foundation

ThaiBev has been supporting the Luang Pradit Phairoh (Sorn Silapabanleng) Foundation since 2014. This takes the form of three main projects: the Sornthong Thai Music Competition Project to provide opportunities for young Thai musicians; the Sornthong Thai Music Youth Camp Project, which provides opportunities for young people to learn from expert music personnel from outside their schools; and the Friends of Music Project, in which a network of music personnel cooperate to create beneficial activities for the Thai music industry.





Activities on 2 December 2020, for Father's Day, Saranrom Park, Sanam Chai Road, Bangkok

### Suanplu Chorus

Since 2006, ThaiBev has continuously supported the Suanplu Chorus, an internationally famous, pioneering choir who has created a new dimension for choral singing in Thailand.



Bringing joy in the Christmas season with Christmas Carols on 25 December 2020



### Ajarn Sukree Charoensuk Foundation

ThaiBev is happy to support the Ajarn Sukree Charoensuk Foundation, who have been focusing on developing potential and quality of life, by teaching activities to children in deprived schools and rehabilitation centers in all regions of the country, for 18 years.

Working with ThaiBev for the past 10 years, the Ajarn Sukree Charoensuk Foundation has been teaching children to play music, especially as a team participating in the

Chumchondee Meeroiyim Project. They have been traveling to schools in various provinces for the last eight years (ten times a year), and have plans to expand to more in-depth development of musical skills in the schools that ThaiBev supports. Students will be trained until they can earn income for themselves and their schools. This will create a connection with employees in the ThaiBev Group, as well as continuing to build relationships with the surrounding target communities.





#### Scholarships to the College of Music, Mahidol University

ThaiBev has supported scholarships for students of the College of Music, Mahidol University, since 2008. The top music institute in Thailand, the college has been ranked in the World's Top 100 in the QS World University Rankings by Subject, in Performing Arts. ThaiBev hopes to benefit society by promoting learning opportunities through scholarships. In the academic year 2020, ThaiBev supported 41 scholarships for students, including 31 Merit Scholarships (10,000 - 30,000 THB per student), and 10 Talent Scholarships (60,000 THB per student).

#### Thailand Philharmonic Orchestra (TPO)

ThaiBev has been supporting the Thailand Philharmonic Orchestra – now in its 16<sup>th</sup> season – since 2010. Currently, the orchestra is also involved in community projects such as “Music in the garden”. This is in line with the UN Sustainable Development Goal (SDG) on Quality Education, to ensure that everyone has a good-quality, comprehensive and equitable education and opportunities for lifelong learning.

## Culture and Traditions

### Bangkok Water Festival 2021

This project has been reinforcing the strategy of “Bowon”, in cooperation among houses, temples, schools, companies, social enterprises, and government agencies, in order to create community sustainability and a good environment for a good quality of life. It aims to promote “Sufficiency for the Community, Sustainability for the World” through the “Bring Back – Recycle” project, an activity that gives communities an opportunity to think, collaborate, develop and take action on sustainable waste management.

The “Bring Back – Recycle” project by Thai Beverage Recycle Company Limited (TBR), in conjunction with the “Water Way, Thai Way” Festival, provided a workshop titled, “Sufficiency for the Community, Sustainability for the World”, in order to promote sustainability in its environmental and cultural dimensions. Houses, temples, and schools were cleaned, and there was a training program on “Young People Inherit the Culture”, focusing on community participation in environmental management, with an emphasis on cultivating awareness among young people. They learnt how to separate trash at source and prepare it properly for the recycling process, so reducing the amount of waste. The community participated in a systematic management plan with the private and education sectors.

The youth and pilot communities who took part in this activity came from Thonburi, Bangkok, from Mai Khao in Phuket Province, and from Lamphun Municipality. In addition, unity was fostered by making trash bins that reflected the identity of each community, such as the starfish-shaped PET plastic bottle sorting bin that was made from scrap fishing nets, by the fishing community of Village No. 4, Ban Mai Khao, Phuket Province. An elephant-shaped PET bottle sorting bin, made of bamboo by Chiang Mai craftsmen, was displayed at Kad Ba Pao, Chiang Mai Province.



The “Bring Back – Recycle” project is a community development activity that gives the community an opportunity to think, develop, and take action on waste management. It is a continuation of the Bangkok Water Festival 2021, with practical training for young people on environmental conservation in the community.



### Bangkok River Festival 2020 (The River of Culture 2020)

In cooperation with the Ministry of Culture, the Tourism Authority of Thailand, Ministry of Tourism and Sports, the Royal Thai Navy, the Bangkok Metropolitan Administration and the private sector, ThaiBev organized the Bangkok River Festival 2020, which was held for the sixth time on the theme of “Ruenrerng Saeng Sin”. This year, the festival focused on a community-based tourism event, “Accessible, Safe, Contemporary, Unique”. It aimed to develop the sustainable benefits of “Bowon” in sharing knowledge and pushing the cultural values and identity of the community. It also tied in with the international contemporary art festival Bangkok Art Biennale 2020 (BAB 2020) in sharing Thainess with the world.

At the same time, ThaiBev organized the second Lamphun River Festival, which included floating krathong on the Khuang River, one of the main rivers that nourish the life and culture of Lanna people, and offering lanterns at Wat Phra That Hariphunchai. There were many other interesting activities to join at Tha Nang Gate in Lamphun.

The event areas were certified as following COVID-19 safety standards, by the Amazing Thailand Safety and Health Administration (SHA) and the Ministry of Public Health.



The atmosphere of the Bangkok River Festival 2020 with participants, both Thais and foreigners, at Asiatique the Riverfront, and the Lamphun River Festival along the Khuang River

## Buddhism



### Royal Tuition Scholarship Program for Thai Monks, dedicated to His Late Majesty King Bhumibol Adulyadej on the Anniversary of his Death

The Sirivadhanabhakdi Foundation and ThaiBev contributed to the Royal Tuition Scholarship Program for Thai Monks for the fourth year, to offer merit to His Late Majesty King Bhumibol Adulyadej on the anniversary of his death on 13 October 2021. Held in the Ubosot of Wat Bowonniwet Vihara, Bangkok, this donation helped to fulfil the royal wish to promote monks' studies, as well as earning royal merit in the presence of Somdej Phra Wanrat, the abbot of Wat Bowonniwet Vihara.

### Wachiraklao Thammanusorn Tripitaka Hall

The Sirivadhanabhakdi Foundation and Thai Beverage Public Company Limited held the foundation stone laying ceremony for the Wachiraklao Thammanusorn Tripitaka Hall at Wat Wachiratham Sathit Worawihan, Phra Khanong District, Bangkok, on 24 January 2020. The hall was built to pay tribute and offer worship to His Majesty the King on the auspicious occasion of his coronation ceremony. Phra Phiphatanakitwithana, the abbot of Wat Wachiratham Sathit, presided over the clergy, while Mr. Thapana and Ms. Papatchaya Sirivadhanabhakdi were in charge of the laying of the foundation stone.

On 9 April 2021, Mr. Thapana Sirivadhanabhakdi performed a ceremony to enshrine the emblem of the 2019 coronation on the Tripitaka Hall. Mr. Charoen Sirivadhanabhakdi and Khunying Wanna Sirivadhanabhakdi, along with their family, built the Wachiraklao Thammanusorn Tripitaka Hall as a storage place for palm-leaf scriptures and Lanna books made from khoi. A two-storey building in the Lanna style, it has an area of about 137 square meters. Completed at the end of 2020, the ground floor is concrete, while the upper floor is made of teak, decorated with real gold leaf patterns.



### Murals in the Phra Phuttha Nak Wihan, Wat Prayurawongsawas Worawihan

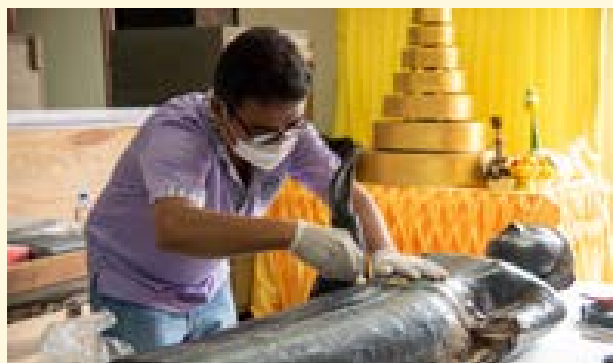
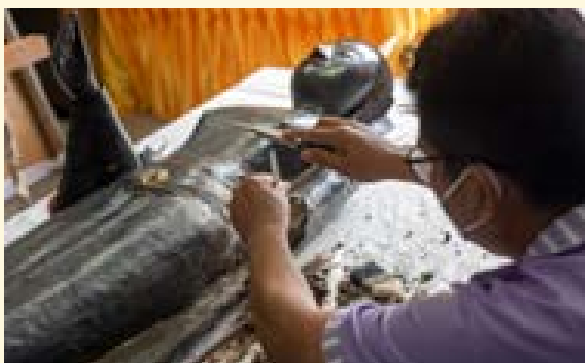
On the occasion of His Majesty the King's coronation in 2019, Wat Prayurawongsawas Worawihan felt extremely joyful and thought that the Phra Phuttha Nak Wihan, an important religious building in the temple, would benefit from being painted. It was decided that this was a very auspicious opportunity to paint murals of His Majesty the King's coronation, the royal duties of all the monarchs of the Chakri Dynasty, and the history of Wat Prayurawongsawas Worawihan, in honor of His Majesty the King.

The Sirivadhanabhakdi Foundation and Thai Beverage Public Company Limited have committed to supporting the painting process, which will take 4 years (2021–2024). There are plans to transfer techniques and skills to young art students, who will come to further their studies by working with the team of Ajarn Chamnong Rattanakul, an artist with much experience and expertise in painting murals. This is a great chance to pass on the skills of Thai craftsmen to a new generation.



### The Restoration Project of the Silver Buddha Image, in the Posture of Giving Alms, Wat Phra Borommathat Chaiya, Ratchaworawihan, Surat Thani Province

ThaiBev has sponsored the restoration of an antique silver Buddha image in the posture of holding an alms bowl. Stored in the antiquities treasury of Chaiya National Museum, this important Buddha image of Wat Phra Borommathat Chaiya Ratchaworawihan had suffered a lot of damage. ThaiBev has overseen its restoration under the supervision of conservation staff from the Office of National Museums at the Fine Arts Department.







#### **Sponsorship of religious activities to spread Buddhism, Cherntawan International Meditation Center**

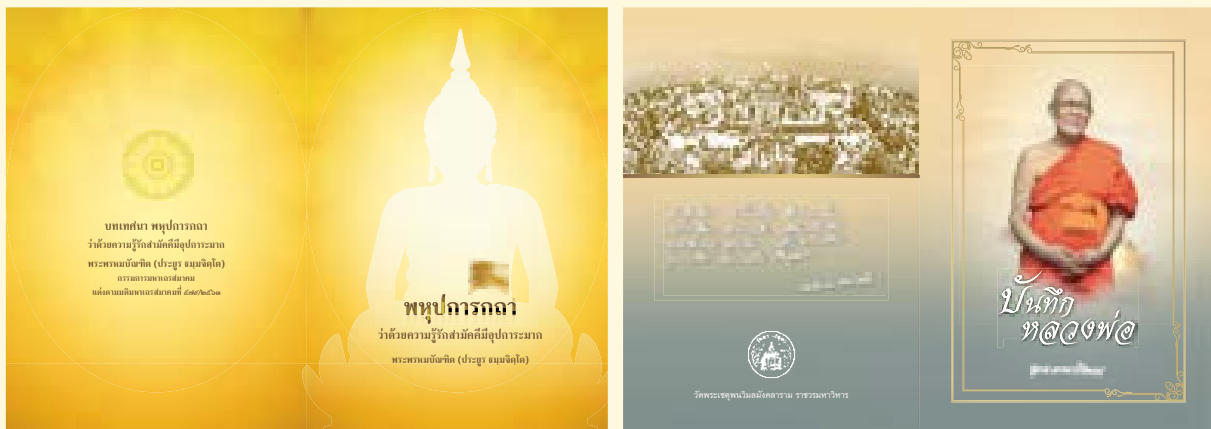
The Sirivadhanabhakdi Foundation and ThaiBev jointly promoted Buddhist activities and meditation activities for the year 2021 at Cherntawan International Meditation Center, Rai Choen Tawan, Chiang Rai Province. Cherntawan International Meditation Center is “the Center for spreading Buddhism to the world community”. ThaiBev supports the monthly event by donating bottles and gallons of drinking water, as well as supporting refreshing beverages such as OISHI, est and Jub Jai.



ThaiBev supported the publishing of 15,000 copies of the Dharma book, “Comforting Your Heart in Crisis”, as a guide for those who are suffering during the COVID-19 situation. Donations are made through the project “Boon Box: Sending merit from the heart, delivering food to your home”. In the Boon Box set, there is a copy of the book “Comforting Your Heart in Crisis”, along with raw rice and dry food, so that the recipient receives both physical and mental food.

#### **ThaiBev was the main sponsor of Makha Bucha Day activities “Online Lifestyle, New Normal Style” at Wat Pragurawongsawas on 26 February 2021.**





### Sponsored Publishing of Books on Buddhism

30,000 copies of the book "Multiple Discussion on knowledge, love, unity, and support" (Phra Phrom Bundit Prayoon Thammachitto) were distributed to people on the occasion of the National Father's Day at Sanam Luang, 5 December 2020.

ThaiBev supported the publishing of 10,000 copies of the book "Kowit Katha" on 16-17 September 2021 on the occasion of the 66-year-old merit-making ceremony, Wat Phra Phrom Bundit (Prayoon Thammachitto), the abbot of Wat Prayurawongsawas Worawihan.

ThaiBev supported the publishing of 5,000 copies of the book "Record of Luang Por" to commemorate the 50<sup>th</sup> anniversary of the Phra Dhammaratanakon, the former abbot of Wat Phra Chetuphon on 25-26 April 2021.

ThaiBev supported the publishing of 5,000 copies of the book "The ceremony of handing over the appointment of the abbot of Wat Phra Chetuphon and the ceremony of making merit for the 7<sup>th</sup> cycle of 84 years" of Somdej Phra Maha Thirachan Abbot of Wat Phra Chetuphon on 23-24 May 2021.

ThaiBev supported the publishing of 5,000 copies of the book "The ceremony of handing over the appointment of the abbot of Phra Chetuphon Temple and the ceremony of making merit for the 7<sup>th</sup> cycle of 84 years" of Somdej Phra Maha Thirachan Abbot of Phra Chetuphon Temple on 23-24 May 2021.

ThaiBev sponsored the publishing of 5,000 copies of the book "The Most Memorable Images in History" on the occasion of the 60<sup>th</sup> Anniversary Celebration of His Royal Highness Princess Maha Chakri Sirindhorn, on 26-27 April 2021.



## Insights

### Thanphuying Sirikitiya Jensen

Operative Arts Officer, Office of Literature and History, Fine Arts Department

#### The charm of history

To make the new generation interested in learning history sustainably, you have to begin by adjusting your attitude, in order to attract their attention, and adjusting your communication and teaching methods. If the learning is just to take exams and measure results, it may not be sustainable learning. If the new generation does not study seriously or come into contact with reality, then history may be lost in the future. But if they have had a shared experience, they will feel that history is part of their lives, and there is a chance that history will be preserved and published.

Being a curator for the “Glass Plate Negatives: Stories that Transcend Time” exhibition has changed my point of view. The real benefit of history is felt in the present. Actually, people’s feelings have not changed, it’s just that advances in science and technology have changed the tools for recording history. If we want to know what the future will be, let’s look back at the past, through evidence recorded in various formats that change with time.



### Mr. Yuthasak Supasorn

Governor of the Tourism Authority of Thailand

#### Bangkok Art Biennale: a blueprint for promoting tourism and developing sustainable quality tourism

The second Bangkok Art Biennale in 2020 presented masterpieces by internationally renowned artists. It was a gathering place for art and culture lovers from all over the world. This provides confirmation of our improved situation and Thailand’s ability and readiness to welcome tourists with safety and a smile, in the aftermath of the COVID-19 pandemic.

The Tourism Authority of Thailand is pleased and confident that the Bangkok Art Biennale 2020 will enhance the potential of cultural tourism for both Thai and foreigners, bringing benefits in creativity, revitalizing the mind, and stimulating the tourism economy again. During the global economic recession, Thailand continues to move forward with a blueprint for promoting tourism and developing sustainable quality tourism.

### Mr. Phuthon Phumathon

Archeology Scholar, National Science Museum

#### Museum

Museums are places where things are collected for display, interpretation, and education. To enjoy the museum, you must value, or see the values in, stories from the past. Museums must provide interdisciplinary knowledge, knowing that values in the world change all the time. As a creator of wisdom in society, you must have morals and ethics to achieve sustainable benefits. With support from the public and private sectors, there will be good opportunities to further develop museums.



**Mr. Tul Hiranyalawan**

President of The Royal Photographic Society of Thailand (RPST)

**Photography: an enchanting art for everyone**

With today's communication technology, you have to modify the way you present works, from gallery exhibitions to online platforms which can communicate to a large group of people quickly. This has allowed each person to try to create something new to access the audience and help them understand the purpose of the work. If something is able to communicate through the popularity of the photographic world, it will be able to coexist in this era. You have to find your own strengths to create uniqueness.

As Vice President of the Photographic Society of Thailand and a photography teacher for more than 10 years, one thing I have always sought to do is to transfer knowledge that can be used for further development. Students can apply knowledge as the basis for developing their career paths, and entrepreneurs can develop their product communication through photos. During the COVID-19 pandemic, the "Kinjai" project was organized for new entrepreneurs to take food photos. It followed a sustainable development model, creating video clips for them to learn photography by themselves.

**Mr. Asadawut Sakrik**

Secretary General of the Luang Pradit Phairoh (Sorn Silapabanleng) Foundation

**Thai music: Who said it's boring?**

Giving Thai music a sustainable direction must start from the definition of Thai music. It's something that has always evolved, and it can adapt to the changing era of today. Thai music can be modified in order to stay popular in a sustainable way.

The work of the Luang Pradit Phairoh (Sorn Silpabanleng) Foundation has always adapted, but still continues to disseminate knowledge of Thai music to the younger generations. The main activity that has been carried out for nearly ten years under the support of ThaiBev is the Sornthong Thai Music Competition Project for the royal trophy. This allows us to meet more than a thousand students, music teachers, and music personnel each year. At Sornthong Youth Camp, young people gain technical knowledge of Thai music. The foundation has added to the curriculum lessons about making musical instruments related to community life. The latest project, Friends of Music, is a network of music people who travel around the country to support the musical needs of schools and communities, by focusing on music events that are related to community activities.

We are proud of seeing the development of young people who are interested in Thai music. To pass on Thai music from generation to generation, I would like to give encouragement to three main groups. The first is the conservation groups, who need to use all their energy and willpower to get a wider response. The next group is the educators, including organizations, foundations, and teachers. And the last group is the creators of something new, who need encouragement to keep going. This is important because Thai music can be sustainable, if developed consistently.

**Mr. Ekachai Chiarakul**

Classical guitarist

Owner of Fonzo Guitar Shop

**From guitar lover to world champion and business owner**

Success in life comes from enthusiasm, ambition, following your dreams and doing everything you love. As a student at the College of Music, Mahidol University, I practiced diligently until I received a scholarship to travel to many world-class competitions, with support from ThaiBev. My biggest success was winning the 2014 International Classical Guitar Competition of the Guitar Foundation of America. From then on, I have been able to build a successful career, starting a business to create my own “Fonzo” guitars, with the aim of making a Thai guitar brand one of the best three in the world. I believe that life can be successful if we follow three principles: doing only what you love, what you like, and what you are passionate about, because at least then we are happy. Even though it sometimes takes a lot of patience, never stop and never think that you are not ready. If one day I had thought that I was not ready to continue practicing, I would never have received funding from ThaiBev and I would not have been able to achieve my dreams.

**Achievements****River Festival**

In 2020, 70,000 people attended the three-day event at ten waterfront locations, although it was 60–70% down on the previous year, as there were not many tourists visiting the temples. The highest attendance was 15,794, at Asiatique on 31 October. The total number of people counted at the weapons detector was 19,309 people in 3 days.

In 3 days, income of 1.33 million THB was generated at community shops.



The 2020 TALK event by arts and culture lecturers was attended by over 300 people, including students from eisa, the community and the general public.

When the COVID situation became severe in the middle of the year, the project helped to promote community stores through online media.



Developing sustainability for communities along the Chao Phraya River, through activities to clean and improve the community landscape. On 1 November 2020, an event was held to collect garbage, in order to gain merit, as well as “sustainability shaper points”.

#### Number of volunteers participating in activities

1. Fuengfuanant Co., Ltd. supporting EM Reagent and EM Ball	3	people
2. Cleaning staff from Thonburi	30	people
3. Canal dredging workers from Thonburi	10	people
4. Volunteer students from Satriwitthaya School	25	people
5. Representatives from Asiatique	5	people
6. Beta Young students	20	people
7. Volunteer students from Thammasat University, Rangsit	15	people
8. Residents from Wat Kalayanamit community	30	people
9. Executives and representatives from ThaiBev	10	people

Sustainable youth development in the community through a youth cultural heritage project.

A hundred people participated in the activities in 2020.

29 scholarships, donated by 62 people, were granted in 2020.

In 2021, ten more scholarships were added. The scholarships were granted to expand practical, hands-on opportunities to promote learning outside the classroom. Students get the opportunity to participate in useful exhibitions, workshops, and training sessions. This is to encourage them to follow their ambitions and gradually be able to adapt these activities into a business.



Bangkok Art Biennale participated in River Festival by arranging Local-Recommendation Site Map competition for students from 5 communities, which are Wat Pho, Wat Prayool, Wat Arun, Wat Kallaya, and Wat Rakung communities, in order to support Youth Cultural Heritage project.



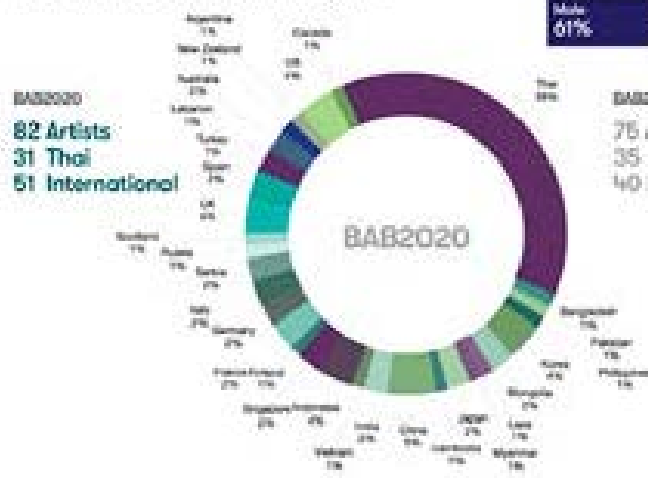
Taking part in an art workshop, "Creating a happy community together", organized by the Bangkok Art Biennale Foundation.

## Bangkok Art Biennale (BAB)

### Artist Report

#### Artist Nationality

BAB2020 artist population is internationally more diverse, covering more regions



#### Artist Biological Gender

BAB2020 increased the proportion of female artists

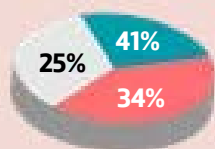


#### Number of participants applying for Dek BAB 2020 16 March 2020 – 10 July 2020



Totalling 753 people

Artist Crew 305 people  
Liaison 258 people  
Docent 190 people



Artist Crew Liaison Docent

#### Number of Dek BAB 2020 workers (separated by job position) 12 October 2020 – 21 February 2021

From 305 people,  
7 people were selected.

**Real work**  
7 ARTIST CREWS  
2 Old Dek BAB  
5 New Dek BAB

From 258 people,  
5 people were selected.

**Actual work**  
5 LIAISON  
3 Old Dek BAB  
2 New Dek BAB

From 190 people  
96 people were selected.

**Practical work**  
96 DOCENT  
20 Old Dek BAB  
76 New Dek BAB

## Economic Impact

**MICE Expenditure:**

795.04 Million THB

Direct (MB)	608.99
Indirect (MB)	97.60
Induced (MB)	88.44
<b>Total (MB)</b>	<b>795.04</b>

**MICE GDP Contribution:**

314.52 Million THB / 2018: 725.17 Million THB

Direct (MB)	218.27
Indirect (MB)	35.65
Induced (MB)	60.60
<b>Total (MB)</b>	<b>314.52</b>

**Government Tax:**

117.73 Million THB / 2018: 271.43 Million THB

Direct (MB)	81.70
Indirect (MB)	13.35
Induced (MB)	22.68
<b>Total (MB)</b>	<b>117.73</b>

**Job Creation:**

1,235 Positions / 2018: 2,849 Positions

Direct (MB)	857
Indirect (MB)	140
Induced (MB)	238
<b>Total (MB)</b>	<b>1235</b>

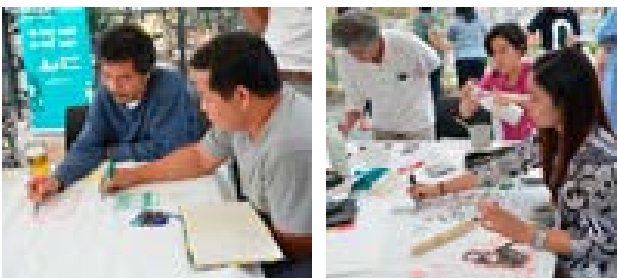
Credit: Research result by Thailand Convention and Exhibition Bureau (TCEB)

As the organizer of an international contemporary art festival, in addition to educating young people about contemporary art and helping promote the Thai art industry around the world, Bangkok Art Biennale aims to strengthen the economy of Bangkok. In the area of tourism, an important responsibility is to take care of the world in a sustainable way. We believe that art not only creates beauty, but also leads to awareness, more or less. Art can play a role in life in all its dimensions. BAB has therefore got involved in a project that sharpens its environmental focus, especially in creating basic awareness among young people, by working with Thailand Sustainability Expo. BAB 2018 artists Komkrit Thepthian and Krit Ngamsom brought together other artists with the ability to create artwork from waste. Pattida Prasarnthong (Kru Pang) and Ajarn Aoi joined the "Trash to Treasure" activity.

Knowledge allied with creativity led to the development of inventions from waste materials, which in turn were developed into works of art, so creating an impression and raising awareness of the environment. The policy of the Bangkok Art Biennale (BAB) is to promote compliance with the UN's 17 Sustainable Development Goals and create a path to happiness through art activities, in collaboration with Thai Beverage Recycle Co., Ltd., food supplement company Feed Addition Co., Ltd., and Prof. Thavorn Ko-udomwit.







The activities were carried out by visiting the area to organize workshop activities for artists. They learnt how to use waste materials from production processes to create valuable artworks with their own skills. The value of this kind of project lies in raising awareness of all the waste problems that the world is facing.

The artists participating in the workshop, including BAB 2018 artists, were:

Ms. Dao Wasiksiri  
Mr. Jitsing Somboon  
Asst. Prof. Wuttikorn Gangan  
Assoc. Prof. Kamol Phaosawas  
Ajarn Songwit Pimprakan  
Mr. Krit Ngamsom  
Mr. Komkrit Thepthian  
Ms. Saneethat Praditthatsanee  
Mr. Tawatchai Phansuwan  
Mr. Panphan Yodmanee

## Towards 2025 and Beyond

ThaiBev continues to promote arts, culture, and the “Pride of Thainess”, according to its aspirations for stable and sustainable social development activities. Because the arts and culture are universal and interconnected, it’s possible to build cooperation among all sectors of society, to achieve the effective implementation of ThaiBev’s socially responsible activities.

The strategy is grounded in 4 principles; stable growth, sustainability, creating value, collaboration, and partnership. These principles are followed by the working groups in 4 fields; Visual Arts, Music and Literary Arts, Culture and Traditions, and Buddhism.

Such is our commitment to artistic and cultural promotion. The goal is to create jobs that help to develop diverse communities, each with a unique identity in terms of land type, occupations, and economy. Cultural development activities bring about an openness that helps us to join together and understand each other. The private sector is ready to jointly support community development so that social and economic structures become strong, self-sufficient, and happy, and communities are ready to create value and share with society at large. When a strong society grows steadily, we are ready to create values and contribute to the development of the nation through sustainable progress.

# Community and Social Development

Over the past 16 years, ThaiBev has placed great emphasis on building relationships with communities. The company remains committed to the sustainable development of communities by focusing on collaborative thinking and collaborative projects, with the aim of creating sustainable and self-reliant local economies. This kind of relationship-building in projects such as “ThaiBev Creates a Good Community with Smiles” also enhances the organization’s image. All around the world, societies are battling COVID-19. ThaiBev continues working to help communities and society so that all sectors can get through the crisis together.



## 2021 Highlight

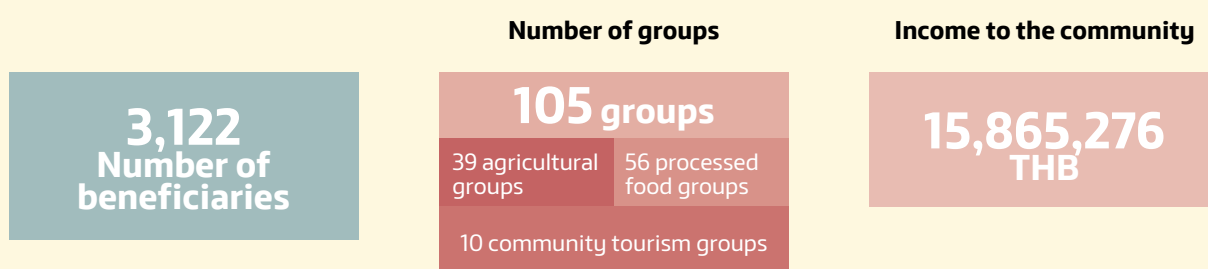
### The Chumchondee Meeroiyim Project for a New Generation

The project started in 2018 with the aim of harnessing the power of young people who return to their hometown. It operates in the form of a social enterprise to drive the local economy in accordance with the sufficiency economy philosophy, and to expand the goal to include sustainable development by focusing on collaboration at the local level. Cooperation in social, economic, and environmental development is encouraged, based on the needs and potential of each community. Through collaborative thinking and development, we can carry out concrete projects, which will lead to self-management in the future. ThaiBev is currently running the project in 15 districts in 14 provinces.

No.	Community	Province	Number of Communities/ Beneficiaries	Physical Project
1.	Chumchondee Meeroiyim Ubon Ratchathani (Social Business groups)	Ubon Ratchathani	8 communities/ 172 beneficiaries	Organic Cotton Network Development A web of people along the Mekong, a cotton network in Khong Chiam District
2.	Chumchondee Meeroiyim Yang Talat (Social Business groups)	Kalasin	13 communities/ 177 beneficiaries	Fabric Processing Network
3.	Chumchondee Meeroiyim Chanthaburi (Social Business groups)	Chanthaburi	7 communities/ 200 beneficiaries	Bang Sa Kao Community Tourism/Chanthaboon Reed Mat Development
4.	Chumchondee Meeroiyim Mae Chaem (Social Business groups)	Chiang Mai	7 communities/ 218 beneficiaries	Mae Chaem Weaving Group Development
5.	Chumchondee Meeroiyim Phatthalung (Social Business groups)	Phatthalung	9 communities/ 493 beneficiaries	Rice Farming Tourism and Krajoed Product Development
6.	Chumchondee Meeroiyim Surat Thani (Social Business groups)	Surat Thani	5 communities/ 141 beneficiaries	Safe Vegetable/Mushroom Project
7.	Chumchondee Meeroiyim Krabi (Social Business groups)	Krabi	1 community/ 50 beneficiaries	Sea Cucumber, Koh Pu Island Community/Seafood Processing of Ban Koh Pu/Ban Koh Pu Island Tourism
8.	Chumchondee Meeroiyim Nakhon Si Thammarat (Social Business groups)	Nakhon Si Thammarat	7 communities/ 202 beneficiaries	Phrom Lok Community Tourism/Siam Pomelo Marketing Channel
9.	Chumchondee Meeroiyim Kalasin (Social Business groups)	Kalasin	12 communities/ 193 beneficiaries	Local Weaving Community Development, Ban Dong Noi

No.	Community	Province	Number of Communities/ Beneficiaries	Physical Project
10.	Chumchondee Meeroiyim Nong Khai (Social Business groups)	Nong Khai	3 communities/ 111 beneficiaries	Organic Agriculture Network Development, Nong Khai Province
11.	Chumchondee Meeroiyim Pattani (Social Business groups)	Pattani	5 communities/ 83 beneficiaries	Batik Fabric Development Project from Wooden Blocks, Baramo community
12.	Chumchondee Meeroiyim Narathiwat (Social Business groups)	Narathiwat	11 communities/ 197 beneficiaries	Ban Phru Kap Daeng Krajoed Product
13.	Chumchondee Meeroiyim Khon Kaen (Social Business Groups)	Khon Kaen	9 communities/ 288 beneficiaries	Ban Dong Bang Silk Marketing Channel/Safe Vegetable Project
14.	Chumchondee Meeroiyim Prachinburi (Social Business groups)	Prachinburi	2 communities/ 79 beneficiaries	Ban Lat Takhian Organic Agriculture Development
15.	Chumchondee Meeroiyim Nan (Social Business groups)	Nan	6 communities/ 519 beneficiaries	Bo Kluea Coffee Development/ Huai Khab Community Quality of Life Development

### Performance



### Objective

**ThaiBev is committed to developing the community economy, creating happiness and self management**



To create a role model in developing social and reserving environment, expanding



To the community  
To create partner network for sustainable development



Upgrading Community Enterprises to Social Enterprises

### Community 1: Chumchondee Meeroigim Prachinburi (Social Business groups), Prachinburi Province

#### Development of a Community Learning Center about Sustainable Economics

This project is based around the Organic Agriculture Community Enterprise Group, Lat Takhian Sub-district, Kabinburi District, Prachinburi Province. There are 40 members in the group, with the aim of developing the community as a source of safe food production, and of expanding into organic farming on a 15-rai organic vegetable farm. It is beneficial to the public and adheres to the principle of an honest livelihood, which means not oppressing others and not being oppressed oneself. The project was upgraded as a learning center and a model of organic agriculture for the community.

#### Activities and Results

- The area has been developed through volunteer activities with Thai Beverage Logistics Company Limited, such as repairing chicken houses and organic fertilizer production houses, and installing water systems in vegetable plots and perennial plots for mango and jackfruit trees.
- Two types of agricultural technology are supported: a water pump and a solar incubator from the Prachinburi Provincial Energy Office, respectively to solve the problem of water shortage and to preserve herbs.

#### Personnel Development

- In order to upgrade the quality of their agricultural products, six members of the group have applied for Organic Thailand certification, and there are plans to expand this by two members each year. Three members per year are being encouraged to develop their potential in the Young Smart Farmer project.



- Membership has grown from 29 to 40, expanding the agricultural area covered by 12 rai. There are also plans to expand into a network of organic farming of 100 households at the sub-district level.

#### Marketing

- Developing distribution channels for organic vegetables in the form of direct and pre-order sales to the following markets: Lemon Farm Shop, Chaopraya Abhaiphubejhr Hospital, NP FOOD Company Limited, Kabinburi Hospital, and Fuengfuanant Company Limited (affiliated company). Opening pre-order sales of safe vegetable products through the community FB pages and the community enterprise FB page.
- Collaborating with the Social Activities Department of Jinlong Construction (Thailand) Co., Ltd. (VP House) to open a community shop in front of the learning center.

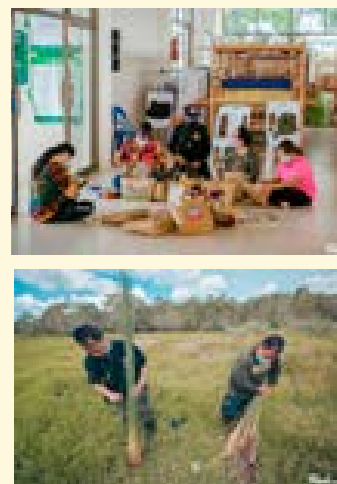
### Insights

#### Mrs. Dara Khemkham

Chairman of the Organic Agriculture Community Enterprise Group,  
Lat Takhian Sub-district, Prachinburi Province

Since the ThaiBev volunteers came to help develop our area, the members have been very motivated to get together again. There are also staff from ThaiBev to consult with about establishing and managing membership groups, marketing, and planting planning. Using the concept of market-led production, we will produce products according to market demand, so that every member can earn income. Now we have encouragement and can smile happily again.





## Community 2: Chumchondee Meeroiyim Phatthalung (Social Business groups), Phatthalung Province

### Krajoed Product Development

Based in Khuan Khanun District, Phatthalung Province, this project is an extension of the traditional industry of weaving *krajoed* (saltmarsh bulrush) in the area. The main occupations there are fishing, weaving, embroidery, and basketry. After analyzing the problems, it was found that products needed to be updated, and that new marketing channels should be sought.

### Activities and Results

- In 2021, a group of 105 members was registered as a community enterprise at Ban Hua Pa Khiao Arts and Crafts Center, Phatthalung Province. A business plan was made to organize the group and build up the *krajoed* network in the area. Ban Khok Mao Krajoed Community Enterprise Group has become

a mentor for the group and is a joint member of the group's effort to develop *krajoed* products.

- Developing and passing on knowledge of the *krajoed* handicraft production process of weaving, forming, sewing and assembling *krajoed* bags. Upgrading the enterprise to be a comprehensive learning center for *krajoed*.
- Setting up a demonstration plot of *krajoed* planting in a 10-rai area to serve as a learning center for the community.
- Developing a brand of premium *krajoed* bags, "JOODDY".
- Expanding marketing channels for the group by collaborating with Pracharath Rak Samakkee (Thailand) Social Enterprise Co., Ltd. to find markets for *krajoed* products, generating income for the community of over 1.6 million THB, with 250 household beneficiaries.

## Insights

### Mrs. Arun Ma-iad,

Chairman of the Krajoed Community Enterprise Group, Ban Khok Mao District, Phatthalung Province

I would like to say thanks to Community Development Projects at ThaiBev, Chumchondee Meeroiyim Phatthalung (Social Business groups), and Pracharath Rak Samakkee Social Enterprise (Thailand) Co., Ltd., for not abandoning the community and helping find orders for *krajoed* bags. This has helped my group members to have work and earn money in the COVID-19 situation. This also helped the other four or five villages who shared the work with us. There is money for children to go to school, and to buy food to eat. Thank you very much. The community will definitely not forget the kindness that has been shown to us at this time. Thank you.



### Community 3: Chumchondee Meeroiyim Krabi (Social Business groups), Krabi Province

#### Sea Cucumber Project, Koh Pu Island Community

This project operates in the island community of Ban Koh Pu, Koh Sriboya Sub-district, Nuea Khlong District in Krabi Province. Most of the villagers are engaged in fishing, and their most important catch is sea cucumbers. Live and processed sea cucumbers are traded and have generated income for people in the community for many years. This Sea Cucumber Project has recognized the opportunity to generate more income for the villagers from sea cucumbers. In order to drive the project forward, the villagers got together to expand the community's sea cucumber cultivation area and processing, creating work and income, as well as being a pilot area for community economic development that uses the resource base of the Andaman Sea.

Chumchondee Meeroiyim Krabi (Social Business groups) has organized a group to establish the Sea Cucumber Community Enterprise on the island of Koh Pu. It has more than 50 members and has expanded the sea cucumber cultivation areas. By issuing shares for the expansion of sea cucumber breeding pens over an area of 1 rai, more than 3,000 sea cucumbers have been raised. Andaman Pracharath is driving forward the development of the whole sea cucumber project. The goal is to establish the area as the center of sea cucumber cultivation and processing in Thailand's Andaman Sea provinces. In addition, the community has been encouraged to develop further products and to connect to the markets for selling fresh, dried, and ready-to-cook sea cucumber meat in the southern region.

#### Ban Koh Pu Island Community Tourism

Tourism in Ban Koh Pu community has been developing since 2013. The main goal is for people in the community to get the most from the area's resources, taking into account culture, conservation, and preserving existing resources.

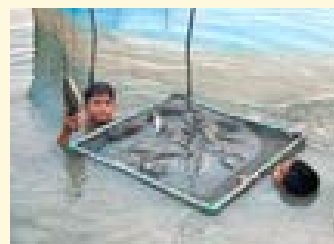
Chumchondee Meeroiyim Krabi (Social Business groups) sees the potential of the community and the availability of resources in various fields. The project has played its part in developing, promoting, and integrating a community tourism enterprise. In the Ban Koh Pu community, 50 members have jointly formulated a plan to set goals for tourism development, creating tourism routes and activities of three kinds: tourism by sea; tourism on land; and CSR activity packages.

In addition, the group has also developed its marketing and public relations capabilities, with collaboration from the public and private sectors, in order to create income for the community.

#### Seafood and Seafood Processing Project for Ban Koh Pu Community, Women's Group

Ban Koh Pu community is an important seafood source for Krabi Province, rich in marine resources. All seafood caught by the community is generally sold to local craftsmen, but the selling price is low compared to the price that consumers pay to the craftsmen. Seeing the price gap, Chumchondee Meeroiyim Krabi (Social Business groups) plans to develop marketing channels for the Ban Koh Pu fishermen in the form of selling fresh seafood directly to consumers. In addition, the seafood can be processed into ready-to-cook and ready-to-eat products as an alternative for customers. The goal of the development is to deliver fresh, good-quality, safe products to consumers across the country, in order to generate work and income for the community.

Chumchondee Meeroiyim Krabi (Social Business groups) has driven forward the group's work, by organizing meetings to develop a women's group to process seafood in the Ban Koh Pu community. There are 32 members who plan to develop processed seafood such as sun-dried fish, blue crab chili pastes, grilled fish chili paste, and ready-to-cook sea cucumbers. The women's group will work with the sea cucumber group to set up a processed sea cucumber production base, and to develop product marketing in order to increase income.





## Insights

### Mr. Thanayot Lanlongsa

Chairman of the Sea Cucumber Community Enterprise, Koh Pu, Krabi Province

Thank you very much to ThaiBev for sending staff to set up a community development project in the area. They are very determined to work, learn things with the community, and train the community to run the business based on the capital we have. In addition, they join in monitoring and evaluating the results of our work, and get together groups of villagers to drive the sea cucumber project forward. This is a development channel that can truly create work and income for the community.



### Mr. Samart Kembase

Chairman of Ban Koh Pu Community Tourism Group, Krabi Province

Thank you ThaiBev for joining the community development project in the area, and for being the driving force for community-based tourism here as well. This has made people interested in joining the tourism development group, in order to drive community tourism forward again.

## Key Projects

### “ThaiBev Unites to Fight the Cold”

The “ThaiBev Unites to Fight the Cold” project has been underway for over 22 years. ThaiBev is determined to continue sharing the warmth by giving “Green Blankets” to people in the northern and northeastern regions, with collaboration from the Ministry of Interior, the Department of Disaster Prevention and Mitigation, and other allies in the public and private sectors. Up to now, 4,400,000 blankets have been given out in total. In addition, ThaiBev attaches great importance to environmental issues. This is the second year of production of eco-friendly blankets, which are recycled fleece blankets made from used plastic bottles. The 200,000 blankets distributed each year reduce the waste of 7.6 million water bottles (one blanket is made of 38 bottles).

In addition to delivering blankets, the project also provides opportunities in education, by granting scholarships and teaching equipment to many schools, and provides assistance in the field of public health. Coordinating with local hospitals, ThaiBev arranges for mobile medical teams to provide check-ups to the people who come to receive blankets.

ThaiBev has also encouraged its employees to be part of sharing the warmth, by launching the campaign “1 Share, 1 Warmth.” This aims to provide donated blankets to children and young people in areas other than the 15 provinces selected for the “ThaiBev Unites to Fight the Cold” project. The objective is to encourage the power of collaboration among all sectors in building a sustainable, giving society.



## Insights

### Mrs. Maleechan Hadtakwong

a villager who suffered from the cold, Kusuman District, Sakon Nakhon Province

Whenever ThaiBev comes, we are happy to be given winter blankets. They said the blanket was made from plastic bottles. The first time I heard about it, I felt so excited and amazed at how the blankets are made. It will help reduce waste. And it will save our planet from global warming because it is made from used bottles.



### Mr. Poonsak Wanichwisetkul

Deputy Governor of Sakon Nakhon Province

The provinces in the upper part of the northeastern region are located on the Phu Phan Plateau, which is always cold. ThaiBev has a project to come in and help relieve the cold by giving blankets to people in 18 districts. And we know that the warm blankets are recycled from used plastic bottles. On behalf of Sakon Nakhon people, I would like to say we are so grateful.

### Community-based Tourism Project: Following the Footsteps of Luang Pu Man Phuritatto

ThaiBev, in collaboration with the Department of Community Development and the Committee on the Fundamentals of Economic Development, is running a community tourism project, Following the Footsteps of Luang Pu Man Phuritatto. This is the second year that people are invited to travel and learn about the history and teachings of the revered monk, Luang Pu Man Phuritatto. He made pilgrimages to many parts of central, northern, and northeastern Thailand. This project also encourages collaboration among households, temples, and schools to develop and form community enterprise companies, which will eventually stimulate the economy and generate income for the community.

The project has 36 areas of operations in places where Luang Pu Man Phuritatto made pilgrimages, scattered over 12 provinces and divided into 4 main routes. First, the central region: Lop Buri, Nakhon Nayok, and Bangkok. Second, the northern region: Chiang Mai. Third, the lower Northeast: Ubon Ratchathani and Amnat Charoen; and lastly the upper Northeast: Sakon Nakhon, Nakhon Phanom, Nong Khai, Udon Thani, Nong Bua Lamphu, and Loei. By developing community-based tourism routes, this will help promote sustainable income in the communities involved.

In 2020, the community-based tourism project, Following the Footsteps of Luang Pu Man Phuritatto, was expanded as follows:

- Organized three activities with ThaiBev's network universities to follow the footsteps of Luang Pu Man Phuritatto, with 150 participants.



- Organized three trips with the Northeastern Tourism Industry Trade Association and the Association of Provincial Tourism Businesses of Thailand, with 150 participants.
- Organized the 10<sup>th</sup> Dhamma on Tour activity with the Human Resources Department of ThaiBev, involving six on-ground tours, with 306 participants, and one online, with 200 participants.

These activities have generated 228,744 THB for the community. More details can be found at [www.luangpumun-cbt.org](http://www.luangpumun-cbt.org).

### Dhamma on Tour Activity



### COVID-19 Response

#### Community Assistance Project during the COVID-19 Situation: Online Marketing to Sell Community Products

Many communities in Thailand have been affected by the COVID-19 pandemic, as they cannot sell or export their agricultural products. The problem of oversupply results from middlemen being unable to purchase products from farming communities, and processed goods are also affected by the disruption to tourism.

Chumchondee Meeroiyim project, however, has turned crisis into opportunity, by educating farming communities about the new era of marketing. Given knowledge of product development, public relations through online media, and delivery management systems, these communities can generate income once again. This has encouraged and built confidence in the communities, who are now ready to face whatever the future may bring. With the collaboration of community business development officers in each province and central company employees, a survey has been carried out to collect product information from communities that have suffered, so that they can develop online marketing channels on the LINE platform. So far,

the project has generated income for the communities of 2,020,950 THB. There are 24 communities participating and 1,216 members receiving the benefits.



Area	Community/Enterprise	Number of Beneficiaries	
Seasonal Fruits			
Chanthaburi Province	Organic Agriculture for Chan Community, Phutta Kaset Farm	5	133,181
Nakhon Si Thammarat Province	Tub Tim Siam Pomelo Producer Group, Ban Bang Duk	35	348,437
	Kham Singha Garden	5	98,640
	Mangosteen Group GAP, Phrom Khiri District	30	65,950
Udon Thani Province	Mamuangrakbankerd Community Enterprise, Kut Mak Fai Sub-district, Nong Wua So District	33	161,700
Nan Province	Ban Sop Ped Mango Growers Group	50	20,000
	Rambutan Community Enterprise, Ban Wang Pha, Thung Chang District	116	11,362
	Fruit Producing Community for Ban Wang Pha Market	60	
	Phaya Kaew Community Enterprise	190	6,650
Chiang Mai Province	Mango Community Enterprise, Rai Buak Bong	30	391,775
	Thalor Community Enterprise	50	18,460
	Ban Ping Noi Integrated Agricultural Community Enterprise	105	
Surat Thani Province	Rambutan Farmer Group of Muangtod	40	198,498
Kamphaeng Phet Province	Watermelon Farmers Group, Khao Kiris Sub-district, Prankratai District	35	36,000
Phra Nakhon Si Ayutthaya Province	Community Enterprise of Safe Melon Growers according to the New Theory	11	73,560
Processed Food Products			
Kalasin Province (Mueang District)	Immsuk Community Enterprise	30	54,900
	Meat Processing Group, Don Sawan Community	5	1,600
Chanthaburi Province	Strange Dessert Community along Khlong Nong Bua	15	39,165
	Ban Thaeo Community Products Community Enterprise	30	4,187

Area	Community/Enterprise	Number of Beneficiaries	
Nan Province	Ban Huai Khab Coffee Growers Community Enterprise	40	1,200
Nakhon Si Thammarat Province	Phrom Lok Tour Operator Community Enterprise	35	105,275
<b>Fresh Seafood</b>			
Krabi Province	Women Occupational Group of Seafood Producing, Ban Koh Pu	43	233,860
Phetchaburi Province	Community Fish Raft Enterprise, Laem Phak Bia Sub-district, Community Shop	214	15,310
<b>Rice Products</b>			
Nong Khai Province	Community Enterprise of Organic Rice Group, Sa Khi District	9	1,240

## Insights

### Mrs. Amporn Sawatsuk

President of Ban Bang Duk Pomelo Group,  
Pak Phanang District, Nakhon Si Thammarat Province

This year, our pomelo trees have yielded a lot. But we are still stuck for transportation and distribution due to the COVID situation. Fortunately, Chumchondee Meeroiyim project has helped out. If the project had not helped, we wouldn't have been able to move our produce. I have to thank Chumchondee Meeroiyim project for really coming to the aid of farmers.



### Mr. Montree Siriwt

a farmer and owner of the rambutan orchard  
at Rongrien Rambutan Farmer Group, Muangtod School,  
Ban Na San District, Surat Thani Province

I am glad that ThaiBev and Chumchondee Meeroiyim project have come to help agriculture. Our products have become known among many local people who previously hadn't heard of them. The growers are very pleased with the many things that ThaiBev has done to help.

### Ban Huai Bong Mountain Water Supply Project, Mae Chaem District, Chiang Mai Province

During the COVID-19 pandemic, many people in Thailand have lost their jobs and had to return to their hometowns, including the mahouts of Ban Huai Bong, Mae Chaem District, Chiang Mai Province, who were working in the city. When the crisis hit, their elephant camps closed. The mahouts and their elephants had no income, so decided to return to their home village without preparation. Consequently, there is a severe shortage of food for the elephants. ThaiBev, Chumchondee Meeroiyim Mae Chaem (Social Business groups) project, Mae Chaem District and the community have come together to plan to build food sustainability for the elephants, along with other development plans such as community-based tourism (Elephant Village) in the future. ThaiBev has established a water supply system, bringing the water over a distance of 2 km so that the elephants and mahouts have sufficient water to supply an area of 21 rai. The community can also use it for agricultural benefits. A group of mahouts has formed an enterprise called "Elephant Returning Home Community Enterprise at Ban Huai Bong," to improve the native rice farming of the hill tribes by making a rice mill, in order to develop a brand of mountain rice known as "Mu Ke Po".

The results of this project benefit 60 households in Ban Huai Bong, 20 mahouts, over 20 elephants, and the mountain water supply system can store 4,500 liters of water per day.

### Insights

Because of the COVID-19 situation, me and the other mahouts decided to come back to our home village. Because the elephant camps had no tourists and no income, we felt downhearted and wanted to start over again at home. The mahouts got together to talk about how we could make a new start and decided to form a community enterprise group. We met with the Chumchondee Meeroiyim Mae Chaem (Social Business groups) when ThaiBev came to help with the mountain water supply, providing elephants with clean drinking water. Previously, the drinking water sources had been contaminated with chemicals from monoculture farming, which is dangerous for elephants. In addition, the community uses it for farming, growing vegetables and grass for the elephants. I am very glad that Chumchondee Meeroiyim Mae Chaem (Social Business groups) and ThaiBev have reached out to help. All our members are delighted, at a time when there is no agency work available to help them. ThaiBev has given us a lot of encouragement and a desire to develop ourselves. We would like to continue to develop the group, and in the future will develop homestay tourism. For now there is a rice mill, which ThaiBev has continued to support by developing the community rice brand and finding marketing channels. Thank you, ThaiBev, very much.



**Mr. Sadudee Sereechewee**  
representative of the elephant  
community enterprise, Ban  
Huai Bong, Mae Chaem District,  
Chiang Mai Province

### Achievements



#### Cold relief and other assistance: "ThaiBev Unites to Fight the Cold"

- Donated blankets to 200,000 people, divided into:
  - 81,954 elderly people
  - 59,259 low-income people
  - 43,863 victims of cold weather
  - 12,595 people with disabilities
  - 2,329 unaccompanied children

(Source: Summary by Department of Disaster Prevention and Mitigation, 15 provinces, Ministry of Interior)

- Distributed to people who suffered from cold weather in 15 provinces
- More than 1,425 villagers in 9 provinces in the northern and northeastern regions who received blankets were given the opportunity to access health checks from a mobile medical unit
  - Donated school supplies and 60 computers to 14 schools
  - 7.6 million PET bottles recycled into blankets
  - 275 volunteer employees participated in the project
  - 4,263 hours of volunteering work at the project



#### Community economy: Chumchondee Meeroijim Project

- 15 operating areas in 14 provinces
- Generated income for the communities of 15,865,276 THB
- 105 participating communities  
3,122 beneficiaries



#### Helping communities during the COVID-19 situation (online marketing to sell community products)


- Generated income for the communities of 2,020,950 THB
- 24 participating communities  
1,216 beneficiaries





#### Environment: Ban Huai Bong

- Established a mountain water supply system over a 2km distance.
- The water supply system can store 4,500 liters of water per day.
- More than 20 elephants have a source of water to drink.
- The project area covers 21 rai.  
60 households of villagers and mahouts were helped out.

### SDG Indicators

SDGs/ESG	Project/Activity	Index
 <p><b>Goal 1: No Poverty</b></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>Reduced the number of people affected by climate disasters by more than 200,000 people/year</p>



SDGs/ESG	Project/Activity	Index
 <p><b>Goal 6: Clean Water and Sanitation</b></p> <p>6.4 By 2030, substantially increase water-use efficiency across all sectors and ensure sustainable withdrawals and supply of freshwater to address water scarcity and substantially reduce the number of people suffering from water scarcity</p> <p>6.b Support and strengthen the participation of local communities in improving water and sanitation management</p>	<p>Ban Huai Bong Mountain Water Supply Project</p>	<ul style="list-style-type: none"> <li>Established a mountain water supply system over a 2 km distance</li> <li>Benefited 60 households in Ban Huai Bong who faced water shortages</li> <li>The mountain water supply system can store 4,500 liters of water per day.</li> <li>60 households of Ban Huai Bong villagers and 20 households of mahouts participated in the project</li> </ul>
 <p><b>Goal 8: Decent Work and Economic Growth</b></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>	<ul style="list-style-type: none"> <li>Chumchondee Meeroiyim Project for a New Generation</li> <li>Community Assistance Project during the COVID-19 Situation (Online Marketing to Sell Community Products) Generated income of more than 15.8 million THB in total, for more than 3,100 communities</li> </ul>	<ul style="list-style-type: none"> <li>Generated income of more than 15.8 million THB in total, for more than 3,100 communities</li> <li>Generated income of more than 2 million THB in total, for more than 1,200 communities</li> </ul>

We are committed to participating in the development of communities in many dimensions, in line with the United Nations Sustainable Development Goal (SDG) 8, Decent Work and Economic Growth. Through the community economic development projects, ThaiBev has been able to generate income of more than 17.8 million THB for more than 4,200 communities. In accordance with SDG 1, No Poverty (sub-SDG 1.5), for 22 years ThaiBev has been carrying out projects that can reduce the number of people affected by severe climate events and disasters, helping more than 200,000 people each year. Furthermore, in accordance with SDG 6 on Clean Water and Sanitation (sub-SDGs 6.4 and 6.b), ThaiBev, through the Ban Huai Bong Mountain Water Supply Project, has constructed a water supply system in the mountains over a two-kilometer distance. In total, 60 households of Ban Huai Bong villagers and 20 mahouts participated in and benefited from the project to develop and restore the mountain water supply.

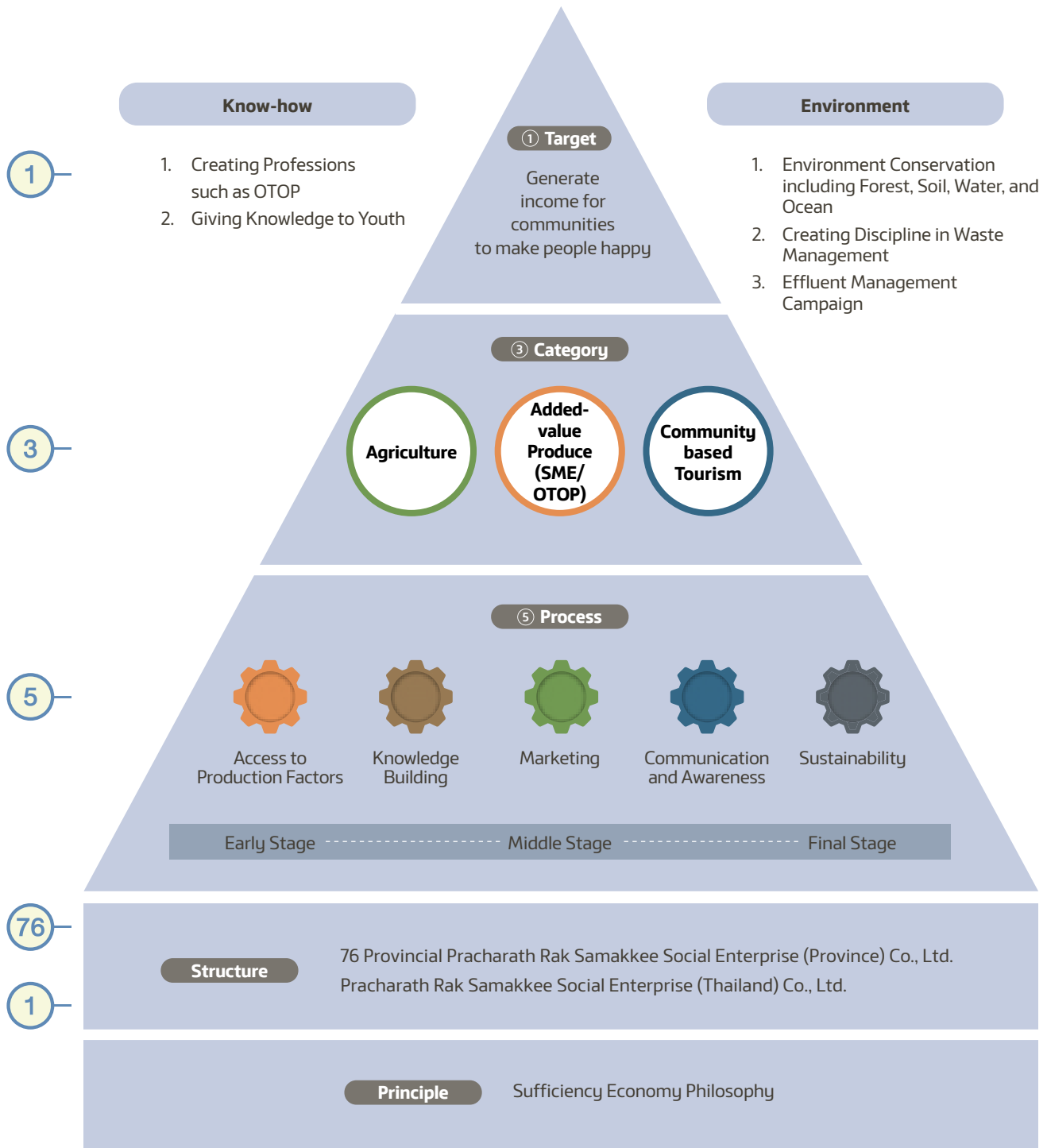
# Pracharath Rak Samakkee Project

The Pracharath Rak Samakkee Project is a major economic initiative of the government in which the government sector, led by General Anupong Paochinda, the Minister of the Interior, has joined forces with the private sector, led by business executives such as Thapana Sirivadhanabhakdi, the President and CEO of ThaiBev, to support community-based social enterprises across Thailand. The goal of project, “Generating Community Income, Making People Happy,” is a collaborative effort that embraces the current monarch’s policy of “Continue, Sustain, and Develop” His Majesty the Late King Rama IX’s Sufficiency Economy Philosophy (SEP), and which applies a framework of “Understanding, Accessing, and Developing,” in accordance with the 17 United Nations Sustainable Development Goals (UNSDGs), to improve income-generating opportunities for local communities.

Pracharath Rak Samakkee Social Enterprise (Thailand) Co., Ltd., the central company of the Pracharath Rak Samakkee network, operates under the concept of “social enterprise” in 76 provinces across Thailand. The project enhances collaboration among five sectors – the public sector, the private sector, the academic sector, the civil society sector, and the people – and follows policies that are consistent with SEP by taking into consideration local conditions and upholding good values as operating principles. The important strategies and action plans follow one goal under three categories and five processes, and are disseminated to 76 provinces across the country.



## Sufficiency Economy Philosophy Continue, Sustain, and Develop



## Area-based Development Program

## 2021 Highlight

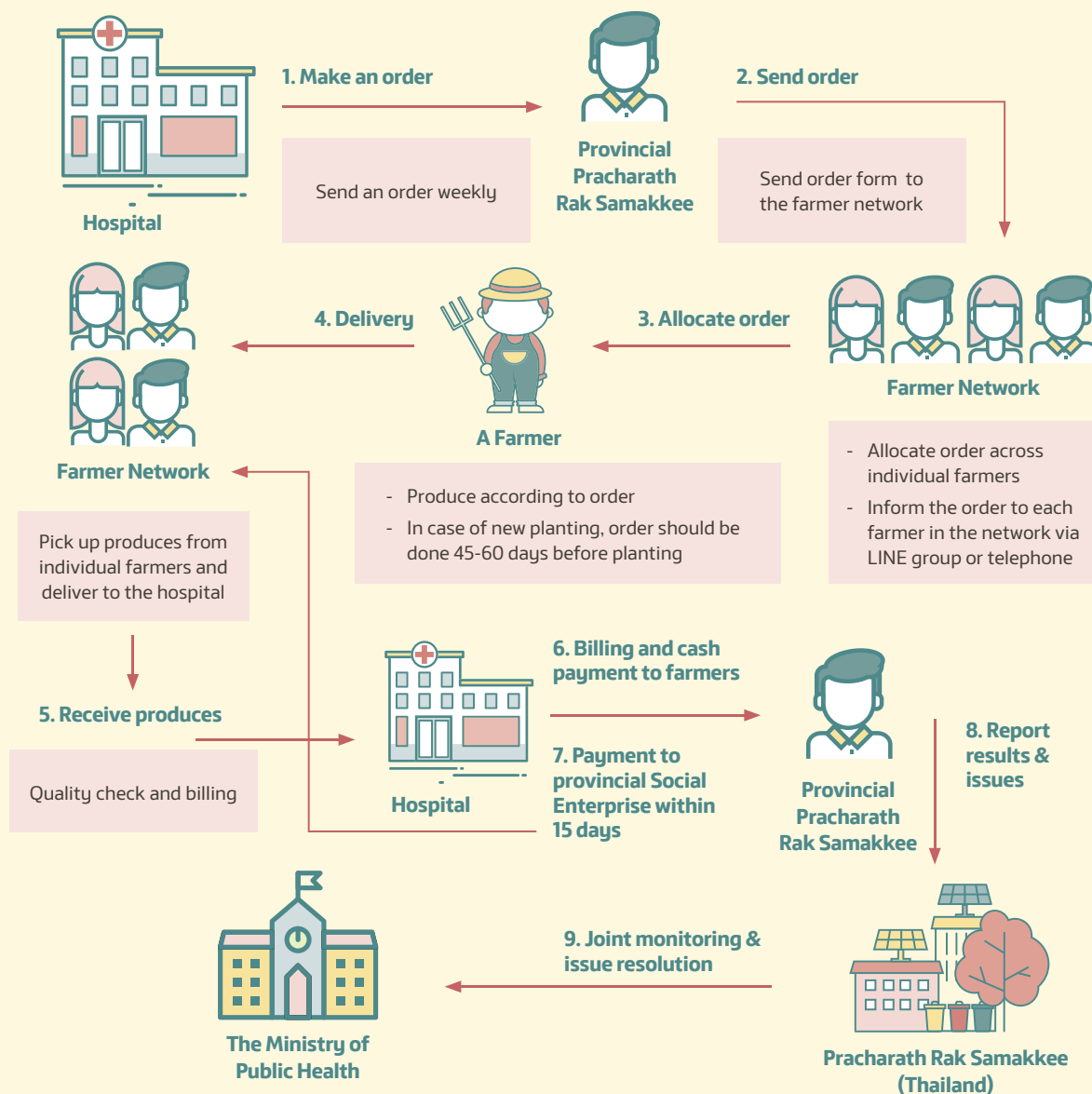
### The Food Safety in Hospital Project

This project has been operating since 2017 to promote food safety in hospitals, in collaboration with six organizations: the Ministry of Public Health; the Ministry of Agriculture and Cooperatives; the Community Organization Development Institute (Public Organization); the Ministry of Commerce; the Ministry of Interior; and Pracharath Rak Samakkee Social Enterprise (Thailand) Co., Ltd.

By bringing policies to the provincial level of the Pracharath Rak Samakkee network, the main mission is to coordinate

with hospitals in order to find production sources of safe raw materials (vegetables, fruits, etc.), both within the province and in nearby provinces, with farmers gathering the raw materials and arranging delivery to the hospitals.

In addition to food safety for hospital patients, another important goal is to create sustainable income for agriculture and community enterprises in the area.



## Operating results

- Operating through the Pracharath Rak Samakkee network in 39 provinces
- Delivering safe agricultural products to 49 hospitals across the country
- Generating income for the community, totaling over 208.26 million THB
- The top five provinces that generate income for the community are Phitsanulok, Trang, Kanchanaburi, Krabi, and Nan.

### North (8 Provinces)

Phitsanulok  
Phayao  
Nakhon Sawan  
Phetchabun  
Sukhothai  
Lamphun  
Nan  
Lampang

### Northeast (10 Provinces)

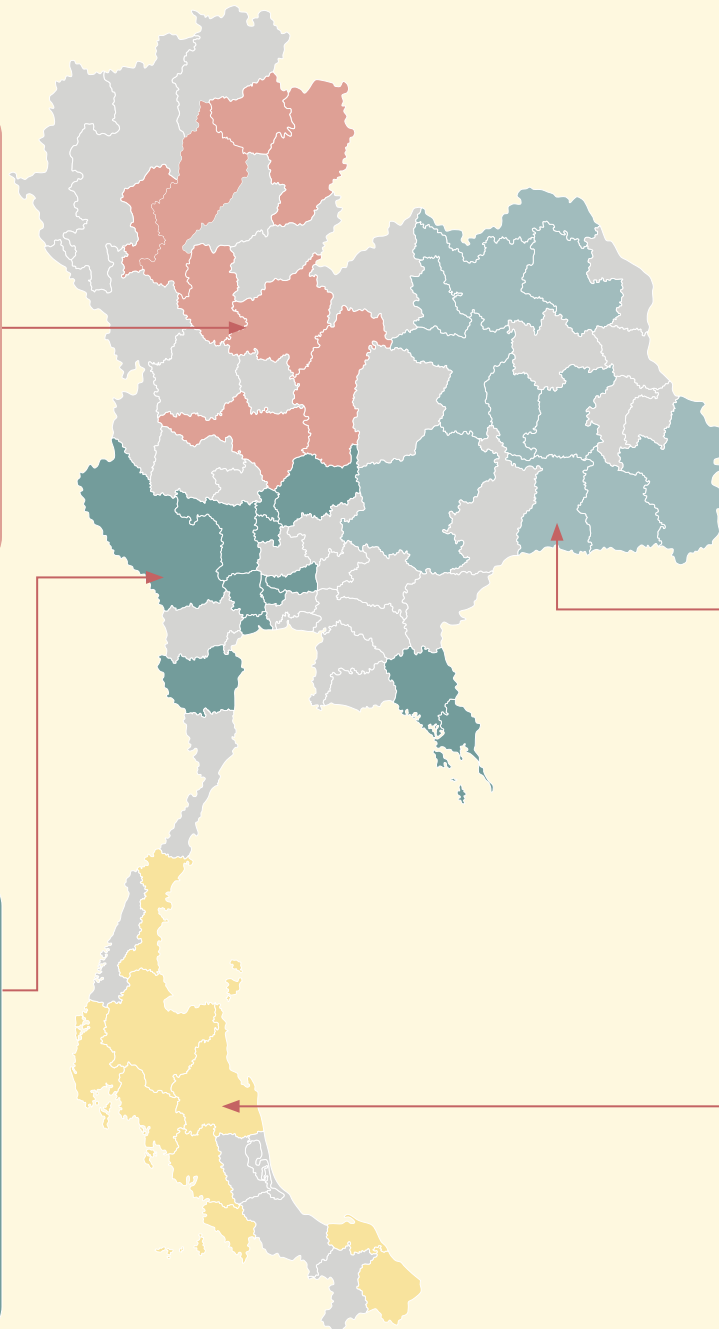
Sisaket  
Nong Bua Lamphu  
Roi Et  
Ubon Ratchathani  
Nong Khai  
Surin  
Udon Thani  
Khon Kaen  
Nakhon Ratchasima  
Maha Sarakham

### Central (12 Provinces)

Kanchanaburi  
Nonthaburi  
Nakhon Pathom  
Phetchaburi  
Ang Thong  
Sing Buri  
Lop Buri  
Saraburi  
Samut Sakhon  
Suphan Buri  
Chanthaburi  
Trat

### South (9 Provinces)

Trang  
Krabi  
Chumphon  
Phangnga  
Satun  
Narathiwat  
Nakhon Si Thammarat  
Pattani  
Suratthani



### Local Pakaoma Handicraft Project

The culture of weaving Pakaoma is found in every province of the country. If a simple Pakaoma can be developed to create other items of good quality, it will create employment opportunities and sustainable income for the community. This idea is the starting point of a project, in collaboration with Pracharath Rak Samakkee Social Enterprise (Thailand) Co., Ltd. and the Department of Community Development in the Ministry of Interior, which has been running since 2016.

The main goal is to change consumers perception towards Pakaoma. This will lead to the development of high-quality products that will meet market demand and generate sustainable income for the community.

Since the end of 2020, despite the COVID-19 situation, the local Pakaoma handicraft project has continued to focus on working closely with Pakaoma manufacturers, but now under intensive disease surveillance and prevention measures. In collaboration with the eisa (Education Institute Support Activity) team, this project has brought together a new generation to develop the identity of hand-woven Pakaoma, through the "Creative Young Designers" initiative.

Community	Institution
Baan Hat Siew, Sukhothai Province	Faculty of Fine and Applied Arts, Dhurakij Pundit University
Cotton Design Community Enterprise, Pathum Thani Province	Faculty of Fine and Applied Arts, Bangkok University
Ban Don Rae, Ratchaburi Province	Poh-Chang Academy of Arts
Ban Nong Ling, Suphanburi Province	Faculty of Fine and Applied Arts, Suan Sunandha Rajabhat University
Ban Sai Ngam, Sa Kaeo Province	Faculty of Fine and Applied Arts, Department of Art and Design, Thammasat University
Ban Nong Khao, Kanchanaburi Province	Faculty of Fine and Applied Arts, Department of Art and Design, Thammasat University
Khao Tao Village, Prachuap Khiri Khan Province	Institute of Arts and Culture, Rangsit University

In 2021, 15 more Pakaoma-producing communities, 7 educational institutions, and 4 football clubs are in the process of joining the project.

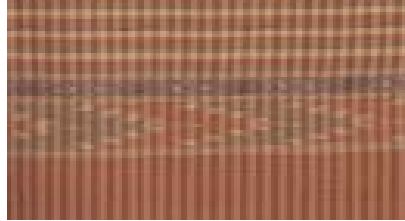
### Community identity (heritage) Pakaoma pattern

In 2021, a Pakaoma contest, “Navatalak”, was held to select outstandingly beautiful patterns. The ten fabric designs that won the contest (out of 180 submissions), which are in the process of being copyrighted are shown opposite.



**“The Pakaoma of Loyalty”**

by Amber Cotton Weaving Group,  
Chiang Mai Province



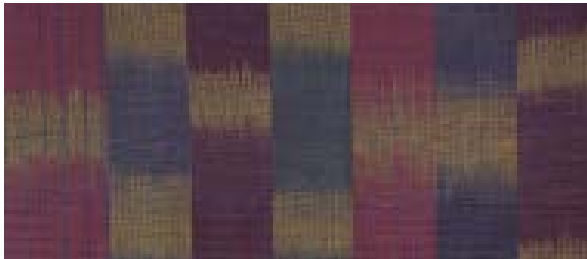
**“Nan Niran”**

by Ban Sang Luang Weaving Group,  
Nan Province



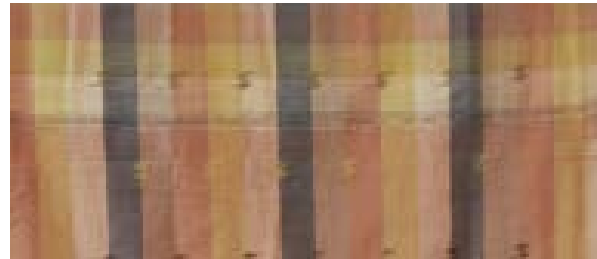
**“Thousand Rainbows”**

Mr. Pucharat Salee, Chulalongkorn  
University



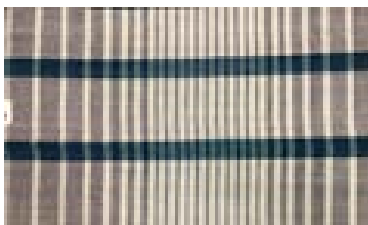
**“Rainbow Pakaoma”**

by Ban Huai Sai Weaving Group,  
Chiang Mai Province



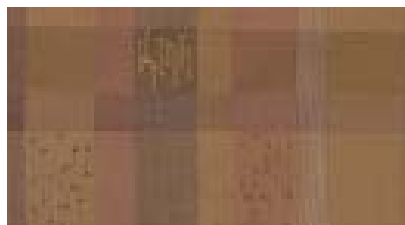
**“Ipo Pakaoma with Stripes”**

by Community Enterprises Silk and Fabric,  
Roi Et Province



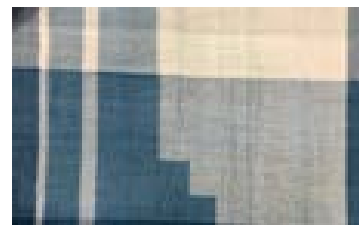
**“White Cloth, Sea, Eyes”**

by Ms. Janejira Wankon,  
Thammasat University



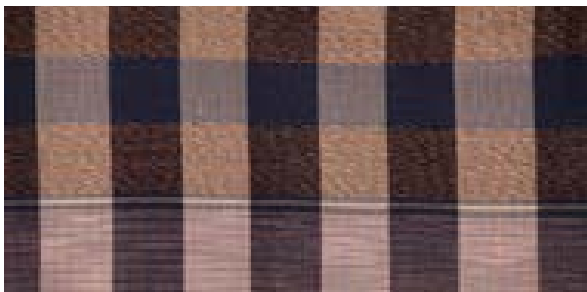
**“Lost in the Woods”**

by Mon Chae Son Water  
Community Enterprise Group,  
Lampang Province



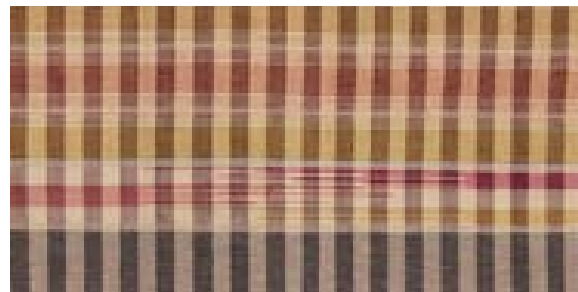
**“Winter Story”**

by Mr. Thatchet Krabnab,  
Thammasat University



**“Two Ethnicities”**

by Ban Thung Mang Women’s Weaving Group,  
Sakon Nakhon Province



**“Light of the Nan River”**

by Mr. Pucharat Salee, Chulalongkorn University



### Creative Pakaoma pattern



### Operating results

- There are 7 Pakaoma manufacturers collaborating with 6 educational institutions and 4 football clubs to promote these local activities.
- 354 designs, 163 works that have been put into production
- 10 winning designs that are in the copyright registration process
- At present, 26 communities participate in the project, generating income of more than 173 million THB.

### Pracharath Rak Samakkee Social Enterprise (Thailand) Store

The Pracharath Rak Samakkee Social Enterprise (Thailand) Store has been in operation since the third quarter of 2017, with the aim of developing national sales channels. Located on the 1<sup>st</sup> floor of CW Tower (Ratchadapisek Road) in Bangkok, it is open Monday to Friday from 9.30 am to 6 pm.

### Service model

Center for displaying and selling community products from the Pracharath Rak Samakkee network; retail, wholesale and made to order

- Shopee: prsthailand
- Lazada: prsthailand

Product information and various promotions can be found at:

- Facebook: Prasanphasilp/Pracharath Rak Samakkee Thailand/PakaomaThailand
- [www.prsthailand.com](http://www.prsthailand.com)
- LINE ID: @prsthailand



#### Operating results

- Supporting the distribution of more than 257,000 community products from 600 communities
- Generating income in the community, totaling over 20.74 million THB
- During the COVID-19 situation (January 2020–September 2021), it generated more than 7.48 million THB of community income.

#### Providing booth areas to showcase and sell community products

To keep the situation of COVID-19 under control, the Thai government has kept the Emergency Decree on Public Administration in Emergency Situations since 26 March 2020. This directly affects the groups and communities in the Pracharath Rak Samakkee network at the provincial level, where the majority of revenue comes from the sale of goods and services. In the past, Pracharath Rak Samakkee Social Enterprise (Thailand) Co., Ltd. collaborated with government agencies, the private sector, and network partners to create spaces where communities can display and sell products.

However, since 2020 most exhibition and retail spaces have been subjected to restrictions, and many activities have been canceled indefinitely. Nevertheless, some have been able to operate, as long as they implement measures to prevent the spread of COVID-19, and this has generated income for thirteen groups and communities totaling over 4.98 million THB.



### Operating results

- Providing booth areas to showcase and sell community products, totaling 99 events, involving 400 communities
- Generating income for the community totaling more than 48 million THB
- Organizing 13 events during the COVID-19 epidemic (2020 to the present), generating income for the community totaling more than 4.98 million THB

## Insights

### Executives and project supporters share their values

#### Ms. Tiwaporn Srivorakul

Managing Director, Pracharath Rak Samakkee Social Enterprise (Kanchanaburi) Co., Ltd.

The Food Safety in Hospital Project believes that all patients should be able to eat clean food, to reduce the risk of illness. Farmers who grow organic vegetables can produce safe food for hospitals. I believe that our success in Kanchanaburi is partly due to the fact that I am the chairman of an organic agriculture network in Kanchanaburi Province, which makes it easy for us to provide safe food. We have received great support from the governor, who has cooperated with us in procuring refrigerated trucks for transporting vegetables, as well as finding a large cold storage for storing them. The central Pracharath Rak Samakkee Thailand organization has taken care of various problems. The Department of Community Development has been very cooperative, as well as supportive in granting capital from the Bank for Agriculture and Agricultural Cooperatives to move our produce. I have to thank Chumchondee Meeroiyim project for really coming to the aid of farmers.



#### Suchin Phowichit

Chairman of the Weaving and Sewing Group at Baan Hat Siew, Sukhothai Province

In the past, our group has woven simple Pakaoma, most of which were sold to people within the community. But after joining the local Pakaoma handicraft project in 2017 and winning the first prize for processed Pakaoma, we are starting to be well known. With the support of Pracharath Thailand, who helped us expand our distribution channels by providing booth sale areas and selling our products at the Pracharath Rak Samakkee shop, we have attracted more attention and market demand. Last year, students from Dhurakij Pundit University came to give their advice and make our products even more valuable. We are glad that young people see the value of Thai Pakaoma. We are so grateful that the project has enabled people in our community to be happy and live better lives.

#### Ms. Meena Sisa-ard,

Colorful Tie Dye Fashion Community Enterprise, Samut Prakan Province

I am very happy and thankful to Pracharath Rak Samakkee Thailand for providing booths to sell our products. With some trade fairs, if you contact them yourself, the cost of space rental is quite high. Sales are sometimes up and down, but that's normal in this trade and in the current economic crisis, it is better than not having a chance to sell at all. I really have to say thank you.



## SDG Indicators

All projects under the auspices of Pracharath Rak Samakkee Thailand and the Pracharath Rak Samakkee network at the provincial level are consistent with UN Sustainable Development Goal (SDG) 8 in promoting sustainable economic growth. There are a total of 1,353 Pracharath Rak Samakkee projects, covering 99,828 households in 4,222 communities across the country, and generating income in the community of more than 1,695 million THB.

In addition, the overall project is in accordance with SDG 17 on establishing partnerships for the sustainable development goals. It has promoted partnerships among the public sector, the private sector, the civil society sector, the academic sector, and the people, in order to establish a Pracharath Rak Samakkee social enterprise company in 77 provinces in Thailand, with a total investment value of 337 million THB, creating 1,353 cooperation projects.

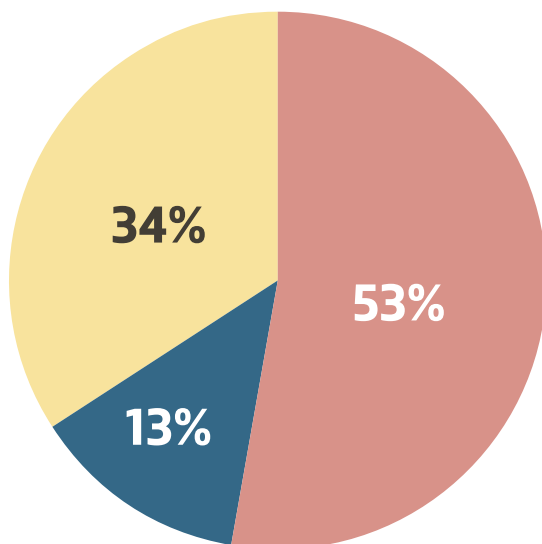
## Impact Created



**1,353** Projects



**4,222** Communities  
(99,828 households)



Agriculture
  Tourism
  Processing

### Number of communities participating in regional projects

North	1,024
Northeast	929
Central	1,195
South	1,074

### The total income created from projects

**1,695,357,835** THB

# C asean Center

C asean was established with a mission to strengthen regional connectivity. We aim to provide a networking platform for collaboration among business leaders and young generation across the region in support of the development of ASEAN community through various connectivity initiatives.

Our vision is **Collaboration for the better of ASEAN's connectivity** which has become our core philosophy. We strive to establish a networking platform with a distinguished gathering of specialists, business leaders and young generation from private and public sectors with a mission to be the reinforcement of regional collaboration on business, arts, and culture.

Throughout 2021, C asean created various activities to strengthen and promote 3 main focuses, namely sustainable development, talent development, and ASEAN arts and cultural appreciation.



## 2021 Highlight

### Win Win WAR Thailand

The reality television/online show contest “Win Win WAR Thailand” features social entrepreneurs presenting their business plans. The “Win Win WAR Thailand (Best Social Entrepreneurship)” project was created to provide an accurate understanding of the concept of “social business,” with three objectives:

- 1) Raise awareness of broad sustainable development guidelines.
- 2) Create a platform for exchanging knowledge and experience about sustainable development in economic, social, and environmental dimension.
- 3) Cultivate and develop social entrepreneurs’ skills so that they can use the social enterprise mechanism as part of sustainable development.

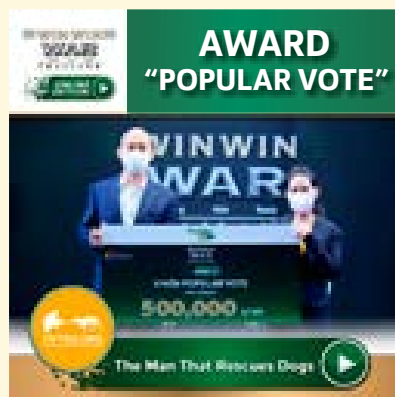
In 2021, “Win Win WAR Thailand Season 2” won the 2<sup>nd</sup> White TV Award for outstanding educational or technology promotion programs. Following the success of previous years, C asean organized the third annual “Win Win WAR Thailand Special Online Edition (Best Social Entrepreneurship)” in 2021. A total of 3,548 teams were interested in competing in the competition. The contestants were 29 years old on average. This was the first year that English subtitles were provided to allow home audiences to vote for their favorite team online in order to broaden the audience base to other ASEAN countries. Over the course of six months, more than 240,000 viewers voted from a total of over 24 million views and 74 million reached. Suphanburi Waste Revolution Group from Suphanburi Province won the first prize award, receiving two million THB as well as the services of business sharing consultants. Suphanburi Waste Revolution Group is a social enterprise that converts plastic waste into oil for use in low-revving engines such as tractors.

### Project Overview



		Season 1	Season 2	Special Online Edition
Recruitment	Period	Mar-Dec 2018	Mar 2019-Mar 2020	Oct-Dec 2020
	Total application (team)	987 teams	1,843 teams	3,548 teams
	Total completed application (team)	864 teams	1,059 teams	542 teams
	Total youth applications	17% (146 teams)	33% (349 teams)	24% (130 teams)
	Average age	34	27.5	29

		Season 1	Season 2	Special Online Edition
Viewership	TV show	12 episodes	12 episodes	100 Clips (1 minute ver.)
	Online clips	25 clips	25 clips	38 clips
	Special show on Amarin TV	1 episode (1 hr)	4 episodes (30 mins/ep)	-
	Special clips	2 clips	6 live shows 24 Road to WAR clips (10 mins)	12 Roads to WAR clips (promo)
	Feature in Amarin programs	2 times	Amarin Morning News 1 time	Online program 1 time
	Other programs	-	2 times	6 times
	Online episodes	12 episodes	12 episodes	14 episodes
	Views	0.77 M	1.83 M	24 M
	Impression	42 M	92.4 M	75 M audience =Thailand 85.9% Vietnam 9.6% Malaysia 3.5% Singapore 1%
	FB Live (reached)	0.12 M	2.45M	-





## Thailand Sustainability Expo 2021

Held between 30 September to 10 October 2021, the Thailand Sustainability Expo 2021 brought together stories, presentations and experiences from government agencies, the private sectors, community enterprises, universities and the public audiences. It was held for the second time as a mix of traditional and virtual exhibition (Virtual Expo) and received a strong response from people who are interested in environmental and social development, with

over 120,000 visitors to the website <https://tsx2021.thaيلandsustainabilityexpo.com>.

In addition to sustainability exhibitions, there were activities, online discussions, interview clips on sustainability from representatives of leading organizations, and three categories of sustainability project competitions as follows.

<div>TSX</div> <div>Thailand Sustainability Expo 2021</div>	<div>11 days/ 254 hours</div>	<div>Facebook</div> <div>Reach 6,224,616</div> <div>Engagement 1,222,185</div> <div>Views 4,258,324</div>	<div>YouTube</div> <div>Total Views 919,385</div> <div>ESG talk views 85,000</div>
<div><div></div><div>24 Organizations</div></div> <div><div></div><div>30 Innovations</div></div> <div><div></div><div>120 Shops</div></div> <div><div></div><div>90 Speakers</div></div>	<div><div></div><div>Viewers 127,706</div></div> <div><div></div><div>500 Competitors</div></div>	<div><div></div><div>Registrations 20,300</div></div> <div><div></div><div>6,100 Students</div></div> <div><div></div><div>30 Institutes</div></div>	

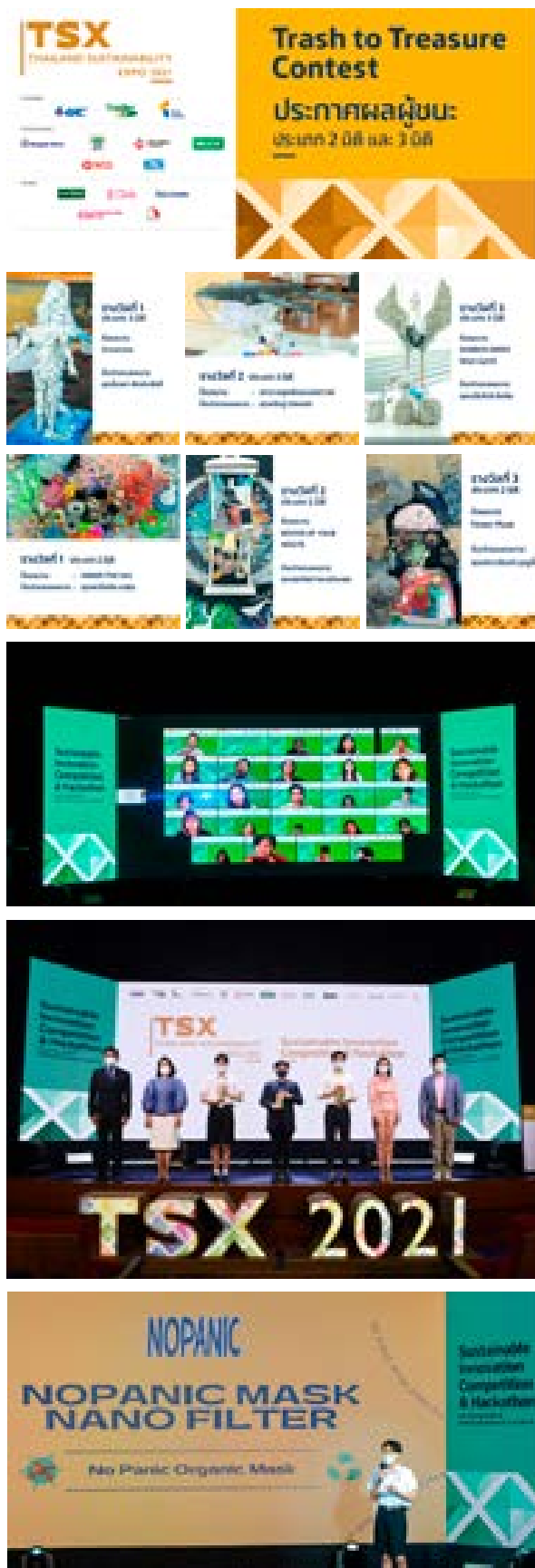
## Shaper in Action: Waste Hero Awards

This competition for social and environmental projects under the theme "Food Waste Management" was open to social entrepreneurs and environmental enthusiasts. The goal was to reduce the amount of food waste and/

or create value from food waste effectively. From more than 100 teams of applicants, only 50 teams were selected to join the competition. The closing ceremony was held on 10 October 2021 at CW Tower, Ratchadaphisek Road, Bangkok.

The four winners were:

 <b>Winner</b> Team INNO WASTE	 <b>1<sup>st</sup> runner-up</b> Team Food loss food waste THAILAND	 <b>2<sup>nd</sup> runner-up</b> Team Laika	 <b>Popular Views award</b> Team OKLIN THAILAND
---	--	---	--



### Trash to Treasure Contest 2021

The Trash to Treasure Contest was held for the second time in 2021 to promote young talent, with 150,000 THB in total prize money and certificates for winners. The young people who took part in the project were required to create 2D and 3D artworks out of trash such as plastic bottles and plastic bags in order to show that trash can be valuable, with the goal of raising awareness of environmental issues and encouraging trash reuse. A panel of experts, including nationally recognized art experts, judged the competition. The Trash to Treasure Contest 2021 managed to draw 268 students from 14 educational institutions, with 126 competing in the 2D contest and 142 competing in the 3D contest.

### TSX Sustainable Innovation Competition and Hackathon 2021

The TSX Sustainable Innovation Competition & Hackathon 2021, held for the first time in 2021 in collaboration with CU Innovation Hub to promote young talent, aimed to find the best innovators on the theme of “Disrupting Health & Wellness Experience in COVID-19.”

The winners received a total of 80,000 THB in prize money as well as certificates. Only 15 teams were chosen for the Case competition round out of a total of 78 candidate teams; seven teams were chosen for the 48-hour Incubation and Virtual Hackathon final round.

The ATTRA team won first place for developing PULSED UVC, a high-performance sterilizer (at a current of 240 amps and energy of 240-360 mJ/cm). The energy is used to light a bulb, which emits UVC rays similar to a camera flash. At the level of microorganisms, viruses, and fungal spores, the flash of light destroys the DNA structure. According to destructive efficiency tests, this machine can kill 99.99 percent of germs in 30-60 seconds and costs only 4 THB per hour. It is suitable for large corporations such as department stores and general real estate operators. The team estimated that they could sell the machines to around a thousand house units in the real estate industry, generating enough revenue to cover the investment. This excludes subunits in various private organizations that would like to install or even purchase the machines.



Share Care won second place with their concept of Paradise Pocket Space, which will allow city dwellers to access privately owned green spaces and redesign them to better meet people's needs. The project aims to increase the number of green spaces by emphasizing participation, with the public able to join the scheme on an ownership basis. More people will be able to relax and find inspiration outside of the typical working environment, as well as meet others who share similar ideas and lifestyles. According to research, mental health problems are on the rise as a result of economic stress and a lack of social activities to participate in, but they can be alleviated by access to green spaces.

People will have to pay an entrance fee to enter the parks, but everyone is considered an "owner" in a managing partnership on the app, which displays information such as Home, Membership, Park browsing, Density checking, and so on. It is hoped that Paradise Pocket Space will help solve the problem of Bangkok's numerous unused empty spaces by demonstrating that, when costs and benefits are considered, the scheme provides more value than renting them.

#### C asean Consonant: ASEAN Traditional Music Challenge

With the aim to create a knowledge tank of ASEAN traditional music presenting heritages of ASEAN arts and culture on online media, C asean Consonant musicians with their families and friends represented the beauty of ASEAN Traditional Music through video clips of musical performances, with demonstrations of 31 national instruments by 35 musicians from 10 countries, performing 19 songs in 8 ASEAN dialects with English subtitles. It is not only an educational medium for all genders and ages, but these works of art also help foster friendship and understanding, and narrow the gaps between races and genders through culture and music. In spite of different identities, they represent the beauty that coexists peacefully. This is the foundation for reducing inequalities and creating quality education of ASEAN arts & culture which created partnership for sustainable collaboration.

## COVID-19 Response

Create educational media in electronic systems through dialects and international languages (English) to promote learning and self-development during the period of social distancing

### Sustainability Action Hero Photo Contest



With aiming to promote the 17 United Nations Sustainable Development Goals (UNSDGs) through the beauty of photographic art. C asean, in collaboration with the Royal Photographic Society of Thailand, created 17 contests serving 17 UNSDGs by selecting beautiful photos which could present the UNSDGs clearly and beautifully. After the contest, the awarded photos had presented as an exhibition together with “Sustainability Action Hero Talks” to raise awareness of UNSDGs.

### Sustainability Action Hero Talks



A concurrent activity of Sustainability Action Hero Photo Contest, “Sustainability Action Hero Talks” is a series of discussion and exchange of knowledge, experiences, ideas and perspectives on 17 topics of sustainable development. The speakers consisted of those who have successfully applied sustainable development in their lives, making noteworthy contributions by creating businesses and developing societies. The talks were conceived as a platform to encourage people who still need more experiences, ideas, and networks in putting ideas of sustainable development into practice.

## COVID-19 Response

Organize the discussion in a hybrid media format strictly in accordance with the Ministry of Public Health's requirements to prevent the spread of the epidemic. The data is stored in electronic media to serve as a knowledge base for interested people to study further during the period. There is a social distance requirement.



## SDG Indicators



### Goal 4: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all

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.



4.7 By 2030, ensure that all learners acquire the knowledge and skills needed to promote sustainable development, including, among others, through education for sustainable development and sustainable lifestyles, human rights, gender equality, promotion of a culture of peace and non-violence, global citizenship and appreciation of cultural diversity and of culture's contribution to sustainable development.

### Goal 13: Take urgent action to combat climate change and its impacts

13.3 Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning.

# Performance Summary

## Economic Performance

Indicators	Performance	Unit	2018	2019	2020	2021
GRI 201-1	Economic Performance					
	Total revenue	Million THB	232,598	274,110	259,392	245,559
	•Thailand	Percent	75	70	74	75
	•International	Percent	25	30	26	25
	Annual dividend	Million THB	9,793	12,054	11,553	12,559
	Cost of sales	Million THB	162,477	189,966	178,620	169,060
	Employee expenses	Million THB	18,265	21,880	20,008	19,447
GRI 204-1	Procurement					
	Procurement from local suppliers					
	Total (number of suppliers)	Percent	96	98	97	97
	Total (purchase value)	Percent	91	93	92	89
	Alcoholic beverages (number of suppliers)	Percent	95	96	94	94
	Alcoholic beverages (purchase value)	Percent	92	89	89	85
	Non-alcoholic beverages (number of suppliers)	Percent	97	99	99	99
	Non-alcoholic beverages (purchase value)	Percent	91	99	98	99
	Food (number of suppliers)	Percent	-	99	99	99
	Food (purchase value)	Percent	-	99	95	99

## Environmental Performance

Indicators	Material Aspects	Unit	2018	2019	2020	2021
<b>GRI302-1</b>	<b>Energy Consumption within The Organization</b>					
	Total energy consumption within the organization	MJ	6,272,113,885	8,230,240,250	8,233,894,388	8,779,397,941
	Total fuel consumption within the organization from non-renewable sources	MJ	3,842,134,240	4,449,797,246	4,195,263,011	4,102,035,746
	• Fuel oil	MJ	1,364,409,734	1,125,218,753	1,213,782,760	1,289,979,579
	• Natural gas	MJ	3,298,576	19,089,673	69,188,652	83,544,372
	• Reused oil	MJ	64,885,721	316,760,421	225,289,606	116,655,041
	• Gasoline	MJ	4,303,097	4,308,057	4,881,195	3,777,505
	• Diesel	MJ	997,922,778	1,083,453,896	993,854,964	964,590,616
	• Bituminous coal	MJ	1,300,044,619	1,719,556,012	1,463,530,288	1,390,177,989
	• LPG	MJ	107,269,714	181,410,434	224,735,545	253,310,644
	Total fuel consumption within the organization from renewable sources	MJ	1,072,622,936	2,658,773,769	2,960,910,252	3,595,591,048
	• Biogas	MJ	565,276,866	668,481,859	629,994,793	628,533,583
	• Concentrated slop	MJ	451,631,413	269,827,965	508,714,007	482,037,500
	• Technical alcohol	MJ	55,714,657	54,483,922	64,632,383	153,255,278
	• Wood chip	MJ	0	1,631,099,974	1,673,871,138	2,082,098,284
	• Rice husk	MJ	0	34,279,740	35,079,676	189,342,879
	• Biofuels	MJ	0	600,310	48,618,255	60,323,524
	Electricity and steam purchased for consumption	MJ	1,085,069,893	1,291,715,097	1,262,064,027	1,241,018,733
	• Electricity consumption	MJ	991,558,614	1,165,983,325	1,125,758,020	1,098,621,131
	• Steam consumption	MJ	93,511,279	125,731,773	136,306,007	142,397,602
	Self-generated electricity from renewable sources	MJ	442,337	392,535	536,199	13,970,669
	• Solar energy	MJ	442,337	392,535	536,199	13,970,669
	Electricity sold	MJ	35,977,518	170,438,396	153,463,100	173,063,063
	• Electricity sold from renewable sources	MJ	35,977,518	170,438,396	153,463,100	173,063,063



Indicators	Material Aspects	Unit	2018	2019	2020	2021
	Steam sold from non-renewable sources	MJ	0	0	363,566	155,192
	Energy intensity (Beverage) <sup>(7)</sup>	MJ/hL	204.33	244.89	245.97	271.06
	• Energy intensity (Distillery)	MJ/hL	555.09	701.09	676.22	689.55
	• Energy intensity (Brewery)	MJ/hL	213.01	218.25	231.02	197.81
	• Energy intensity (OISHI)	MJ/hL	111.48	130.00	137.76	155.48
	• Energy intensity (Sermasuk)	MJ/hL	43.16	41.83	35.19	38.03
	Energy intensity (Beverage - Thailand) <sup>(7)</sup>	MJ/hL	204.33	232.94	232.19	259.41
	• Energy intensity (Grand Royal Group) <sup>(2)</sup>	MJ/hL	N/A	592.44	527.05	483.89
	• Energy intensity (Inver House) <sup>(2)</sup>	MJ/hL	N/A	757.44	855.71	876.19
	Energy intensity (Food)	MJ/kg	6.83	6.93	8.14	8.16
<b>GRI303-3</b>	<b>Water Withdrawal <sup>(3)</sup></b>					
	Total volume of water withdrawn	Megaliters	19,883	24,080	24,867	25,231
	• Surface water (Freshwater ≤ 1000 mg/L Total Dissolved Solids)	Megaliters	15,128	18,233	16,170	16,780
	• Surface water (Other water > 1000 mg/L Total Dissolved Solids)	Megaliters		0	734	568
	• Total surface water withdrawn	Megaliters	15,128	18,233	16,904	17,348
	• Ground water (Freshwater ≤ 1000 mg/L Total Dissolved Solids)	Megaliters	3,435	4,249	5,670	5,676
	• Ground water (Other water > 1000 mg/L Total Dissolved Solids)	Megaliters		0	0	0
	• Total ground water withdrawn	Megaliters	3,435	4,249	5,670	5,676
	• Seawater (Freshwater ≤ 1000 mg/L Total Dissolved Solids)	Megaliters	0	0	0	0

Indicators	Material Aspects	Unit	2018	2019	2020	2021
	• Seawater (Other water > 1000 mg/L Total Dissolved Solids)	Megaliters	0	0	0	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	0	0
	• Total produced water withdrawn	Megaliters	0	0	0	0
	• Third-party water (Freshwater ≤ 1000 mg/L Total Dissolved Solids)	Megaliters		1,465	2,130	2,019
	• Third-party water (Other water > 1000 mg/L Total Dissolved Solids)	Megaliters	1,320	134	163	188
	• Total third-party water withdrawn	Megaliters	1,320	1,599	2,293	2,207
	Total volume of water withdrawn in water stressed areas	Megaliters	N/A	12,722	13,298	12,461
	• Surface water (Freshwater ≤ 1000 mg/L Total Dissolved Solids)	Megaliters	N/A	9,638	8,888	8,284
	• Surface water (Other water > 1000 mg/L Total Dissolved Solids)	Megaliters		0	0	50
	• Total surface water withdrawn	Megaliters	N/A	9,638	8,888	8,333
	• Ground water (Freshwater ≤ 1000 mg/L Total Dissolved Solids)	Megaliters	N/A	2,640	3,393	3,181
	• Ground water (Other water > 1000 mg/L Total Dissolved Solids)	Megaliters		0	0	0
	• Total ground water withdrawn	Megaliters	N/A	2,640	3,393	3,181
	• Seawater (Freshwater ≤ 1000 mg/L Total Dissolved Solids)	Megaliters	N/A	0	0	0
	• Seawater (Other water > 1000 mg/L Total Dissolved Solids)	Megaliters		0	0	0

Indicators	Material Aspects	Unit	2018	2019	2020	2021
	• Total seawater withdrawn	Megaliters	N/A	0	0	0
	• Produced water (Freshwater ≤ 1000 mg/L Total Dissolved Solids)	Megaliters	N/A	0	0	0
	• Produced water (Other water > 1000 mg/L Total Dissolved Solids)	Megaliters		0	0	0
	• Total produced water withdrawn	Megaliters	N/A	0	0	0
	• Third-party water (Freshwater ≤ 1000 mg/L Total Dissolved Solids)	Megaliters	N/A	443	1,017	947
	• Third-party water (Other water > 1000 mg/L Total Dissolved Solids)	Megaliters		0	0	0
	• Total third-party water withdrawn	Megaliters	N/A	443	1,017	947
	• Third-party water that is surface water	Megaliters	N/A	443	1,017	947
	• Third-party water that is ground water	Megaliters	N/A	0	0	0
	• Third-party water that is seawater	Megaliters	N/A	0	0	0
	• Third-party water that is produced water	Megaliters	N/A	0	0	0
<b>GRI303-4 Water Discharge <sup>(3)</sup> (5)</b>						
	Total volume of water discharge	Megaliters	9,485	11,040	12,199	11,326
	• Surface water	Megaliters	N/A	8,313	9,524	8,251
	• Ground water	Megaliters	N/A	0	0	0
	• Seawater	Megaliters	N/A	21	33	47
	• Third-party water	Megaliters	N/A	2,707	2,642	3,029
	Total volume of freshwater discharge (≤ 1000 mg/L Total Dissolved Solids)	Megaliters	N/A	5,305	4,272	5,470
	Total volume of other water discharge (> 1000 mg/L Total Dissolved Solids)	Megaliters	N/A	5,735	7,927	5,855

Indicators	Material Aspects	Unit	2018	2019	2020	2021
	Total volume of freshwater discharge in water stressed areas ( $\leq 1000$ mg/L Total Dissolved Solids)	Megaliters	N/A	2,689	1,263	2,120
	Total volume of other water discharge in water stressed areas ( $> 1000$ mg/L Total Dissolved Solids)	Megaliters	N/A	3,604	4,971	3,467
<b>GRI303-5</b>	<b>Water Consumption <sup>(3)</sup></b>					
	Total water consumption	Megaliters	10,398	13,040	12,668	13,905
	Total water consumption in water stressed areas	Megaliters	N/A	6,435	7,063	6,874
	Change in water storage <sup>(5)</sup> ( ) indicates increase in storage volume	Megaliters	N/A	109	(80)	(644)
	Water intensity (Beverage) <sup>(9) (12)</sup>	hL/hL	3.52	4.08	4.15	4.55
	• Water intensity (Distillery)	hL/hL	7.26	7.68	8.79	8.66
	• Water intensity (Brewery)	hL/hL	2.07	2.53	2.64	2.91
	• Water intensity (OISHI) <sup>(12)</sup>	hL/hL	2.97	2.69	3.53	3.94
	• Water intensity (Sermasuk)	hL/hL	3.17	3.57	2.90	2.59
	Water intensity (Beverage - Thailand) <sup>(9) (12)</sup>	hL/hL	3.52	3.83	3.95	3.94
	• Water intensity (Grand Royal Group)	hL/hL	N/A	11.42	10.40	13.47
	• Water intensity (Inver House)	hL/hL	N/A	15.19	10.63	42.68
	Water intensity (Food)	hL/kg	0.22	0.21	0.23	0.26
<b>GRI305-1</b>	<b>Direct (Scope 1) GHG Emissions</b>					
	Direct (Scope 1) GHG emissions	Metric tons CO <sub>2</sub> e	1,109,916	1,432,023	1,388,573	1,327,757
	Gross direct (Scope 1) GHG emissions	Metric tons CO <sub>2</sub> e	883,001	987,933	938,695	833,127
	Biogenic CO <sub>2</sub> emissions <sup>(8)</sup>	Metric tons CO <sub>2</sub> e	226,915	444,090	449,877	494,631

Indicators	Material Aspects	Unit	2018	2019	2020	2021
<b>GRI305-2</b>	<b>Energy Indirect (Scope 2) GHG Emissions</b>					
	Energy indirect (Scope 2) GHG emissions	Metric tons CO <sub>2</sub> e	163,317	186,696	180,966	175,553
<b>GRI305-3</b>	<b>Other Indirect (Scope 3) GHG Emissions <sup>(13)</sup></b>					
	1. Purchased goods and services	Metric tons CO <sub>2</sub> e	N/A	N/A	N/A	880,189
	2. Capital goods	Metric tons CO <sub>2</sub> e	N/A	N/A	N/A	28,054
	3. Fuel and energy related activities	Metric tons CO <sub>2</sub> e	N/A	N/A	N/A	91,984
	4. Upstream transportation and distribution	Metric tons CO <sub>2</sub> e	N/A	N/A	N/A	71,517
	5. Waste generated in operations	Metric tons CO <sub>2</sub> e	N/A	N/A	N/A	3,649
	6. Business travel	Metric tons CO <sub>2</sub> e	N/A	N/A	N/A	N/A
	7. Employee commuting	Metric tons CO <sub>2</sub> e	N/A	N/A	N/A	7,076
	9. Downstream transportation and distribution	Metric tons CO <sub>2</sub> e	N/A	N/A	N/A	42,913
	11. Use of sold products	Metric tons CO <sub>2</sub> e	N/A	N/A	N/A	1,783
	12. End-of-life treatment of sold products	Metric tons CO <sub>2</sub> e	N/A	N/A	N/A	257,215
	15. Investments	Metric tons CO <sub>2</sub> e	N/A	N/A	N/A	23,077
<b>GRI305-4</b>	<b>GHG Emissions Intensity</b>					
	GHG emissions (Scope 1 and Scope 2)	Metric tons CO <sub>2</sub> e	1,046,318	1,174,629	1,119,661	1,008,679
	GHG emissions intensity (Beverage) <sup>(10)</sup>	kg CO <sub>2</sub> e/hL	34.54	35.23	33.48	33.27
	• GHG emissions intensity (Distillery)	kg CO <sub>2</sub> e/hL	133.32	130.15	121.44	110.17
	• GHG emissions intensity (Brewery)	kg CO <sub>2</sub> e/hL	21.68	21.88	22.71	20.74
	• GHG emissions intensity (OISHI)	kg CO <sub>2</sub> e/hL	11.99	15.49	15.18	15.70
	• GHG emissions intensity (Sermasuk)	kg CO <sub>2</sub> e/hL	4.39	4.60	3.65	3.89
	GHG emissions intensity (Beverage - Thailand) <sup>(10)</sup>	kg CO <sub>2</sub> e/hL	34.54	34.41	33.13	33.45

Indicators	Material Aspects	Unit	2018	2019	2020	2021
	• GHG emissions intensity (Grand Royal Group) <sup>(2)</sup>	kg CO <sub>2</sub> e/hL	N/A	61.63	41.71	19.90
	• GHG emissions intensity (Inver House) <sup>(2)</sup>	kg CO <sub>2</sub> e/hL	N/A	60.26	54.48	52.62
	GHG emissions intensity (Food)	kg CO <sub>2</sub> e/kg	0.86	0.85	1.00	1.02
<b>GRI306-3</b>	<b>Waste by Type and Disposal Method <sup>(4)</sup></b>					
	Waste generated	Metric tons	13,473	38,256	37,602	33,356
	• Non-hazardous waste	Metric tons	13,155	38,071	37,434	33,062
	• Hazardous waste	Metric tons	318	185	168	295
	Waste diverted from Disposal	Metric tons	11,587	32,942	33,435	30,033
	• Non-hazardous waste	Metric tons	11,382	32,784	33,327	29,880
	• Hazardous waste	Metric tons	206	158	108	152
	Waste directed to disposal	Metric tons	1,886	5,314	4,166	3,324
	• Non-hazardous waste	Metric tons	1,773	5,287	4,107	3,182
	• Hazardous waste	Metric tons	113	27	60	142
<b>GRI306-4</b>	<b>Waste Diverted from Disposal <sup>(4)</sup></b>					
	Non-hazardous waste - Offsite	Metric tons	11,382	32,784	33,327	29,880
	• Preparation for reuse	Metric tons	121	1,950	2,006	668
	• Recycling	Metric tons	10,051	18,404	18,265	17,241
	• Composting	Metric tons	864	12,194	12,898	11,971
	• Other recovery operations	Metric tons	346	236	158	1
	Hazardous waste - Offsite	Metric tons	206	159	110	152
	• Preparation for reuse	Metric tons	1	6	9	12
	• Recycling	Metric tons	173	93	55	137
	• Recovery	Metric tons	31	59	44	0
	• Other recovery operations	Metric tons	0	1	2	3
<b>GRI306-5</b>	<b>Waste Directed to Disposal <sup>(4)</sup></b>					
	Non-hazardous waste - Offsite	Metric tons	1,773	5,287	4,107	3,182
	• Incineration (with energy recovery)	Metric tons	0	0	0	15

Indicators	Material Aspects	Unit	2018	2019	2020	2021
	• Incineration (without energy recovery)	Metric tons	67	38	23	50
	• Landfilling	Metric tons	1,706	5,238	4,076	2,959
	• Other disposal operations	Metric tons	0	10	8	158
	Hazardous waste - Offsite	Metric tons	113	27	60	142
	• Incineration (with energy recovery)	Metric tons	0	0	0	48
	• Incineration (without energy recovery)	Metric tons	11	1	0	11
	• Landfilling	Metric tons	102	18	34	39
	• Other disposal operations	Metric tons	0	8	26	44
<b>DJSI</b>	<b>Waste by Type and Total Waste Disposed</b>					
	Total waste generated	Metric tons	13,473	38,256	37,602	33,356
	• Total waste used/ recycled/sold	Metric tons	11,587	32,942	33,435	30,033
	• Total waste disposed	Metric tons	1,886	5,314	4,166	3,324
<b>DJSI</b>	<b>Food Loss and Waste Impact <sup>(11)</sup></b>					
	Total food loss and waste generated	Metric tons	N/A	4,036	2,545	2,548
	• Food loss	Metric tons	N/A	887	736	598
	• Food waste	Metric tons	N/A	3,149	1,808	1,950
	Total food loss and waste discarded	Metric tons	N/A	2,097	928	1,015
	Total food loss and waste for alternative purposes	Metric tons	N/A	1,939	1,616	1,533
	• Animal feed	Metric tons	N/A	841	661	539
	• Fertilizer	Metric tons	N/A	0	21	30
	• Fuels	Metric tons	N/A	1,099	933	948
	• By products / Sold to employees (only edible food loss)	Metric tons	N/A	0.00	2.00	0.40
	• Food donation	Metric tons	N/A	0	0	16



Indicators	Material Aspects	Unit	2018	2019	2020	2021
<b>DJSI</b>	<b>Water Consumption Related Data</b>					
	Total municipal water supplies (or from other water utilities)	Megaliters	1,320	1,599	2,293	2,207
	Withdrawal: Surface water (lakes, rivers, etc.)	Megaliters	14,890	18,233	16,904	17,348
	Withdrawal: Groundwater	Megaliters	3,435	4,249	5,670	5,676
	Discharge: Surface water and groundwater returned to the source of extraction at similar or higher quality. <sup>(5)</sup>	Megaliters	812	4,846	3,980	4,022

**Note:**

N/A: Not Applicable

- In 2018-2019, ThaiBev's reporting of environmental performance was expanded to include the following operations:
  - Environmental data from the food group in terms of food production facility located in Ban Bueng, Chonburi.
  - Environmental data in terms of non-alcoholic beverages from S.P.M. Food and Beverage Co., Ltd. (under Sermisuk), 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.
- From FY 2019, ThaiBev's reporting of environmental performance was expanded to include overseas operations in Myanmar (Grand Royal Group) and Scotland (Inver House).
- In 2019, ThaiBev started reporting water and effluents in line with the reporting requirements of GRI 303 (2018). Historical data was recategorized where possible to report as per new requirements.
- From FY2021, ThaiBev has reported waste-related data in line with the reporting requirements of GRI 306-3, 4, and 5 (2020).
- ThaiBev considers water to be returned to the source of extraction at similar or higher quantity to that which it was extracted, based on TDS content in line with the GRI definitions of "freshwater" and "other water."
- ThaiBev has defined water storage as having a significant water-related impact if the storage system is located in a water-stressed area. Values in brackets indicate an increase in water storage volume through the fiscal year.
- Energy intensity does not include consumption of renewable energy sources used to generate electricity that is sold to third parties.
- In 2019, ThaiBev corrected the 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. "Beverage" refers to operations including overseas.
- From FY2021, ThaiBev has reported the volume of food loss and waste in accordance with the Food Loss and Waste Standard. Food loss and waste were classified by type of alternative purposes and waste discarded, consisting of the following 4 groups: beer group, liquor group, non-alcoholic beverages group, and food group.
- Water intensity (Beverage), Water intensity (Beverage-Thailand), and Water intensity (OISHI) have been corrected for FY2020 as an error in reporting of zero discharge was identified.
- From FY2021, ThaiBev started reporting other indirect (Scope 3) GHG emissions in line with the reporting requirements of GRI 305-3, except activities 8, 10, 13, and 14, Which are not relevant to ThaiBev.

## Social Performance

Indicators	Material Aspects	Unit	2018		2019		2020		2021	
			Male	Female	Male	Female	Male	Female	Male	Female
GRI 102-8	Total Number of Employees									
	ThaiBev Group									
	Total	Persons	24,538	17,013	25,889	19,974	26,723	20,926	25,218	18,204
	Management level	Persons	1,477	947	1,655	1,061	1,751	1,124	1,629	1,196
	Employee level	Persons	23,061	16,066	24,234	18,913	24,972	19,802	23,589	17,008
GRI 401-1	New Employee Hires and Employee Turnover									
	ThaiBev Group									
	Total new employee hires	Persons	9,667		9,578		5,060		2,636	
	• Beverage <sup>(6)</sup>	Persons	7,523		7,439		4,460		2,224	
	• Food <sup>(6)</sup>	Persons	2,144		2,139		600		412	
	Total turnover	Persons	4,648		7,783		8,205		5,432	
	• Beverage <sup>(6)</sup>	Persons	3,043		6,022		6,971		3,051	
	• Food <sup>(6)</sup>	Persons	1,605		1,761		1,234		2,381	
	Total voluntary turnover	Persons	3,920		7,290		6,896		3,457	
	• Beverage <sup>(6)</sup>	Persons	2,399		5,586		5,691		2,066	
	• Food <sup>(6)</sup>	Persons	1,521		1,704		1,205		1,391	
GRI 404-1	Average Hours of Training per Year per Employee by Gender, and by Employee Category									
	ThaiBev Group									
	Total executive level	Average training hour/head/year	51.41		21.34		8.14		21.71	
	Total middle management	Average training hour/head/year	62.71		48.11		25.04		31.90	
	Total department head/supervisor	Average training hour/head/year	58.12		38.67		25.63		28.02	
	Total senior officers	Average training hour/head/year	35.72		18.13		24.47		25.21	
	Total officers	Average training hour/head/year	5.09		6.07		13.86		14.66	

Indicators	Material Aspects	Unit	2018		2019		2020		2021	
			Male	Female	Male	Female	Male	Female	Male	Female
GRI 404-3	Percentage of Employees Receiving Regular Performance and Career Development Reviews, by Gender, and by Employee Category									
	ThaiBev Group <sup>(3)</sup>									
	Total employee	Persons	31,549		32,989		29,085		34,816	
	Total employee (by gender)	Persons	20,470	11,079	21,571	11,418	19,214	9,871	22,023	12,793
		Percent	100	100	100	100	100	100	100	100
	Total executive level (level 13 and above) <sup>(4)</sup>	Persons	60		202		190		255	
		Percent	100		100		100		100	
	Total management level (level 8-12) <sup>(4)</sup>	Persons	2,266		2,456		2,514		2,570	
		Percent	100		100		100		100	
	Total officer level (level 1-7) <sup>(4)</sup>	Persons	29,223		30,331		31,255		31,991	
		Percent	100		100		100		100	
	GRI 413-1	Operations with Local Community Engagement, Impact Assessments, and Development Programs <sup>(5)</sup>								
	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 for which there are various reasons such as contract, retirement, and death during work.
- Voluntary turnover is calculated from employees of job level 1-15 who voluntarily resigned due to various reasons.
- Percentage of employees receiving regular performance and career development reviews are considered from all eligible employees based on the requirements of each company 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 re-categorized as executive level, management level, and officer level.
  - In 2018, executive levels are employees level 15 and above.
  - In 2018, management levels are employees level 8-14.
  - In 2018, officer levels are employees level 1-7.
- In 2018-2020, 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).
- In 2021, total number of new employee hires and employee turnover are re-categorized as ThaiBev Group, Beverage, and Food.

## Occupational Health and Safety Summary Reporting Indicator

Indicators	Material Aspects	Unit	2018	2019	2020	2021
<b>GRI Indicators</b>						
<b>GRI 403-8 (2018)</b>	<b>Workers Covered by an Occupational Health and Safety Management System</b>					
	1. Employee	Persons	41,551	45,863	47,649	43,422
		Percent	100	100	100	100
	2. Non-employee worker	Persons	N/A	21,545	46,755	71,657
		Percent	N/A	100	100	100
<b>GRI 403-9 (2018)</b>	<b>Work-Related Injuries</b>					
	Fatalities					
	1. Employee					
	• Number of cases	Persons	5	1	2 <sup>(6)</sup>	2
	• Rate	Per 1,000,000 Hours	N/A	0.01	0.02 <sup>(6)</sup>	0.02
	2. Non-employee worker					
	• Number of cases	Persons	0	0	0	1
	• Rate	Per 1,000,000 Hours	0	0	0	0.07
	High-consequence work-related injuries (excluding fatalities)					
	1. Employee					
	• Number of cases	Persons	N/A	7	4	8
	• Rate	Per 1,000,000 Hours	N/A	0.07	0.04	0.07
	2. Non-employee worker					
	• Number of cases	Persons	N/A	0	0	0
	• Rate	Per 1,000,000 Hours	N/A	0	0	0

Indicators	Material Aspects	Unit	2018	2019	2020	2021
Recordable work-related injuries						
1. Employee						
• Number of cases	Persons	N/A		259	280	238
• Rate	Per 1,000,000 Hours	N/A		2.63	2.56	2.06
2. Non-employee worker						
• Number of cases	Persons	N/A		29	51	13
• Rate	Per 1,000,000 Hours	N/A		2.51	2.40	0.90
Lost-Time Injury Frequency Rate (LTIFR)						
• Employee	Per 1,000,000 Hours	1.36		1.67	1.71	1.43
• Non-employee worker	Per 1,000,000 Hours	0.89		1.73	1.74	0.69
<b>GRI 403-10 (2018)</b>	Work-related ill health					
	Recordable work-related ill health					
	1. Employee					
	• Number of cases	Persons	0	3	2	2
	• Rate	Per 1,000,000 Hours	0.00	0.03	0.02	0.02
	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

**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 2019, ThaiBev Group reported work-related injury based on severity of injury based on GRI 403 (2018).
3. In 2019, ThaiBev Group work-related injury covered contractors working on-site and non-employee workers.
4. Work-related injury data from 2017-2018 has been recalculated from rate per 200,000 working hours to per 1,000,000 working hours.
5. Work-related ill health is reported based on cases with occupational physician's confirmation.
6. Employee fatality data 2020 has been restated from 3 cases to 2 cases due to non-work related nature.



# LR Independent Assurance Statement

## Relating to Thai Beverage Public Company Limited's Sustainability Report for the fiscal year 2021 (1<sup>st</sup> October 2020 – 30<sup>th</sup> September 2021)

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 Limited (LR) was commissioned by Thai Beverage Public Company Limited (ThaiBev), to provide independent assurance on its Sustainability Report ("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 LR's verification procedure. LR's verification procedure is based on current best practice, is in accordance with ISAE 3000<sup>1</sup> and uses the following principles of - inclusivity, materiality, responsiveness and reliability of performance data.

Our assurance engagement covered ThaiBev's operations and activities in Thailand, Myanmar, and United Kingdom specifically the following requirements:

- Confirming that the report is in accordance with: GRI Standards (2016) and core option
- Evaluating the reliability of data and information for only the selected environmental and social indicators listed below:
  - Economic: GRI 201-3 Direct economic value generated and distributed (community investment)
  - Environmental: GRI 302-1 Energy consumption within the organization, GRI 302-3 Energy intensity, GRI 303-3 (2018 edition) Water withdrawal, GRI 303-4 (2018 edition) Water discharge, GRI 303-5 (2018 edition) Water consumption, GRI 305-1 Direct (Scope 1) GHG emissions, GRI 305-2 Energy indirect (Scope 2) GHG emissions, GRI 305-5 Other indirect GHG emissions (Selected Scope 3), GRI 305-4 GHG emissions intensity, GRI 306-3 (2020 edition) Waste generated, GRI 306-4 (2020 edition) Waste diverted from disposal and GRI 306-5 (2020 edition) Waste directed to disposal included food loss and food waste.
  - Social: GRI 403-8 (2018 edition) Workers covered by an occupational health and safety management system, GRI 403-9 (2018 edition) Work-related injuries, GRI 403-10 (2018 edition) Work-related ill health, 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 and non- GRI Vulnerability Assessment for IT security.

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

LR's responsibility is only to ThaiBev. LR 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.

### LR's Opinion

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

- Met the requirements above
- Disclosed reliable performance data and information as no errors or omissions were detected
- 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. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

### LR's approach

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

- Assessing ThaiBev's approach to stakeholder engagement to confirm that issues raised by stakeholders were captured correctly. We did this by interviewing ThaiBev's Management who engage directly with stakeholder groups as well as reviewing documents and associated records.

<sup>1</sup> GHG quantification is subject to inherent uncertainty.



Lloyd's  
Register

- Auditing ThaiBev's data management systems to confirm that there were no significant errors, omissions or mis-statements in the data. We did this by reviewing the effectiveness of data handling procedures, instructions and systems, including those for internal verification. We also spoke with those key people responsible for compiling the data and drafting the report.
  - Collaboration of the third-party report for ThaiBev's IT security Vulnerability Assessment in February 2021.
  - Confirming the reliability of the selected specific standards' data by sampling evidence at:
    - Spirit & Beer Group:
      - Fueng Fuanant Company Limited, Prachinburi Province, Thailand
    - Non-Alcoholic Beverage Group:
      - Semsak Public Company Limited, Nakhon Pathom and Nakhon Ratchasima, Thailand
      - Oishi Trading Company Limited, Saraburi Province, Thailand
    - Supply Chain Management Operations:
      - Thai Beverage Energy Company Limited, Prachinburi Province, Thailand
      - Thai Beverage Recycle Company Limited, Nakhon Ratchasima Province, Thailand
      - Thai Beverage Logistics Company Limited, Chonburi Province, Thailand
- Note:**
1. LR 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. Data for United Kingdom and Myanmar were 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 revalidate material issues; the 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.
- **Responsiveness:**  
ThaiBev and its subsidiaries have processes for responding to various stakeholder groups. We believe that ThaiBev should address further on Food waste management through its stakeholder groups, typically with supply chains and operations.
- **Reliability**  
Data management systems are established and centralized for the data and information collection and calculation associated with the selected GRI indicators.

## LR's standards, competence and independence

LR 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 LR for ThaiBev and as such does not compromise our independence or impartiality.

Dated: 14 November 2021

Opatt Charuratana

LR Lead Verifier

On behalf of Lloyd's Register Quality Assurance Ltd  
Lloyd's Register International (Thailand) Limited  
22<sup>nd</sup> Floor, Srinrat Building, 3388/78 Rama IV Road  
Klongton, Klongtoey, Bangkok 10110 THAILAND  
LR reference: BGR000000685/C

Lloyd's Register Group Limited, its affiliates and subsidiaries, including Lloyd's Register Quality Assurance Limited (LRQA), and their respective officers, employees or agents are, individually and collectively, referred to in this clause as 'Lloyd's Register'. Lloyd's Register assumes no responsibility and shall not be liable to any person for any loss, damage or expense caused by reliance on the information or advice in this document or howsoever provided, unless that person has signed a contract with the relevant Lloyd's Register entity for the provision of this information or advice and in that case any responsibility or liability is exclusively on the terms and conditions set out in that contract.

The English version of this Assurance Statement is the only valid version. Lloyd's Register Group Limited assumes no responsibility for versions translated into other languages.

This Assurance Statement is only valid when published with the Report to which it refers. It may only be reproduced in its entirety.

Copyright © Lloyd's Register Quality Assurance Limited, 2021. A member of the Lloyd's Register Group.



## GLOSSARY

Term	Definitions	pages
Backwashing	The process of pumping water backwards through filter media to remove impurities.	
Biofuel	A fuel that is produced from biomass and is considered as renewable energy.	
Carbon Dioxide Equivalent (CO <sub>2</sub> e)	Term for reporting emission quantities of the six greenhouse gases in terms of carbon dioxide.	
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 their ecological footprint and contribution to global warming. The carbon footprint is expressed as the carbon dioxide equivalent per product (CO <sub>2</sub> e).	
Carbon Footprint Organization	The amount of greenhouse gases that are emitted from activities of the organization, such as fuel combustion, electricity consumption, waste management, and transportation. The amount is in the form of Carbon Dioxide Equivalent (CO <sub>2</sub> e).	
Carbon Footprint Product	A label that indicates the quantity of GHG emissions released per product or service, facilitating decision-making of consumers wishing to minimize their ecological footprint and contribution to global warming. The carbon footprint is expressed as the carbon dioxide equivalent per product (CO <sub>2</sub> e).	
Carbon Footprint of Products (CFP)	is defined as Greenhouse Gas emissions (GHG) of a product through its life cycle stages, including material acquisition, production process, distribution, usage and waste management at its end of life as well as relevant transportation in each stage of the product. The CFP quantifies the GHG emissions terms of carbon dioxide equivalent (CO <sub>2</sub> e) and could be used as labeling information disclosed on products and services for facilitating decision in choosing products and services for consumers that are concerned about their global warming and climate change impacts.	
Carbon Footprint Reduction	A label that displays the reduction of carbon emissions that have been achieved during the production, distribution, use, and disposal of a product.	
Critical supplier	Suppliers who are vital to business operations and its successes, such as major raw materials suppliers, suppliers with high sales value, and irreplaceable suppliers.	
Distillery Slop/Vinasse	By-product from the spirits distillation process.	
Environmental, Social and Governance (ESG)	A set of standards for the company's operations that socially conscious investors use to screen potential investments. ESG criteria are an increasingly popular way for investors to evaluate companies in which they might want to invest.	
Geomorphology	Format or pattern of earth crust that has various appearances, such as mountains, highlands, lowlands, etc.	
Greenhouse Effect	A natural condition in which the Earth's atmosphere acts as a giant mirror, letting short waves pass through to the Earth's surface and emitting infrared radiation in the wavelength range emitted by Earth. It then reflects thermal energy within Earth's atmosphere and surface, creating ambient conditions on earth suitable for life.	
Greenhouse Gases (GHGs)	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 <sub>2</sub> ), Methane (CH <sub>4</sub> ), Nitrous Oxide (N <sub>2</sub> O), Hydrofluorocarbons (HFCs), Perfluorocarbons (PFCs), Sulfur hexafluoride (SF <sub>6</sub> ), Ozone (O <sub>3</sub> ), and chlorofluorocarbons (CFCs). Currently, there is an increasing concentration of greenhouse gases in the atmosphere, leading to the Earth's surface increasing in temperature from the Greenhouse Effect.	
Hectoliter	A metric unit equivalent to one hundred liters (100 L).	
Innovation	New ideas, processes, or inventions that are applied or utilized to further satisfy business needs, such as efficiency and effectiveness.	
Life Cycle Assessment (LCA)	Life Cycle Assessment is an analysis and assessment process of the environmental impacts that a product has throughout its lifespan; from extraction of raw materials, production process, transportation and distribution, product utilization, reuse and recycle, and post-consumption waste management of the product. This indicates the amount of energy and raw materials involved, together with waste that is released back to nature, which can impact ecological systems and community health in order to find a way to decrease product's environmental impact and optimize efficiency of resources used.	
Low Carbon Products	Products with low embedded emissions that contribute to the transition of a low carbon economy (e.g. products required less raw material during the production process).	

Term	Definitions	pages
Nationally Determined Contributions (NDCs)	form the basis for countries to achieve the objectives of the Paris Agreement. They contain information on targets and policies and measures for reducing national emissions and on adapting to climate change impacts. NDCs also contain information on either the needs for or the provision of, finance, technologies, and capacity building for these actions. Countries are expected to communicate new or updated NDCs every five years starting from 2020.	
Once Through Boiler	A boiler in which water flows, without recirculation, sequentially through the economizer, furnace wall, and evaporating and superheating tubes.	
Online-to-offline	Online-to-offline (O2O) commerce is a business model that draws potential customers from online channels to make purchases in physical stores.	
Renewable Energy	Energy from sources that can be replenished at a reasonable rate, such as wastewater, solar, wind, etc.	
Representative Concentration Pathways (RCPs)	Climate-related scenarios that include time series of emissions and concentrations of the full suite of greenhouse gases (GHGs) and aerosols and chemically active gases, as well as land use/land cover. RCPs can be used to predict future possible climate-related scenarios based on the trajectory of greenhouse gas concentrations.	
Reverse Osmosis	Reverse osmosis (RO) is a water-filtration process through membrane filters where pressure forces water molecules to move from higher concentration passing through semipermeable membranes to a lower concentration; it is the opposite of the osmosis process.	
Strategic supplier	Suppliers with high purchase values annually and have impacts on business operations, according to the Kraljic Matrix Principle.	
Sustainable Development Scenario (SDS)	presents the most desirable scenario in terms of human and global safety whereby nations work together to successfully limit climate change to “well below 2°C”, by transforming the energy market and addressing air pollution.	
Task Force on Climate-Related Financial Disclosures (TCFD)	An organization with the goal of developing a set of voluntary climate-related financial risk disclosures. These disclosures would ideally be adopted by companies which would help inform investors and other members of the public about the risks they face related to climate change. The organization was formed by the Financial Stability Board (FSB) as a means of coordinating disclosures among companies impacted by climate change. According to the organization’s website, the disclosure recommendations are structured around four thematic areas that represent core elements of how organizations operate: governance, strategy, risk management, and metrics and targets.	
Waste Database	A tool that is developed through the collection of interrelated data, with the objective of processing, analyzing, and interpreting, making projections, reports, and handling statistical data on the management of solid waste.	
Water Demand	Demands for water consumption.	
Water Sustainability Assessments (WSA)	A detailed assessment performed at sites to study the interaction of stakeholders in the region with local water sources. The assessment studies on-site practices and their impacts on the water body and other stakeholders, as well as the practice of other stakeholders. Environmental data such as meteorology, terrain, and aquifers are also studied to predict the sustainability of water supply in the region at the current time and in the future.	
Watershed	The area that is surrounded by water boundary and collects water from major rivers on that basin. When it rains the water will flow from the watershed to different levels of water body, from sub-order, order to mainstream, and finally to the outlet level where water releases to the estuary.	
Water supply	The ability to provide water.	
Watt	Power measuring unit indicating the energy consumption rate of any particular equipment or appliance.	
Wetland	Wetland is a natural wastewater treatment system. Its advantages include no sophistication, does not require high wastewater treatment technology, high efficiency in treatment of organic substances, Nitrogen, Phosphorus, suspended solids, and heavy metals. It is also less costly in terms of system construction, operation, and maintenance. This wastewater treatment uses natural process in combination with cropping such as sedge grass, vetiver grass, Bulrush, and reed.	

# GRI Content Index

## GRI 102: General Disclosure 2016

Disclosure	Page/Website	Omission/ Note	External Assurance
<b>Organizational Profile</b>			
102-1 Name of the organization	14-15	-	-
102-2 Activities, brands, products, and services	14-15	-	-
102-3 Location of headquarters	14-15	-	-
102-4 Location of operations	14-15	-	-
102-5 Ownership and legal form	-	-	-
102-6 Markets served	14-15	-	-
102-7 Scale of the organization	-	-	-
102-8 Information on employees and other workers	-	-	-
102-9 Supply chain	34-35	-	-
102-10 Significant changes to the organization and its supply chain	-	-	-
102-11 Precautionary Principle or approach	58-63	-	-
102-12 External initiatives	14-15	-	-
102-13 Membership of associations	-	-	-
<b>Strategy</b>			
102-14 Statement from senior decision-maker	5, 7	-	-
102-15 Key impacts, risks, and opportunities	44-49, 58-63	-	-
<b>Ethics and Integrity</b>			
102-16 Values, principles, standards, and norms of behaviour	24-31, 36-43	-	-
102-17 Mechanisms for advice and concerns about ethics	24-43, 58-63	-	-

Disclosure	Page/Website	Omission/ Note	External Assurance
<b>Governance</b>			
102-18 Governance structure	24-31, 36-43	-	-
102-19 Delegating authority	24-31	-	-
102-20 Executive-level responsibility for economic, environmental, and social topics	-	-	-
102-25 Conflict of interest	36-43	-	-
102-28 Evaluating the highest governance body's performance	-	-	-
102-29 Identifying and managing economic, environmental, and social impacts	-	-	-
102-30 Effectiveness of risk management process	24-31	-	-
102-32 Highest governance body's role in sustainability reporting	24-31	-	-
<b>Stakeholder Engagement</b>			
102-40 List of stakeholder groups	24-31	-	-
102-41 Collective bargaining agreements	-	-	-
102-42 Identifying and selecting stakeholders	-	-	-
102-43 Approach to stakeholder engagement	24-31	-	-
102-44 Key topics and concerns raised	24-31	-	-
<b>Reporting Practice</b>			
102-45 Entities included in the consolidated financial statements	-	-	-
102-46 Defining report content and topic Boundaries	12-13	-	-
102-47 List of material topics	24-31	-	-
102-48 Restatements of information	-	-	-
102-49 Changes in reporting	12-13	-	-
102-50 Reporting period	12-13	-	-
102-51 Date of most recent report	-	-	-

Disclosure	Page/Website	Omission/ Note	External Assurance
102-52 Reporting cycle	12-13	-	-
102-53 Contact point for questions regarding the report	12-13	-	-
102-54 Claims of reporting in accordance with the GRI Standards	-	-	-
102-55 GRI content index	262-271	-	-
102-56 External assurance	258-259	-	-

## Material Topics

GRI Standard	Disclosure	Page/ Website	Omission/ Note	External Assurance
<b>Economic</b>				
<b>Consumer Health &amp; Safety</b>				
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its boundary	132-137	-	-
	103-2 The management approach and its components	132-137	-	-
	103-3 Evaluation of the management approach	132-137	-	-
GRI 416: Customer health and safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	132-137	-	-
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	132-137	-	-
<b>Business Partners Capability Development</b>				
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its boundary	138-143	-	-
	103-2 The management approach and its components	138-143	-	-
	103-3 Evaluation of the management approach	138-143	-	-
<b>Data Security &amp; Privacy</b>				
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its boundary	64-67	-	-
	103-2 The management approach and its components	64-67	-	-
	103-3 Evaluation of the management approach	64-67	-	-
GRI 418: Customer privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	64-67	-	-

GRI Standard	Disclosure	Page/ Website	Omission/ Note	External Assurance
<b>Health &amp; Nutrition</b>				
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its boundary	132-137	-	-
	103-2 The management approach and its components	132-137	-	-
	103-3 Evaluation of the management approach	132-137	-	-
GRI 417: Marketing and labelling 2016	417-1 Requirements for product and service information and labelling	132-137	-	-
	417-2 Incidents of non-compliance concerning product and service information and labelling	132-137	-	-
<b>Corporate Governance, Business Ethics &amp; Risk Management</b>				
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its boundary	36-43	-	-
	103-2 The management approach and its components	36-43	-	-
	103-3 Evaluation of the management approach	36-43	-	-
GRI 201: Economic performance 2016	201-1 Direct economic value generated and distributed	36-43	-	-
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its boundary	36-43	-	-
	103-2 The management approach and its components	36-43	-	-
	103-3 Evaluation of the management approach	36-43	-	-
GRI 205: Anti-corruption 2016	205-2 Communication & training about anti-corruption policies & procedures	36-43	-	-
	205-3 Confirmed incidents of corruption and actions taken	36-43	-	-
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its boundary	36-43	-	-
	103-2 The management approach and its components	36-43	-	-
	103-3 Evaluation of the management approach	36-43	-	-
GRI 415: Public Policy 2016	415-1 Political contributions	36-43	-	-
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its boundary	36-43	-	-
	103-2 The management approach and its components	36-43	-	-
	103-3 Evaluation of the management approach	36-43	-	-
GRI 419: Socioeconomic compliance 2016	419-1 Non-compliance with laws and regulations in the social and economic area	36-43	-	-

GRI Standard	Disclosure	Page/ Website	Omission/ Note	External Assurance
<b>Innovation</b>				
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its boundary	5	-	-
	103-2 The management approach and its components	5, 34-35	-	-
	103-3 Evaluation of the management approach	5, 20-21	-	-
<b>Sustainable Supply Chain</b>				
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its boundary	50-57	-	-
	103-2 The management approach and its components	50-57	-	-
	103-3 Evaluation of the management approach	50-57	-	-
GRI 204: Procurement practices 2016	204-1 Proportion of spending on local suppliers	50-57	-	-
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its boundary	50-57	-	-
	103-2 The management approach and its components	50-57	-	-
	103-3 Evaluation of the management approach	50-57	-	-
GRI 308: Supplier environmental assessment 2016	308-1 New suppliers that were screened using environmental criteria	50-57	-	-
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its boundary	50-57	-	-
	103-2 The management approach and its components	50-57	-	-
	103-3 Evaluation of the management approach	50-57	-	-
GRI 414: Supplier social assessment 2016	414-1 New suppliers that were screened using social criteria	50-57	-	-
<b>Environment</b>				
<b>Energy Management</b>				
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its boundary	78-83	-	-
	103-2 The management approach and its components	78-83	-	-
	103-3 Evaluation of the management approach	78-83	-	-
GRI 302: Energy 2016	302-1 Energy consumption within the organization	78-83	-	✓
	302-3 Energy intensity	78-83	-	✓
	302-5 Reductions in energy requirements of products and services	78-83	-	-



GRI Standard	Disclosure	Page/ Website	Omission/ Note	External Assurance
<b>Climate Strategy</b>				
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its boundary	72-77	-	-
	103-2 The management approach and its components	72-77	-	-
	103-3 Evaluation of the management approach	72-77	-	-
GRI 201: Economic performance 2016	201-2 Financial implications and other risks and opportunities due to climate change	72-77	-	-
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its boundary	72-77	-	-
	103-2 The management approach and its components	72-77	-	-
	103-3 Evaluation of the management approach	72-77	-	-
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	72-77	-	✓
	305-2 Energy indirect (Scope 2) GHG emissions	72-77	-	✓
	305-3 Other indirect (Scope 3) emissions	72-77	-	✓
	305-4 GHG emissions intensity	72-77	-	✓
<b>Waste, Packaging &amp; the Circular Economy</b>				
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its boundary	92-97	-	-
	103-2 The management approach and its components	92-97	-	-
	103-3 Evaluation of the management approach	92-97 102-107	-	-
GRI 301: Materials 2016	301-2 Recycled input materials used	92-97	-	-
	301-3 Reclaimed products & their packaging materials	92-97	-	-
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its boundary	102-107	-	-
	103-2 The management approach and its components	102-107	-	-
	103-3 Evaluation of the management approach	102-107	-	-
GRI 306: Waste 2020	306-3 Waste generated	102-107	-	✓
	306-4 Waste diverted from disposal	102-107	-	✓
	306-5 Waste directed to disposal	102-107	-	✓

GRI Standard	Disclosure	Page/ Website	Omission/ Note	External Assurance
<b>Water Stewardship</b>				
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its boundary	84-91	-	-
	103-2 The management approach and its components	84-91	-	-
	103-3 Evaluation of the management approach	84-91	-	-
GRI 303: Water and effluents 2018	303-1 Interactions with water as a shared resource	84-91	-	-
	303-2 Management of water discharge-related impacts	84-91	-	-
	303-3 Water withdrawal	84-91	-	✓
	303-4 Water discharge	84-91	-	✓
	303-5 Water consumption	84-91	-	✓
<b>Social</b>				
<b>Corporate Consumer Accountability</b>				
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its boundary	138-143	-	-
	103-2 The management approach and its components	138-143	-	-
	103-3 Evaluation of the management approach	138-143	-	-
<b>Community Development &amp; Partnerships</b>				
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its boundary	144-243	-	-
	103-2 The management approach and its components	144-243	-	-
	103-3 Evaluation of the management approach	144-243	-	-
GRI 203: Indirect economic impacts 2016	203-1 Infrastructure investments and services supported	144-243	-	-
	203-2 Significant indirect economic impacts	144-243	-	-

Disclosure	Disclosure	Page/ Website	Omission/ Note	External Assurance
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its boundary	144-243	-	-
	103-2 The management approach and its components	144-243	-	-
	103-3 Evaluation of the management approach	144-243	-	-
GRI 413: Local communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	144-243	-	✓

#### Human Capital Development

GRI 103: Management approach 2016	103-1 Explanation of the material topic and its boundary	122-131	-	-
	103-2 The management approach and its components	122-131	-	-
	103-3 Evaluation of the management approach	122-131	-	-
GRI 404: Training and education 2016	404-1 Average hours of training per year per employee	122-131	-	✓
	404-2 Programs for upgrading employee skills and transition assistance program	122-131	-	-
	404-3 Percentage of employees receiving regular performance and career development reviews	122-131	-	✓
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its boundary	122-131	-	-
	103-2 The management approach and its components	122-131	-	-
	103-3 Evaluation of the management approach	122-131	-	-
GRI 405: Diversity and equal opportunity 2016	405-1 Diversity of governance bodies and employees	122-131	-	-

#### Talent Attraction & Retention

GRI 103: Management approach 2016	103-1 Explanation of the material topic and its boundary	122-131	-	-
	103-2 The management approach and its components	122-131	-	-
	103-3 Evaluation of the management approach	122-131	-	-
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	122-131	-	-

Disclosure	Disclosure	Page/ Website	Omission/ Note	External Assurance
<b>Employee Wellbeing</b>				
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its boundary	110-115	-	-
	103-2 The management approach and its components	110-115	-	-
	103-3 Evaluation of the management approach	110-115	-	-
GRI 403: Occupational health and safety 2018	403-1 Occupational health and safety management system	110-115	-	-
	403-2 Hazard identification, risk assessment and incident investigation	110-115	-	-
	403-3 Occupational health services	110-115	-	-
	403-4 Worker participation, consultation, and communication on occupational health and safety	110-115	-	-
	403-5 Worker training on occupational health and safety	110-115	-	-
	403-6 Promotion of worker health	110-115	-	-
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	110-115	-	-
	403-8 Workers covered by an occupational health and safety management system	110-115	-	✓
	403-9 Work-related injuries	110-115	-	✓
	403-10 Work-related ill health	110-115	-	✓
<b>Human Rights</b>				
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its boundary	116-121	-	-
	103-2 The management approach and its components	116-121	-	-
	103-3 Evaluation of the management approach	116-121	-	-
GRI 412: Human rights assessment 2016	412-1 Operations that have been subject to human rights reviews or impact assessments	116-121	-	-
	412-2 Employee training on human rights policies or procedures	116-121	-	-

## ThaiBev Sustainability Report 2021 Feedback Form

Thank you for your interest in ThaiBev's Sustainability Report 2021. Your feedback is important to us. It helps us to improve our overall sustainability performance and future reporting.

Please complete the feedback form and send us your views. Email your comments to: [sustainability@thaibev.com](mailto:sustainability@thaibev.com)  
Alternatively, mail your comments to:

Center of Excellence

14 Sangsom 1 Building, Vibhavadi Rangsit Road, Chomphon Sub-district, 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 ticking ✓ the following topic, where 5 is Excellent and 1 is poor)

Topic	1	2	3	4	5
2.1 Our Sustainability Approach	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.2 Economic Performance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.3 Environmental Performance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.4 Social Performance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.5 Other, please state:.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

3. Please rate the content and quality of ThaiBev's Sustainability Report 2021 by the following criteria, where 5 is Excellent and 1 is poor\*

Topic	1	2	3	4	5
3.1 Balance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.2 Clarity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.3 Comparability	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.4 Materiality/Relevance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.5 Completeness	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.6 Accuracy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.7 Transparency	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.8 Structure	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.9 Design and Layout	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please provide any other comments on our sustainability performance and reporting.





This document is printed with eco-friendly soy ink on environmentally friendly high-quality paper.



GPS : N 13° 48' E 100° 33'



Thai Beverage Public Company Limited

14 Vibhavadi Rangsit Road, Chomphon Sub-district, Chatuchak District, Bangkok 10900, THAILAND

Tel. +66 2 785 5555 Fax +66 2 272 3026 [www.thaibev.com](http://www.thaibev.com)