



# THAIFOODS GROUP

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รายงานความยั่งยืน  
ประจำปี 2564

SUSTAINABILITY REPORT

# 2021

บริษัท ไทยฟู้ดส์ กรุ๊ป จำกัด (มหาชน)





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# Message from the Chief Executive Officer

In 2021, Thaifoods has reached the 21<sup>th</sup> anniversary of business operation in producing integrated food products with quality at reasonable prices for consumers. This is the pride of the management and all employees who have joined altogether in developing the organization to grow up to the present time under the intention of delivering “Quality food Quality life” to consumers.

The pandemic situation that affects the global economy causes Thaifoods to face challenges in driving the organization towards the strength and competitiveness to appropriately respond to the changes.

The Company's strategies, goals and policies approved by the Board of Directors are for enabling the Company to drive sustainable business operation along with good corporate governance through environmental, social and governance (ESG) principles. This is to respond to the needs of stakeholders, to create value in the business of the organization and to create competitiveness that affects sustainable business growth under transparent, verifiable business operation including focusing on building strength for society to create a quality society. In addition, Thaifoods also promotes operation that reduce environmental impact, especially by reducing carbon emission.



Based on the commitment of operation, in 2021, the Company has achieved significant sustainability performance. We have been continuously assessed from the Corporate Governance Survey of Listed Companies as “very good” for the 5<sup>th</sup> consecutive year from the Thai Institute of Directors and was selected to be on the list of “Sustainable Stocks” for the 3<sup>rd</sup> consecutive year from the Stock Exchange of Thailand including receiving an honorary award Sustainability Disclosure Recognition for the 2<sup>nd</sup> consecutive year from Thaipat Institute and was ranked as one of the 100 outstanding listed securities in environment, society, and governance (ESG100) from Thaipat Institute. In addition, this year, the Company participated in the project of honoring outstanding ethics with the Thai Chamber of Commerce for the first time and received an award of “Company with outstanding code of conduct” showing that the Company has always complied with the principles of good corporate governance.

Amidst the rapidly changing business situation, Thaifoods remains confident in performing the operation in farm business group, factory business group, animal health business group, and new product development business based on the good corporate governance principles focusing on growing altogether with all stakeholders sustainably

Mr. Winai Teawsomboonkij  
Chief Executive Officer  
Thaifoods Group Public Company Limited

# Knowing Thaifoods



## **Vision:**

To be the manufacturer of quality and safe food based on the international standards.

## **Goal:**

The organization grows steadily and sustainably in all aspects on a balance basis.

## **Missions**

### Management

- Transparent and auditable management
- Responsible for society, suppliers, employees and shareholders
- Produce safe and quality products

### Innovation

- Create innovations and new technologies
- Develop products and distribution channels

### Development

- Continuously develop personnel to be professional
- Develop an internal management system according to international standards
- Develop information systems for strategic management

# TFG DNA



Integrity



Responsibility



Expert



Work Hard



Good Coordination



Discipline



Care for an environment

## Integrity

Hold on to the right things and justice with honesty and reliability.

## Responsibility

Be determined to perform duties with a heart for a successful work goal.

## Expert

Our employees are the experts on various lines that bring the talent of changing ways of thinking and operating methods. Coordinate for success, appreciate, know widely, and be able to fix and improve continuously.

## Work Hard

Willful, determined, patient and diligent in achieving the success of work.

## Good Coordination

Good coordination with the team, both internal and external, to achieve the goal together.

## Discipline

Strictly comply with the guidelines of the company's regulations.

## Care for an environment

Care and concern for the environment and society with an international standard system to contribute to sustainable development.

# Thaifoods business

Thaifoods Group Public Company Limited or “Thaifoods” is a fully integrated agro-industry and food manufacturer specializing in chicken and swine production starting from feed business, farm business, food and processed product business, and distribution business to reach consumers. Thaifoods’ production and distribution processes employ innovative, standardized, and safe production with modern technology. The traceability can be done in every process of the production from raw materials of animal feed production, animal farm and food production. All are based on the mitigation of environmental and community impacts including supporting sustainable society so that we can grow altogether in a sustainable way



### **Animal feed business**

We produce and distribute finished animal feeds for land animals (chicken, pigs, cattle, goats, ducks, quails, crickets) in pellets, powder and concentrate feed.

### **Hatchery, chicken farm and swine farm business**

We do hatchery for raising chicks, broiler farm, piglet breeding farm, and fattening pig farms by selecting suitable farms, promoting and supporting the farms of small-scale farmers in the country to grow altogether.

### **Food business**

Production and distribution of chicken parts and pig parts, processed meat and cooked meat.

### **Supporting Business for Sustainability**

The supporting businesses support the main business which can create sustainability and environmental care are such as meat and bone pounding factory, sauce and beverage factory, factory to produce and sell packaging for animal feed and agricultural equipment. Research and Development Center for feed ingredients, Research and Development Center for animal husbandry, Research and Development Center for food innovation, clean energy business, medical business, etc.

### **Thaifoods Fresh Market**

Distribution channels to increase consumer choices in food access.

## Business operation areas

### Business in Thailand



FARM  
FACTORY  
STATION  
SHOP

### Business in Vietnam



FACTORY  
FARM

### Business in foreign countries



Japan	Bangladesh	China	Kuwait	Ireland	Australia
Taiwan	Malaysia	Denmark	Peru	USA	Poland
Netherlands	Mongolia	Germany	South Korea	Mauritius	UAE
UK	France	Pakistan			

## Growth of Thaifoods



# Summary of key operational performance

## Key operational performance in economic, social and environmental aspects for the year 2021



- Net sales : **35,505.71 million baht**
- Dividends to shareholders : **588.8 million baht**
- Paid income tax : **545.62 million baht**
- Production volume of Broilers : **1,553.25 Million**
- Production volume of Pigs : **18.58 Million**

### In economic aspect



- Average training and development : **6 hours/person/year**
- Employee engagement : **80.16 percent**
- Investment in personnel : **1.99 million baht**
- Employee time-off injury rate : **32 cases**
- Contributions to social activities : **10.32 million baht**

### In social aspect



- Reduce Carbon dioxide emitted : **10,432 tons**
- Reducing coal use : **12,388 tons**
- Equivalent to planting : **16,926 tons**
- Amount of waste that goes through the processing process : **30,617 trees**
- Emergencies affecting the environment : **0 cases**

### In environmental aspect

## Key operational performance of the year 2021

### Thaifoods issued the first social debentures in Thailand to fund projects to help society in various fields.

The debentures for social development have the objective in using funds to purchase raw materials in the country to help Thai farmers in the situation of encountering with the economic slowdown from the impact of the COVID-19 virus pandemic. This includes the use in hiring local employees. Thaifoods sincerely hopes that the issuance of the debentures will enhance economic progress and local employment as well as raising the awareness in helping to develop a better Thai society. The first offering of social development debentures issued by non-financial issuers under the ASEAN Social Development Debentures standard worth 1 billion baht.

### Growth of Thaifoods Fresh Market



Thaifoods Fresh Market business is a business that has started to play an important role in the Thaifoods business that has continued to grow in value. As it can generate income for the business that exceeds expectation, Thaifoods has a plan to expand the branches of Thaifoods Fresh Market. The goal to be achieved by the end of the year is the expansion of 70 branches to open for sales. Thaifoods Fresh Market is considered a consumer product distribution center for consumers of Thaifoods Group. It can increase distribution channels for chicken, pigs, processed products to reach consumers directly. It will also help increasing sales and support Thaifoods' income to be more stable and sustainable. The open Thaifoods Fresh Market has received excellent feedback from customers. Currently, there are a total of 85 branches in 15 provinces.



## THAIFOODS FRESH MARKET received the certification mark of “OK Livestock”.

“Food safety” is an important factor that customers and consumers use to decide when buying food. With the standards of cleanliness and safety that Thaifoods have been regulated very well, we can ensure food safety for consumers all the time. This results in THAIFOODS FRESH MARKET to receive the certification mark of “OK Livestock” in the project of meat safety to care for consumers and the fresh egg safety to care for consumers. The “OK Livestock” mark is considered the symbol for meat outlets certified by the Department of Livestock Development to have sanitary in meat sales and standardized production process in every step. This is to create confidence for consumers in choosing to buy meat that is truly safe. This agrees with the Company’s policy that intends to deliver hygienic products from standardized production process to deliver fresh, clean, and safe products to consumers.

## Thaifoods launches Money Hub Service business

Money Hub Service is another credit business of Thaifoods Group that was established to provide personal loans through the application “Money Hub”. This Money Hub is an application that provides credit services under the supervision of the Bank of Thailand. The customers can easily apply for a loan anywhere, anytime through the application. This is to meet all the needs of customers and consumers, whether they are consumer loans, loans for tourism or for occupation. This credit business can provide more options for employees, customers, farmers and the general public who need low-interest loans to be used for alleviating the burden of expenses during the economic slowdown. It can also create opportunities and enhance liquidity for small businesses to move on from the impact of the COVID-19 virus pandemic.

## Thaifoods Group continues to expand solar power projects

by introducing innovation to create clean energy into the organization which can help reducing monetary expenses and reduce environmental pollution sustainably.



The project to generate electricity from solar energy of Thaifoods Group has been initiated since the year 2020, starting from 4 projects which are the installation of Solar Floating in the chicken slaughter factory area of Kanchanaburi Branch, the chicken slaughter factory of Prachinburi Branch, animal feed

factory of Suphanburi Branch, and animal feed factory of Prachinburi Branch on the potable pond area.

Therefore, the project in Phase 2 was expanded by installing a solar power generation system on the factory rooftop, Solar Roof and Solar Car park. The installation was in 3 areas; the installation of Solar Roof at the chicken slaughter factory of Kanchanaburi Branch, the roof area of the Further Kanchanaburi processing factory, and the Solar Car park on the roof of the parking garage of the chicken slaughter factory of Kanchanaburi Branch.



**The goal is to reduce the amount of greenhouse gas in short term and long term.**

### Goal of 2024 (3 years)

The amount of greenhouse gas/storage can be reduced by

**36,981 tCO2eq**

### Long-term goal of 2026 (5 years)

The amount of greenhouse gas/storage can be reduced by

**61,635 tCO2eq**

In this regard, the Company has introduced the solar power generation project of Thaifoods Group to participate in the Thailand Voluntary Emission Reduction Program (T-VER). The aim is to encourage all sectors to participate in reducing greenhouse gas emission in the country, especially manufacturers, and using renewable energy. The industry sector with energy efficiency enhancement and waste management activities is the main target group that has the potential to reduce greenhouse gases. The project is expected to reduce the amount of greenhouse gas/storage by 12,327 tons of carbon dioxide equivalent per year (tCO2eq/year).

## Collaboration with organizations and suppliers for the year 2021

**Thaifoods collaborates with leading national organizations to develop research and development** exchange or transfer knowledge such as academic and research cooperation project of “Promoting research development in connection with the private sector”. Exchanging and transferring knowledge in various fields can help upgrading Thailand’s livestock industry. This cooperation will help developing the research and enhancing innovations which are beneficial to the livestock industry to make more progress and develop to commercial aspect. The budgets are provided to support laboratory and personnel as well as supporting learning and teaching activities, student internship to maximize benefits to the country, society, universities, and the private sector. It also benefits in promoting research because knowledge and technology are constantly changing. The body of knowledge in all aspects related to Thaifoods business operation can also be promoted including the support in the business expansion and development of differentiated products that reach consumers appropriately and really meet their needs.

### The academic cooperation project

“promote knowledge from private to university” jointly creates courses from experts.



This cooperation will help developing the students’ learning to be an important force in the future. This is to jointly create the curriculum in the Work Integrated Learning (WIL) format to provide students with an academic foundation that meets the needs of the industry. It includes working in the actual position with experts from Thaifoods to gain better understanding of the nature of the work. The student internship is also provided to transfer knowledge and technology in the livestock industry to students in order to gain better understanding of the industry before becoming a key engine in driving the industry ready for future working.



## The academic cooperation project

promote research and development of new alternative feed ingredients, research on animal feed innovation, support in academic work and research on the development of new alternative raw materials for the feed industry.

This will help developing research on animal feed ingredients used for further process in the animal feed industry including commercial development. Thaifoods supports human resources experts in animal nutrition and research budgets for the best benefits to the feed manufacturing industry country's livestock. This includes the exchange of knowledge, knowledge transfer on production technology and other cooperation as appropriate. The focus is on the development of new alternative raw materials for animal feed that are raw materials sourced in the country. The small feed mill is constructed for testing the use of alternative raw materials with a production system comparable to that of an industrial feed mill. The knowledge is exchanged in engineering in order to develop alternative raw materials for use in industrial feed production systems.

Thaifoods recognizes the importance of knowledge and technology that are constantly changing and evolving. Developing a body of knowledge in all areas related to business operations of Thaifoods can support business expansion and lead to the sustainable development of quality products for consumers.

# Awards and Assessment on Sustainable Development



The Company participated in the corporate governance survey of Thai listed companies for the year 2021, which was assessed by the Thai Institute of Directors. The Company received an overall average score of "Very Good" or at a 4-star level for the 5<sup>th</sup> consecutive year.



The Company participated in the Sustainability Assessment Program of Listed Companies for the year 2021, which was assessed by the Stock Exchange of Thailand. The Company has been selected to be on the Sustainable Stock List for the year 2021 for the 3<sup>rd</sup> consecutive year from 2019 to the present.



The Company received an honorary certificate of Sustainability Disclosure Recognition from Thaipat Institute at the awards ceremony of the Sustainability Disclosure Community 2021. This

prestigious award is given to listed companies that recognize and place importance on disseminating operational data. It covers economic, social, environmental, or ESG (Environmental, Social and Governance) issues apart from financial information. This shows the sustainability of the business which will benefit the group of stakeholders of the business and responding to the Sustainable Development Goals.



The Company has been rated by Thaipat Institute as one of the 100 outstanding listed securities in the environment, society, and governance or ESG100 for the year 2021. This is another pride of the Company reflecting the business operation that takes into account the growth of business together with society. The focus is on environment and adheres to the principles of good governance for the 2nd consecutive year.



The Company participated in the project to award outstanding ethics as Award of Excellence for the year 2021, organized by the Thai Chamber of Commerce. The Company received an Outstanding Code of Conduct Award from the Thai Chamber of Commerce for the year 2021, which demonstrates the Company's implementation of good corporate governance in managing the organization to continually progress and conducting business using the Code of Conduct to be widely accepted.



**The affiliated companies having received an honorary award for the establishments that implement Good Labour Practices (GLP) for the year 2021 are :**

**Thaifoods Poultry Farm Company Limited**

Layer Farm, Wang Dong Farm, Sai Yok Farm, Don Ta Petch Farm, Nong Ta Kerd Farm, Nong Pradu Farm, Pong Mai Farm, Khao Kheow Farm, Khao Laem Farm, Sa Long Reau Farm, Thung Krabam Hatchery, Nong Pradu Hatchery, Bo Ploy Hatchery

**Thaifoods Contract Farming Company Limited**

Lao Khwan Hatchery

**Thaifoods Swine Farm Company Limited**

Nucleus Farm 2, Nong Lisu Farm, Nong Nam Sai Farm, Nong Takhian Bon Farm, Sa Khwan (Swine) Farm, Khlong Sam Ang Farm

**Thaifoods Poultry Farm Company Limited**

Sa Kaeo Hatchery, Nong Mak Fai Farm, Sa Khwan Farm (Chicken)

**The Company received the Outstanding Establishment Award for Labour Relations and Labour Welfares for the year 2021 including :**



Thaifoods Group Public Company Limited Kanchanaburi  
Thaifoods Further Company Limited Kanchanaburi  
Thaifoods Group Public Company Limited (Prachinburi)  
Thaifoods Animal Feed Company Limited (Suphan Buri)  
Thaifoods Animal Feed Company Limited (Prachinburi)  
Thaifoods Contract Farming Company Limited (Lao Khwan Hatchery)  
Thaifoods Poultry Farm Company Limited (Bo Ploy Hatchery)

**The Company was awarded “Thai Labour Standards”, namely:**

Thaifoods Group Public Company Limited (Prachinburi)

**The affiliated company having received the award of “Prevention and Solution to Drug Problems Standards”, namely:**

Thaifoods Animal Feed Company Limited (Suphan Buri)

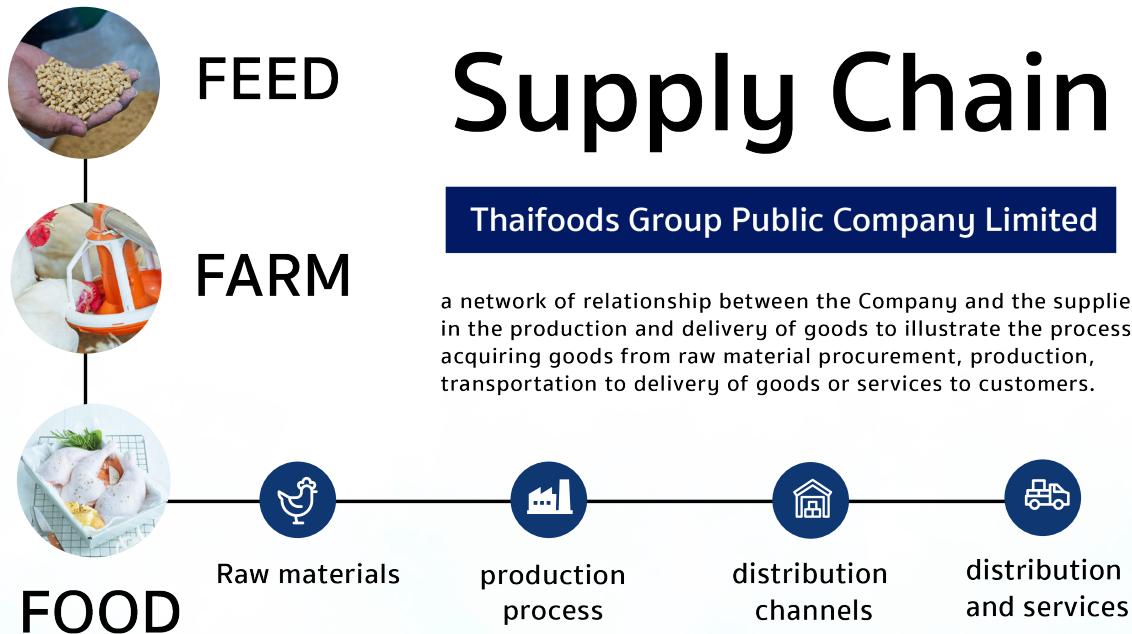
**The Company and the affiliated companies having received the plaque and certificate of “CSR-DIW Continuous Award 2021” which has passed the standards of the project to promote industrial factories for social responsibility and sustainable communities (CSR-DIW Continuous) for the year 2021, namely:**

Thaifoods Group Public Company Limited Kanchanaburi winning CSR-DIW Award

Thaifoods Animal Feed Company Limited (Suphan Buri) winning CSR-DIW Award

Thaifoods Animal Feed Company Limited (Prachinburi) winning CSR-DIW Continuous

# Value Chain of Thaifoods Group



## Purchasing and procurement of raw materials

The Company selects quality raw materials for the production of animal feed. The assessment is required on the raw material suppliers to ensure that the raw materials come from sources that are socially and environmentally responsible. There is also a quality test of raw materials before entering the food production process.

## Production process

The Company has developed products to meet the consumption demands of customers and consumers. The production process is required to be accredited with the standards to build confidence for customers and consumers. The quality and safety are prioritized with a traceability system from the source of raw materials to the consumers. In addition, the production process or steps must be responsible for society, community and environment.

## Distribution channels

The Company arranges to distribute products both domestically and internationally through standard distribution methods to ensure that customers and consumers receive quality products in a timely manner.

## Sales and services

The Company sells products under the trademarks of the Company and the customers. This includes reasonable product pricing so that customers and consumers can access food. The distribution channels have also been developed for the convenience of customers and consumers.

# Groups of stakeholders

Thaifoods focuses on creating engagement with different groups of stakeholders through a process of responding to expectations and communication with stakeholders.

Stakeholders	Expectation of groups of stakeholders	Examples of actions
Shareholders	<ul style="list-style-type: none"> <li>• Good turnovers and returns</li> <li>• Management under the principles of corporate governance</li> </ul>	<ul style="list-style-type: none"> <li>• Annual Report/One Report</li> <li>• Sustainability Report</li> <li>• Shareholders' meeting</li> <li>• Channels for whistleblowing</li> <li>• Investor relations activities</li> </ul>
Employees	<ul style="list-style-type: none"> <li>• Remunerations, benefits and welfares</li> <li>• Stability and progress</li> <li>• Safety at work</li> </ul>	<ul style="list-style-type: none"> <li>• Organize training to promote knowledge and develop skills and abilities</li> <li>• Welfare Committee</li> <li>• Communicate information via e-mail</li> <li>• Intranet system</li> <li>• Listen to opinions and complaints</li> <li>• Explore employee engagement to the organization</li> </ul>
Customers, consumers	<ul style="list-style-type: none"> <li>• Products and services with standard, quality, and safety</li> </ul>	<ul style="list-style-type: none"> <li>• Meeting with customers, suppliers</li> <li>• Explore satisfaction</li> <li>• Channels for whistleblowing</li> </ul>
Suppliers	<ul style="list-style-type: none"> <li>• Conform to the framework of fair and transparent trade competition by adhering to the terms of trade and contracts as specified</li> </ul>	<ul style="list-style-type: none"> <li>• Meeting with suppliers</li> <li>• Assess suppliers</li> <li>• Explore satisfaction</li> <li>• Channels for whistleblowing</li> <li>• Fair and transparent purchase and procurement</li> </ul>
Creditors, debtors	<ul style="list-style-type: none"> <li>• Strictly conform to the contracts and conditions</li> <li>• Pay appropriate remuneration on time</li> </ul>	<ul style="list-style-type: none"> <li>• Meeting altogether according to the agenda</li> <li>• Annual Report/One Report</li> <li>• Sustainability Report</li> <li>• Listen to suggestions or complaints</li> </ul>
Community and environment	<ul style="list-style-type: none"> <li>• No impact from operation</li> <li>• Improve the quality of life and generate income</li> </ul>	<ul style="list-style-type: none"> <li>• Community relations activities</li> <li>• Explore satisfaction</li> <li>• Environmental management as prescribed by law</li> <li>• Take care of the environment around the area</li> <li>• Receive complaints</li> </ul>
Farmers, government agencies	<ul style="list-style-type: none"> <li>• Conform to relevant laws and regulations</li> <li>• Disclose information accurately and transparently</li> <li>• Not cause impact on the entire society</li> </ul>	<ul style="list-style-type: none"> <li>• Disclose information as required by law accurately, sufficiently, and transparently</li> <li>• Conform to the rules, law and regulations prescribed by laws in every aspect</li> <li>• Listen and exchange opinions regularly</li> <li>• Cooperate in implementing projects to support and develop various aspects</li> </ul>

# Thaifoods and Sustainable Development

Thaifoods is aware of rapid changes in business due to both domestic and international factors such as climate change, volatility of the world economy, and business competition. Therefore, the Company has to continuously adjust to increase the competitiveness.

## Strategies for Sustainability

Thaifoods sets the direction towards sustainability so that operation must be based on good corporate governance, transparency, accountability and bringing stability on the economy to Thaifoods, Thaifoods's neighbors, and suppliers by reducing negative impacts on the environment with proper management of energy consumption.

## Approaches for Sustainable Development

Thaifoods recognizes and places importance on an efficient, transparent and auditable management system in terms of economy, society and environment. To create confidence with all parties involves and results in sustainable business growth under ethical operations and in accordance with relevant laws. Thus, the Corporate Governance Policy has been formulated to elevate the existing operation to be clear and standardized communicated for implementation at the corporate level of the Company at all levels. It can enhance the truly good corporate governance culture. The Company has adopted principles, approaches or guidelines for corporate governance issued by various regulatory agencies, both in Thailand and abroad, to apply as a framework for proper corporate governance of the Company for the sustainability of the Company's business operation. The Code of Conduct, policies and approaches are required to be reviewed at least annually to reflect and suit the circumstances or changes in business operation.



# Approaches for Sustainable Development

## Corporate Governance Development

- Good corporate governance to create an internal control system that is transparent and verifiable as well as managing the risks appropriately

## Economic development

- Check quality and safety standards in products
- Develop and further food innovation for sustainability
- Supervise production efficiency to create value and reduce production costs

## Employee development and care

- Treat labour fairly and equally
- Build stability in working
- Take care and create the bond between employees and the organization
- Promote occupational health and safety in the workplace
- Development of knowledge and potential of employees

## Social development

- Engage with people in the community and society
- Take care of human rights throughout the supply chain
- Support community business
- Promote access to food
- Take care of animal welfares in accordance with international standards
- Take care of suppliers and trade partners

## Environmental development

- Use of renewable resources
- Management of efficient use of resources
- Promote the consumption of clean energy in the production process
- Climate change

# Framework for Sustainable Development

Development and strategy	Development issues	Development goals	Operational performance
<b>Corporate Governance Development</b>	Good corporate governance according to international principles	Passed the IOD assessment in good corporate governance	<ul style="list-style-type: none"> <li>Passed the IOD rating of "Very Good" for the 5th consecutive year</li> </ul>
Strategy: Build credibility, transparency and accountability	Disclosure of Company's information and reporting on operational performance	The Company is in the group of companies that recognizes and prioritizes the dissemination of operational information covering economic, social, environmental or ESG issues.	<ul style="list-style-type: none"> <li>Honored with Sustainability Disclosure Recognition from Thaipat Institute</li> <li>Rated as one of the 100 listed securities outstanding in environment, society, and governance or ESG100 for the year 2021 from Thaipat Institute</li> <li>Received an evaluation score of 5 badges (100 points) from the assessment on the quality of the Annual General Meeting of Shareholders for the year 2021 by the Thai Investors Association</li> </ul>
<b>Economic development</b>	Grow business continually	Sales and customers	<ul style="list-style-type: none"> <li>Total income : 35,505.71 million baht</li> </ul>
Strategy: Create sustainable business growth	Produce quality products according to international standards	Passed the evaluation criteria of customer standards or international standards	<ul style="list-style-type: none"> <li>Received GMP, HACCP, ISO 9001: 2015 standards</li> </ul>
	Develop innovative products that meet the needs of consumers and society in a sustainable way	Company innovation or research and development portfolio	<ul style="list-style-type: none"> <li>Company's research and development projects</li> </ul>
	Supervise production efficiency to create value and reduce production costs	Project to increase cost efficiency	<ul style="list-style-type: none"> <li>Meat and Bone project</li> </ul>
<b>Social development</b>	In human rights and treatment of workers with fairness, equality, and non-discrimination	Treat employees according to human rights principles, fairness, equality, non-discrimination. Not employ child labour or forced labour.	<ul style="list-style-type: none"> <li>Award "Thai Labour Standards"</li> <li>Honor Award Establishment that adopt Good Labour Practices (GLP),</li> <li>Award for outstanding establishment in labour relations and welfares</li> </ul>
Strategy: Growing together sustainably	In personnel development to train employees to be proficient	Number of participants and number of training hours	<ul style="list-style-type: none"> <li>Have 11,380 participants and 68,280 training hours</li> </ul>
	Access to employee information and employees' opinions	Communicate and listen to employees' opinions	<ul style="list-style-type: none"> <li>Communicate with employees via email channel, Intranet channel, public relations forum channel, Morning Talk channel, in Thai, Vietnamese, English, Khmer, and Burmese.</li> <li>Get employees' feedback through the comment box, whistleblowing channel and through other activities</li> </ul>
	Build stability in working	Number of provident fund members, number of EJIP members	<ul style="list-style-type: none"> <li>Provident Fund</li> <li>EJIP</li> </ul>
	Build engagement in the organization	Employee engagement scores Number of employees returning to work after maternity leave	<ul style="list-style-type: none"> <li>Engagement score is at 80.16%</li> <li>Employees on maternity leave return to work for 87%</li> </ul>
	Safety in work	Zero employee death rate	<ul style="list-style-type: none"> <li>All deaths from work 0 case</li> </ul>

Development and strategy	Development issues	Development goals	Operational performance
	Promote awareness, knowledge, and understanding of safety at work	Number of training courses	<ul style="list-style-type: none"> <li>Organize within 52 courses</li> </ul>
	Generate income for people in the community sustainably	Promote the employment of local workers Promote the activities of farmers	<ul style="list-style-type: none"> <li>46.68% of people are employed in the area</li> <li>Number of farmers: Contract Farming 287 broiler farms 495 swine farms</li> </ul>
<b>Environmental development</b>	Reduce the loss of electricity in operation	Certified by the environment agency	<ul style="list-style-type: none"> <li>Certified with green industry level 4: Green Culture</li> </ul>
Strategy: Focus on reducing negative impacts on the environment	Reduce the energy consumption	Energy Reduction Project	<ul style="list-style-type: none"> <li>Reduction in fuel consumption</li> <li>Organize campaign activities to instill environmental awareness and energy saving</li> <li>Energy saving for employees</li> <li>Modification of raw materials to be used as fuel energy</li> <li>Use of environmentally friendly products and products that contribute to energy saving</li> </ul>
	Reduce the use of water resources	Water Resource Reduction Project	<ul style="list-style-type: none"> <li>The treated water is reused.</li> <li>The survey of water usage behavior in the work activities of each department.</li> <li>Leakage survey and inspection of raw water pipelines with pump pressure</li> <li>Install sensor faucet to reduce the amount of wastage</li> <li>Improvement of sewage pipes from toilet water and water under the building collected into grease traps</li> </ul>
	Develop water recycling process	Water quality must meet legal criteria.	<ul style="list-style-type: none"> <li>The result of the water test passed the legal criteria.</li> </ul>
	Wastewater treatment development	All wastewater must enter the treatment system	<ul style="list-style-type: none"> <li>All wastewater must enter the treatment system.</li> </ul>
	Control the environment or air pollution, light, and noise	Quality of the air, light and noise pollution environment must meet statutory requirements or in accordance with international standards.	<ul style="list-style-type: none"> <li>The environmental quality measurement results of air, light and noise pollution meet the legal criteria.</li> </ul>
	Waste management	Waste management guidelines and waste management results	<ul style="list-style-type: none"> <li>Waste management is legal or international standard</li> <li>Take the waste from the production process to be processed to add value (Meat &amp; Bone project)</li> </ul>
	Promote clean energy consumption	Clean energy project	<ul style="list-style-type: none"> <li>Install Solar Floating, Solar Roof, and Solar Car park in the factory area to turn clean energy from solar energy into electricity.</li> </ul>
	Developing greenhouse gas emissions and climate	The amount of greenhouse gas emissions passed the criteria of the Greenhouse Gas Management Organization. (Public Organization)	<ul style="list-style-type: none"> <li>Year 2021 was collected for evaluation, which is in the process and has a target Certified to be completed in 2022</li> </ul>

การพัฒนาและกลยุทธ์	ประเด็นการพัฒนา	เป้าหมายการพัฒนา	ผลการดำเนินการ
		Reduce the amount of greenhouse gases through the criteria of the Thailand Voluntary Greenhouse Gas Reduction Program (T-VER).	<ul style="list-style-type: none"> <li>Bring the solar power project phase 1 and 2 of Thai Foods Group Public Company Limited to register the T-VER project and certify the amount of greenhouse gas that can be reduced from the T-VER project.</li> </ul>

## Issues of Sustainability

The Company considers both direct and indirect impacts on business operation possibly affecting the individuals, communities, society and the environment. The Global Reporting Initiatives (GRI) approach is adopted in analyzing and selecting Material Aspects and issues of stakeholder analysis. The information is disclosed in accordance with the specific core performance indicators.

In the process of analyzing the importance of sustainability issues, the Company has identified the importance of sustainability issues and stakeholder groups by identifying the key impacts of each stakeholder group. Subsequently, issues, demands, expectations, or impacts from business operations are collected, both directly and indirectly. After that, the Company takes all the data for processing, studying and analyzing in order to propose the approach for responding to the demands of each stakeholder group. The approach should be able to integrate with the Company's work processes that meet the needs of the stakeholder groups and not burden the Company's operation. In such operation, the Company requires the data to be appropriately collected, reviewed and updated in the action.

### Determining sustainability issues



## Thaifoods operates as a Sustainable Development Goals: SDGs

Thaifoods performs the business operation based on the United Nations Sustainable Development Goals (SDGs) covering Goal 1: No Poverty, Goal 2: Zero Hunger to achieve food security and enhance nutrition for all ages, Goal 5: Gender Equality to strengthen women and girls.



### Goal 1: No Poverty

Thaifoods has always supported the creation of career and jobs in the community continuously and sustainably. With the business operation that has always been with the community, we try to push and build a foundation for people in the community in all areas where the Company operates to be able to take care of themselves and to help their families through professional support. We give the local people the opportunity to have trading channel in the Thaifoods area and become part of Thaifoods in parallel with our business operation. We encourage employees who are domiciled in Thaifoods business areas to work close to home to help reducing the amount of immigration of people in the area and avoiding higher cost of living and other expenses. They can take care of themselves with pride. It can be seen that in the past of 2021, the Company has achieved 46.68% of the total number of employees in the Company's business areas with guaranteed income higher than the minimum wage. Compared to the wages in the area of the Company's operation. Thaifoods promotes income generation and economic circulation in the community.

## Goal 2: Zero Hunger to achieve food security and enhance nutrition for all ages

The important thing that Thaifoods has never overlooked is the issue of food sufficiency as well as food safety that consumers should be able to properly receive. Supplying the Company's food products to the community is what we have always done either in normal condition or when facing with a crisis. We give chicken parts, sausages, processed products of the Company to government agencies, villagers, volunteers, communities, including the Full (Im Nee Pheau Nong Project) for the Children which is a project to support food products for students in the community who study in the schools in the vicinity areas of the Thaifoods operation areas. As the core of Thaifoods is to produce quality food



for consumers, we attach great importance to quality and nutrition in order to create age-appropriate growth for students in the community. This project has been implemented continuously every year since 2015 until the present.

## Goal 5: Gender Equality to strengthen women and girls

Thaifoods supports the implementation of human rights without gender discrimination, whether male, female, and LGBTQ+. Comprehensive human rights policies are formulated with basic human right, human right for labor, women's and children's rights, organizing activities/welfares that continually promote women's rights and children's rights, such as maternity visits for Thaifoods mothers who are pregnant which covers Thaifoods fathers whose wives are giving birth as well. The breast pump room is provided in the operation area. The Care mom Care Child activity is held to increase comfort for mothers when returning to work after maternity leave and to support breastfeeding to reduce physical sickness and build a strong immunity for the baby. It is also for maintaining the quality of breast milk to be of value, clean, and safe.

# Sustainability

## Sustainable corporate management

Thaifoods operates the business in accordance with good corporate governance principles by giving importance to corporate governance based on international principles in order to have concrete practices, create efficiency in management, manage risks following and appropriate to business operation. The product innovation is developed to create sustainable added value for stakeholders.

### Good corporate governance

#### Board of Directors

The Board of Directors has knowledge, abilities, skills and diverse experiences which are beneficial to the Company's development. We perform the duties in accordance with relevant laws such as the Securities and Exchange Act B.E.2535, Corporate Governance Policy and Business ethics guided by the principles of good corporate governance of The Organization of Economic Co – operation and Development (OECD). The good corporate governance principles for listed companies are applied to be consistent with the Company's context to raise the standards and transparency of the Company.

#### Board structure

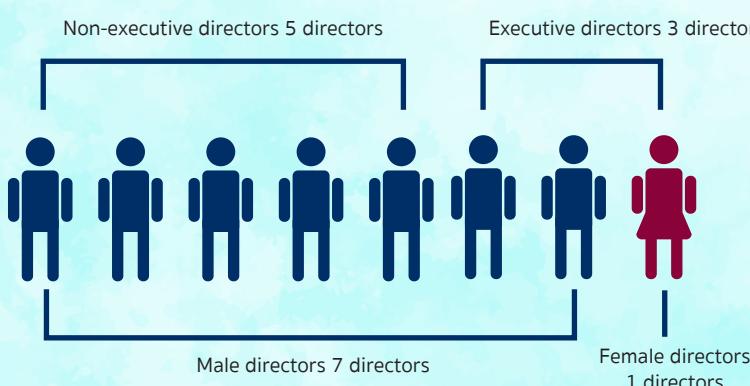
The Board of Directors consists of independent directors and executive directors for the appropriateness of management. The independent directors serve to promote the work of the Board and to ensure all shareholders that the Company's management is in good faith with freedom and transparency taking into account the true interests of all parties. In order to enhance the effective work of independent directors, the Company arranges the meeting among independent directors at least once a year.

**5 non-executive** directors with the office term of 3 years.

Upon the expiration of the term, they can regain their position.

**3 executive directors** with the office term of 3 years.

Upon the expiration of the term, they can regain their position.



#### Board of Directors

Non-executive directors 5 directors  
 Executive directors 3 directors  
 Male directors 7 directors  
 Female directors 1 directors



# Sustainability structure and management

## Board of Directors



company secretary



Nomination and Remuneration Committee



Audit Committee



Internal Audit Department



Corporate Governance Committee



Risk Management Committee



Executive Committee



Chief Executive Officer

Corporate Governance Department



Food business

Risk Management Department



Animal feed business

Operations Supervision Department



Hatchery, chicken farm and swine farm business

Supporting Business for Sustainability

Thaifoods fresh market

## Report of the Corporate Governance Committee



Mr. Prasit Wasupath  
Chairman of the  
Corporate Governance Committee



Mr. Assanee Subvanich  
Members of the  
Corporate Governance Committee



Ms. Siriluck Tangwiboonpanich  
Members of the  
Corporate Governance Committee

The Corporate Governance Committee of Thaifoods Group Public Company Limited has been appointed by the Board of Directors with a total of 3 Directors, comprising of 2 Independent Directors and 1 Executive Director, headed by Mr. Prasit Wasupath, an Independent Director, who serves as Chairman of the Corporate Governance Committee, Mr. Assanee Subvanich and Ms. Siriluck Tangwiboonpanich as members of the Corporate Governance Committee. The manager of the corporate governance department performs as the secretary of the Corporate Governance Committee.

The Corporate Governance Committee has responsibility for determining policies, requirements, and operating procedures in accordance with the Corporate Governance Code. This includes reviewing policies, requirements, and operating procedures as well as planning and monitoring the progress of the plan, including providing necessary advice and support to those who perform their work to achieve the plan. In addition, it is also responsible for evaluating the Company's corporate governance performance to determine the issues that should be improved in order to make the Company's work most effective, thus driving the Company to be an organization that conducts business with morality in accordance with business ethics and against the corruption of all types in accordance with the Corporate Governance Code to build trust among all stakeholder groups and for sustainable growth of the Company, society, and environment.

In 2021, the Corporate Governance Committee performed its duties fully and appropriately by holding a meeting of the Corporate Governance Committee according to the schedule in advance of the year. There were 4 meetings in total. At all meetings, all directors attended every meeting and the directors gave their opinions freely and beneficially to improve and develop the operation of Corporate Governance, supervise the performance of directors and management division according to; the Corporate Governance Code in accordance with the Corporate Governance Code of The Securities and Exchange Commission The Stock Exchange of Thailand, recommendations from the Thai Institute of Directors Association, principles of The Organization for Economic Co-operation and Development, and the United Nations Sustainable Development Goals. In addition, the Corporate Governance Committee has proposed holding a meeting without the Executive Director and holding one meeting without the Executive Director.

Due to the Company's determination to operate as mentioned, resulting in 2021, the Company received assessment results on the Corporate Governance Survey of Thai listed companies by the Thai Institute of Directors at the "Excellent" level for the 5th consecutive year and has been listed on the "Sustainability Stock" list for the 3rd consecutive year by The Stock Exchange of Thailand, including receiving a Sustainability Disclosure Recognition Certificate for the 2nd consecutive year from Thaipat Institute and being listed as 1 of the 100 securities companies with outstanding performance in environment, society and governance (ESG100) by Thaipat Institute. In addition, this year, the Company participated in the Thai Chamber of Commerce Business Ethics Standard Test Award for the first time and received an "Outstanding Business Ethics Award", which shows that the Company has always complied with the Corporate Governance Code.

The Corporate Governance Committee adheres to and supports the Company's operations in accordance with the Corporate Governance Code for sustainable business operations of the Company.

Mr. Prasit Wasupath  
Chairman of the Corporate Governance Committee  
Thaifoods Group Public Company Limited

# Report of the Risk Management Committee



Mr. Weerasak Ungkajornkul  
Chairman of the  
Risk Management Committee



Mr. Prasit Wasupath  
Members of the  
Risk Management Committee



Mr. Phet Nantavisai  
Members of the  
Risk Management Committee

The Risk Management Committee of Thaifoods Group Public Company Limited has been appointed by the Board of Directors with a total of 3 Directors, comprising of 2 Independent Directors and 1 Executive Director, headed by Mr. Weerasak Ungkajornkul, an Independent Director, who serves as Chairman of the Risk Management Committee, Mr. Prasit Wasupath and Mr. Phet Nantavisai as members of the Risk Management Committee. The manager of the risk management department performs as the secretary of the Risk Management Committee.

The Risk Management Committee has responsibility for considering the risk management policy, the risk management framework, and the level of risk at the organizational level to suit the business operations and in accordance with the Company's strategy, goals, and business plans, including reviewing the policy, the risk management framework, and the level of risk at the organization level, as well as following up on the progress of the plan. This includes providing necessary advice and support to those who perform their work to ensure adequate and appropriate risk management.

In 2021, the Risk Management Committee performed its duties fully and appropriately by holding a meeting of the Risk Management Committee according to the schedule in advance of the year. There were 5 meetings in total. At all meetings, all directors attended every meeting, and the directors gave their opinions freely and beneficially to the Company's risk management. The Risk Management Committee has established a risk management framework and reviewed risk factors and effects. As a result, the Company has a systematic and appropriate risk management plan in terms of the economy, finance, business operations, compliance, society and the environment, and emerging risks. The Risk Management Committee manages key risks and makes risk assessments and plans to manage risks to an acceptable level or to reduce risk exposures. The Risk Management Committee has reported the operating results to the Board of Directors to ensure that the Company has effective risk management. In addition, on December 16, 2021, the Risk Management Committee held a joint meeting with the Audit Committee for 1 time for the Audit Committee to consider and approve the internal audit plan to ensure reasonable assurance that the Company has an internal control system that is suitable for risk management, including that the risk management system has been applied appropriately and practiced throughout the organization.

The Risk Management Committee has considered that risk management has appropriate risk management measures and has operated carefully, including close monitoring every quarter, which is a part that makes risk management achieve the objectives and goals of business operations to create sustainable value for the company, shareholders, and stakeholders.

Mr. Weerasak Ungkajornkul  
Chairman of the Risk Management Committee  
Thaifoods Group Public Company Limited

## Independence in the performance of duties of the Board

The Board of Directors has the power, duties, and responsibilities independently from the management. The Chairman of the Board is not the Chief Executive Officer in order to effectively manage the Company with transparency in accordance with good corporate governance principles. There are also the independent directors having duties to promote the work of the Board of Directors and to ensure all shareholders that the Company's management is independent and transparent taking into account the true interests of all parties. In order to enhance the effective work of independent directors, the Company arranges the meeting among independent directors at least once a year.

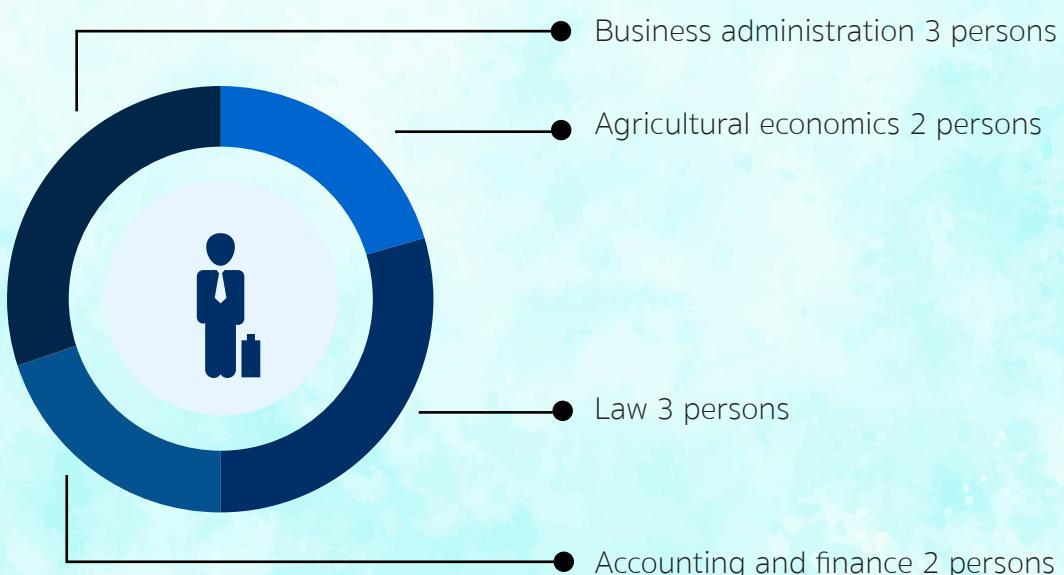
## Performance of the Board of Directors

In 2021, a total of 7 Board of Directors meetings were held. The average attendance rate of directors was 100%, with review and approval of the Company's vision, strategies, and goals both short-term and long-term following the budgets as proposed by the management. This includes the improvement of corporate governance policy and business ethics.

## Sub-committees

The Board of Directors appoints sub-committees that are diverse in terms of knowledge, abilities, experiences, skills, specializations, and independence in performing the duties. The diversity is considered in terms of age, sex, ethnicity and nationality in accordance with business operation, good corporate governance principles, articles of association, and provisions of law. In the Annual General Meeting of Shareholders, the Company also provides an opportunity for shareholders to nominate a person to be considered as a director.

## Skills of TFG Board of Directors



**The Audit Committee** consists of all independent directors who review financial reports, internal control system, and internal audit.

**The Nomination and Remuneration Committee** is responsible for nominating directors and setting the remuneration rates that are transparent, fair, appropriate and consistent with the Company's business operation.

**The Corporate Governance Committee** is responsible for overseeing the operation and performance of duties of executives and employees in accordance with the corporate governance policy for sustainable development.

**The Risk Management Committee** considers and reviews the overall risk management policy, strategies, and risk appetite of the Company.

### Consideration on the remuneration of directors and sub-committees

The Nomination and Remuneration Committee considers the policy and criteria for the remuneration of directors by considering their roles, duties and responsibilities before submitting them to the Board of Directors for approval.

### Assessment on the Board's operational performance

The Board of Directors has assigned the Corporate Governance Committee to consider the criteria and summarize the operational performance assessment results of the directors and sub-committees in accordance with the corporate governance policy and business ethics. These are regularly presented to the Board of Directors for consideration annually.

### Board's operational performance assessment form

- Assessment for the entire faculty of the Board of Directors
- Assessment for the entire faculty of the sub-committees (only at the director level)
- Assessment for the individuals (self-assessment)

Board of Directors	For the entire faculty	For the individuals
	Percentage	Percentage
<b>Board of Directors</b>		
Operational performance assessment results of the Board of Directors	95.31	98.13
<b>Sub-committees</b>		
Operational performance assessment results of the Audit Committee	97.62	98.33
Operational performance assessment results of the Nomination and Remuneration Committee	98.61	100.00
Operational performance assessment results of the Risk Management Committee	100.00	100.00
Operational performance assessment results of the Corporate Governance Committee	98.33	96.67

### Succession plans for the high-level executives

The Board of Directors has assigned the Nomination and Remuneration Committee to consider the readiness of the personnel to be the successor of the high-level executives according to the Succession Plan considering the knowledge, abilities, experience, skills, specialization, attitude, and ethics.

## Development of Directors

The Board of Directors promotes self-development correspondent with each director. In addition, the director's handbook and orientation for new directors are also provided to introduce an overview of the Company's business operation which is beneficial to the operational performance of the directors.

## Business ethics

The approaches in performing the business operation of Thaifoods and all of the affiliates emphasize the practices of all Thaifoods personnel in the organization, whether the directors, executives, and employees at all levels. This is an important goal for everyone to comply with the notifications, rules, regulations of the Company, and regulations of government agencies. This includes respecting the rights of suppliers and customers to perform the duties with honesty, good faith, and fairness to maintain the confidential information benefits and not infringe on intellectual property in any case.

Not seeking for profits of themselves or others unlawfully can avoid conflicts of interest or behaviors possibly leading to corruption.

Thaifoods conducts business ethics training for all employees upon commencement of work based on one of the most important topics that every new employees in Thaifoods group needs to know. All Thaifoods personnel must read and review the Code of Conduct, sign for acknowledgment with business ethics quiz in order to review and instill in employees the understanding of the importance of the Code of Conduct that the organization is determined and able to strictly follow.

In 2021, the Company has requested the employees of Thaifoods Group to read, review, sign, accept and take the business ethics test



**“ ก งุ่นรัชท์กิจอย่างต่อ ดำเนินธุรกิจตามหลัก  
การดำเนินการที่ยั่งยืนโดยตลอด รวมทุกมิติ  
ที่ส่งให้คุณไทยพัฒนาตามระบบธรรมาภิบาลของ  
องค์กรเป็นเครื่องมือที่ทำให้คุณไทยอยู่ดี  
ได้มาท่องเที่ยวตามแหล่งท่องเที่ยวทาง  
ด้านการท่องเที่ยวและกิจกรรมท่องเที่ยวที่ดีที่สุดในประเทศไทย ”**

คุณวิวิชช์ เตียงวนิชรุ่งนภา  
ประธานเจ้าหน้าที่บริหาร

**ขอให้พนักงาน ผู้บริหาร และกรรมการ  
ลงนามยอมรับพร้อมก้าวแบบทดสอบ  
“ธรรมาภิบาลของธุรกิจ” ประจำปี 2564**

- ขั้นตอนที่ 1 อ่านและทำความเข้าใจจรรยาบรรณทางธุรกิจ
- ขั้นตอนที่ 2 ลงนามยอมรับจรรยาบรรณและก้าวแบบทดสอบ

**SCAN  
QR CODE  
เพื่อทำตาม  
ขั้นตอน**



1 อ่านและทำความเข้าใจ  
จรรยาบรรณทางธุรกิจ



2 ลงนามยอมรับจรรยาบรรณและก้าวแบบทดสอบ

 หน่วยงานที่ดำเนินการ 0 2513 8989 ๙๙ ๓๔๙  cg@tfg.co.th  www.tfg.co.th

## Continual Sustainability Report



## Anti-Corruption

The Company always performs the business operation under the principles of good corporate governance with an emphasis on anti-corruption. The anti-corruption policies have been formulated subject to compliance with rules, regulations, and laws related to anti-corruption. All directors, executives and employees are required to comply with this, covering both domestic and international businesses, as well as all relevant agencies. This includes building confidence to all stakeholders that the Company and the affiliates conduct business with honesty, transparency and accountability as well as supporting activities against fraud and corruption regularly every year.



The activity was held this year in order to instill anti-corruption awareness among employees through the Anti-Corruption Slogan Contest for the year 2021. This is an activity that has been held for the second year consecutively.

No Gift Policy is campaigned for activities in all operational areas of the Company and the affiliates during the festive season to encourage employees to be alert and understand the anti-corruption practices in the same direction.



**The Company has participated in the Collective Action Coalition Against Corruption (CAC) project for the fifth year consecutively. The main goal of CAC is to encourage businesses in the private sector to formulate a concrete anti-corruption policy. We have joined the CAC membership and have always followed the main intention of the project.**

## Receiving complaints

For transparent and verifiable business operation, the Company attaches great importance to any wrongdoing that occurs in all forms, including events that affect stakeholders, society, and environment from the Company's business operations both directly and indirectly. We have prepared the whistleblowing policy and protection of whistleblowers as a guideline for practice with a suitable and effective plan having standards in accordance with legal requirements, corporate governance, business ethics, and various organization rules for all stakeholders related to the organization. The details of receiving complaints, policies, and codes of practice are clearly published on the Company's website [www.tfg.co.th](http://www.tfg.co.th).



### Receiving complaints in the community surrounding the factory

The Company arranges staffs to take care of the community area to ask questions on living and impacts arising from the Company's operation 1-2 times a month, whether it is environmental or other impacts. If there is a complaint, the supervisor will take the matter into the process of correction and improvement.

### The Company provides complaint channel for all stakeholders

All stakeholders and third parties can make complaints by notifying the potential operational problems or contrary to the code of conduct or others for the Company to acknowledge through various notification channels provided by the Company. The whistleblowers will be protected from harassment due to appropriate and fair whistleblowing.

## Protection of complainants or whistleblowers

The complainants will receive appropriate protection from the Company such as no change of position, nature of work, work place, work suspension, intimidation, interference with work, termination of employment or any other manner that is unfair treatment to that person. The information about the complaint will be kept confidential not disclosed to unrelated persons unless disclosure is required by law. The employees who report suspicious behaviors and who suspect they may be retaliated against by any employee must report it to their supervisors or Human Resources Management or the Operations Supervision Department immediately. The report will be reviewed promptly and the whistleblower's confidentiality is protected as much as possible. The investigation is conducted honestly and fairly.



### “whistleblower Channel”

**Via the Company's website :** [www.tfg.co.th](http://www.tfg.co.th)  
**Via electronic mail :** [whistleblow@tfg.co.th](mailto:whistleblow@tfg.co.th)  
**By post :** Operations Supervision Department  
 Thaifoods Group Public Company Limited  
 No. 1010 Shinawatra Tower 3, 12th Floor,  
 Vibhavadi Rangsit Road, Chatuchak,  
 Chatuchak, Bangkok 10900

## Political neutrality

Thaifoods is politically neutral. We do not adhere to any political party, political group or politician and adhere to democracy with no policy to support financial assets, other benefits or participate in politics. To facilitate the business of Thaifoods, the Company is neutral with no financial support or anything else, whether directly or indirectly for the benefits of political parties or politicians. In addition, the Company does not do anything related to politics, such as participating in campaigns or advertising in the Company's area. Thaifoods recognizes that Thaifoods has the right and duty in a democratic regime to participate or support political activities freely. The Company respects the privacy of employees and encourage employees to comply with the law under the constitutional provisions, the relevant rules and traditions and good practices.



Training to prepare for proclamation Personal Data Protection Act : PDPA

## Protection of personal information

Personal information is another matter that cannot be overlooked because Thaifoods considers the interests of stakeholders as the most important thing. Maintaining personal information of suppliers, customers, Thaifoods or those involved in business operations in all forms is the highest responsibility of Thaifoods. Therefore, the clear preventive measures are formulated in the storage period, rights of access, assigning powers, obtaining consent to access or disclose information including the security system of standardized information which can be inspected to prevent personal data breach.

## Non-infringement of intellectual property

The Company has policies and guidelines regarding intellectual property rights under the law whether it is a trademark, patent, copyright, trade secret and other intellectual property required by law. The Company's directors, executives and employees are required to abide by the Code of Conduct for intellectual property or copyright.

## Risk management

The Company has a risk management policy and risk management manual to ensure that the Company has an appropriate risk management process. The risk management process consists of 1) risk identification, 2) risk assessment, 3) risk monitoring and control, 4) risk reporting to be correspondent with the changes according to the Company's business conditions. The consideration and revision on the adequacy of risk management are required.



You can read more about policies of Thaifoods Group Public Company Limited on the website [www.tfg.co.th](http://www.tfg.co.th) or SCAN QR CODE

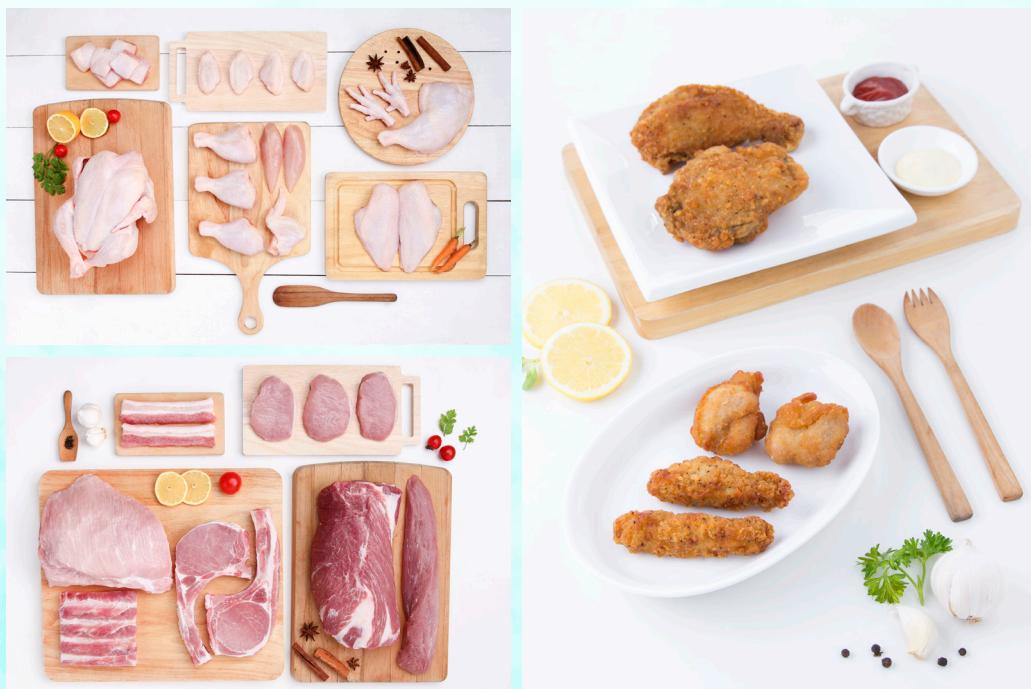


You can read more about the risk management information on the website [www.tfg.co.th](http://www.tfg.co.th) or SCAN QR CODE

## Product, Service and Innovation Development

### Food quality

Thaifoods has always adhered to the concept of Quality food Quality life in accordance with the Company's vision. In order to provide consumers with Thai Foods products with quality and safety food that meets international standards. Therefore, we place importance on producing quality and safety food to be delivered to consumers whether eating from restaurants, food stores, or buying chicken or pork from a shop for home cooking. Thus, Thaifoods pays attention to all production processes to comply with international standards. We create safe food culture for personnel who are part of the production. Apart from this food safety principles and culture, we also train personnel with professional trainers until they are proficient before entering the actual production process. Products produced from the Thaifoods factory can be traced back in a systematic way starting from the farm that is the place to raise, transport route to the factory, to the route of delivery of products to consumers.



## Sales channel development

As Thai Foods recognizes the importance of customers, the policies and code of practice to treat customers have been stipulated by establishing a system to supervise the production process and providing good quality products to customers. The focus is on improving and developing production technology. The product quality is always checked to keep them up-to-date. The system is formulated to strictly supervise the compliance of the agreements with the customers with honesty and care. We also establish the system to control and maintain customer confidentiality as if it were the confidentiality of the Company. We do not use any for our own benefit or those of related people wrongfully. The Thaifoods customers are B2B or Business to Business, which is the trade between a business and a business together with the purpose of responding to business needs regarding the raw materials, product manufacturing or service for the benefits or development of the business of the organization. It is not for personal use or consumption. The B2C or Business to Customer is a business model that sells goods or services between a business owner and an individual consumer. It is a type of business that has a short-term relationship between the business owner and the direct purchaser.



## Operation about customers

In 2021, Thaifoods has developed various types of services to meet the needs of customers to have more choices in the form of credit service business “Moneyhub” and the consumer goods distribution center business of the Company “Thaifoods Fresh Market” to meet the needs of consumers and increase distribution channels for chicken and pigs to approach consumers directly.

## Survey on customer's satisfaction

Thaifoods surveys customer's satisfaction both local customers and foreign customers every year covering the product quality, delivery of products, and Service Officers/Sales Persons.

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**The assessment result in 2021  
is at 81.26%.**

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**“In 2021, no significant product complaint was found.”**

## Corporate culture development in innovation

Thaifoods has continued to bring innovations to develop both in the process of operation and in product development in terms of research and development of alternative raw materials, research and development of artificial meat, research and development of clean meat including improving the production process. The operation process is appropriate, modern and ready to keep up with the global trend. This can increase the business capability of the Company and cover the needs of stakeholders throughout the value chain as well as meeting the needs of consumers with a variety and increasing quantity in accordance with the continued future population growth.

## Increase in efficiency, reduction of costs and value addition

As Thaifoods operates the business with responsibility, we take into account the impact on the community, society and environment surrounding the factory. For the business areas from the production of goods both in terms of waste and smell, Thaifoods has developed and selected appropriate management methods in order not to affect the stakeholders in the environment. It also helps reducing costs and adding value to the waste arising from the production. Meat & Bone is another business that helps managing waste of organs from chickens such as chicken heads, chicken intestines and bones. The waste from the chicken slaughterhouse is converted into important raw materials to be fed into the Meat & Bone factory's production process. When taking the chicken head, chicken intestines and bones through processing, we obtain the ingredients which are chicken powder and chicken oil to be sold to customers and to feed animal. The full operation of Meat & Bone can help reducing waste from the production.



## Development and care on employees

### Fair treatment to employees



Thaifoods values the employees under the principles of human rights and treats people at all levels like brothers and sisters without taking advantage from the recruitment process, transfer and rotation of employees, continuous training and development of knowledge and skills. The remuneration is determined fairly with proper welfare arrangement. All employees are encouraged to have opportunities for advancement at all levels.

Thaifoods treats employees of all genders equally and equitably, taking into account the conditions of work that cannot be operated such as pregnant women, the elderly, people with disabilities or health problems. Thaifoods encourages employees to have rights in various fields such as meetings among employees in

the form of welfare committees, giving opinion and participation, fairness in wages and remuneration, and respect for religious activities. The Human Resources Department is responsible for formulating operational plans, supervising, controlling and evaluating measurable and concrete results.

### Respect for human rights

The Company attaches great importance to respecting human rights in accordance with international standard which is fundamental right that “Every human being has human dignity, equal rights, and freedom”. It is the principle that the Company and the affiliates are committed to treating all employees and stakeholders of the Company without discrimination. The Company realizes that the operation must be based on morals, ethics and human rights. In the business operation, we adhere to and regarded as a guideline for practice, especially the principles of human rights in every work processes to avoid all forms of human rights violations including supporting transparency and accountability. The Company adheres to the principle of operation. We do not discriminate and treat one another equally without distinguishing physical differences or any other legal status. We also promote action to protect human rights through policies such as corporate governance policies, business ethics policy, corporate social responsibility policy, policy for receiving complaints and protection of whistleblowers. The Investigation Subcommittee gives fair treatment to labor. We promote communication, dissemination of knowledge, understanding, guidelines and principles engage the Company's stakeholders to participate in the business practices in accordance with human rights. The Company disseminates human right policy through the Company's communication channels. There are

regular supervision, monitoring and auditing of actions that have an impact on human rights. The human resource unit is designated to be responsible for monitoring, observing and auditing human rights of the Company. We provide opportunities for employees and stakeholders to express their opinions, report problems, report clues or whistle blow in case of incidents or actions related to violations of human rights policy. In addition, the Company's fraud investigation process is correspondent with the Company's regulations for the protection of whistleblowers and punishment according to the Company's regulations.

## Rights of children and women

The Company respects human rights for all groups of people including children and women who are part of the Thaifoods value chain. The group of female employees is another force that drives the Company to grow. The Company gives all female and male employees equal rights without gender discrimination. The codes of practice and policy are formulated to cover and protect women in accordance with legal practice. Similarly, to children in the community and children of employees, the Company has clearly complied with international practice principles and principles of compliance with Thai labor standards with fairness. We prohibit the use of child labor and prohibit the children under the age of 18 from entering the Company's premises. In terms of scholarships, the Company allocates scholarships as appropriate to employees'



Breast milk corner sign for companies in the Thaifoods group



Project to visit male employees' wives to give birth to a child

children every year. We also focus on women from pregnancy to childbirth. A survey of expectant mothers has been organized to provide maternity baskets for all mothers in Thaifoods. There is a lactation room in the operating area for mothers of Thaifoods employees who gave birth and returned to work for breastmilk pumping during the day. In addition, in this year 2021, there is also an activity of "Care mom Care child" for Thaifoods mothers who are breastfeeding under 1 year old. The gift set is given for collecting breast milk for mothers when returning to work or leaving the place. It can support breastfeeding and facilitate mothers to maintain the quality of milk, value, clean and safe for the babies.



## Labor management, recruitment and employment

Thaifoods has systematic, transparent and fair process of recruitment and employment based on knowledge, abilities and attitudes that are consistent and appropriate to the position and values of Thaifoods.

Personnel data in 2021	Personnel of Thaifoods Group Public Company Limited	Personnel in the affiliates of Thaifoods Group Public Company Limited	Total
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### Male

Male	6,577	4,163	10,740
Female	4,461	4,462	8,923
<b>Total</b>	<b>11,038</b>	<b>8,625</b>	<b>19,663</b>

### Age

18 – 22 years	1,483	1,120	2,603
23 – 30 years	3,602	3,197	6,802
31-49 years	4,265	4,007	8,272
50 years and over	242	301	543
<b>Total</b>	<b>9,592</b>	<b>8,625</b>	<b>18,217</b>

In addition, Thaifoods encourages students from higher education institute around the country to come in for gaining the real-life work experiences for experiential learning.

## Assessment on the operational performance

Thaifoods prepares the system for assessing the operational performance of executives and employees concretely by measuring the success of the work according to expectations, potential, behaviors and work attitude. This includes the compliance with Company's

regulations such as operational performance, responsibility, functional development, teamwork, leadership, communication and trust, etc. The Human Resources Department is assigned to be responsible for preparing of operational plans, supervising, controlling and evaluating results to be measurable and concrete. The performance assessment is conducted at least once a year, including fair consideration on position and compensation without discrimination.



## Benefits and remunerations for employees

Apart from the business planning strategies for the development of organization to grow progressively, the employees are another important force that keeps the Company growing steadily and continually. The Company therefore pays attention to the needs of employees at all levels through the management of basic welfares and other welfares. The Company encourages the establishment of Welfare Committee in the workplace to be a representative to discuss and offer opinions on the welfares that Thaifoods has implemented for employees apart from basic employee welfares such as compensation fund, social security, health insurance, uniforms, diligence allowance, bonus and annual salary increase, statutory leave, aid for death, important religious holidays for factory group employees, sickness visiting activities, maternity visits, scholarships for employees, scholarships for employee's children, awards for work as TFG LONG SERVICE YEAR AWARD.

### TFG LONG SERVICE YEAR AWARD



- The provident fund supported by the Company for employees is a mutual fund established by employers and employees. The objective is to save money for employees to spend when they retire. Contributions are allocated in percentages to employees according to the employee's years of service as appropriate. The maximum is 7% of the salary.
- Lunch program / special menu for employees on normal working days /Special price products for employees
- Employee Joint Investment Program: EJIP
- Promote legal rights of maternity leave, sickness visit project, birth visit and support activities for breastfeeding mothers of Care mom Care Child.
- Support staff health care such as annual health check, recreation room in the workplace and relaxing corner during work



- Employee Loan: The Company creates alliances with financial institutes for special interest financial loans for employees including other credit service businesses for Thaifoods employees.

Money hub is the credit service business that Thaifoods aims to bring in to help alleviating the burden of expenses amidst the ongoing economic slowdown by focusing on supporting the issuance of credit loans that meet all needs. This credit business conducted this time will increase the choice for employees who want low interest loans to be used to alleviate the burden of expenses during the economic slowdown as well as creating opportunities and enhancing liquidity with reliable sources of funds.

## Promoting occupational health, safety and working environment

Thaifoods is committed and aware of the responsibility in terms of occupational health, safety and working environment. We have established a policy to manage quality, safety, occupational health and environment. The strategic management process is organized for Thaifoods business operations to achieve the Company's vision and mission in a concrete way with the most clearly seen picture. We are committed to doing business strictly in accordance with international standards and laws on safety, occupational health and environment including related contracts, the organization's requirements, laws, rules, regulations, and relevant industry standards. This can build a safety culture including safety management in the production process to take care of the safety of all employees by controlling, preventing and reducing accidents at work having a plan from design, construction and installation of machines, testing, production, maintenance, delivery, and storage of raw materials.

As Thaifoods puts the safety of operators first, we have prepared a concrete action plan and set the operating frequency on a regular basis. The Safety Committee is established to take care of specific responsibilities. There is also a comprehensive assessment on safety risks in

every step of operation. This includes publicizing knowledge through public relations media with training and practicing emergency plans every year, such as fire evacuation drills (both the factory area and employees' houses), chemical spill emergency drills, emergency drills in case of an emergency and potentially explosive boilers, emergency drills in case of LPG gas leak, emergency drills in case of power failure, dust explosion prevention plan, flood emergency plan, business continuity and contingency plans, ammonia spill emergency drills. Including safety training for relevant staffs to increase their awareness and be careful that unexpected things may always happen, such as basic firefighting training, first aid training, safety training for forklift driving, radiation protection course, training on specific personnel responsible for the safety of hazardous substance storage, training for boiler supervisors, training for the grantor, supervisors, helpers and operators in confined spaces, training course for primary firefighting, training for safety in electrical operations, training on chemical operations, training for supervisors, administrative training, safety department. It also includes training contractors who work in Thaifoods' areas according to related programs.

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Thaifoods has set a target to reduce accident in 2021  
to have zero death from work.



## Statistics on accidents in 2021

Total working hours of employees

**31,590,117.5 hours**

Total deaths from work

**0 case**

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### KYT activities

Morning Talk group activity before the start of the event by specifying the message and accompanying gestures speak and act accordingly is for being aware of the danger and emphasizing on how to manage hazards “Working in noisy areas, we must wear ear plugs for Thaifoods to have 0 accident”.



### Know-why sheet group activities

It is an activity to use to find faults on the job site, analyze the causes and effects, and take corrective action by having employees search for defects on the site and take photos to be analyzed and presented.

**The total value of caring for employees in health and safety of Thaifoods is more than 15.7 million baht.**

## Employee engagement with the organization

Thaifoods encourages employees to express their opinions and to engage between management and employees in order to create a working atmosphere for listening to problems and creating understanding for sustainable development.



Thai Foods promotes various activities to create an atmosphere and participation in work such as Kaizen & Suggestion activities for all departments to participate in the organization's development allowing each unit to present innovations, new projects or improvements. The Company's workflow is developed to help increasing the benefits and bring it to the contest and have a team involved in selecting suitable projects.

## Employee potential development

### Development on knowledge and potential of employees

Thaifoods promotes the development of knowledge and potential of employees in correspondence with the Company's operations and business growth including management plans and strategies. As the employees are the key to driving the business forward to keep up with the world, the Company has set the approaches for human resource development according to the suitability of each target group through the TFG Development Roadmap for the year 2021. The Company's performance in the past and the plans that are taking place in the future are analyzed. Thaifoods and the companies in Thaifoods Group have a clear goal of expanding and growing the business continuously. The Company has prepared in various fields whether in technology, machinery, innovation and other factors. One thing that is indispensable is the development of personnel to be ready for growth in parallel with the Company's business. We have continually developed personnel development plans in the development of skills, knowledge, abilities, and knowledge related to the quality system in various processes. Our personnel are capable, determined, committed, and able to develop further to increase their potential in various fields. It is the main force in the development of society and the country to progress according to the goals set by everyone in working.

# LEARNING IS THE POWER

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## OF CHANGE AND DEVELOPMENT

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### Developing programs and operating models to meet the Company's goals

The programs are divided according to the competency in each area.

#### • Leadership Competency

The focus is on the development of management skills, attitudes, methods, and personalities that promote leadership for employees in management groups / managers / supervisors to be ready to lead the team to achieve the set goals.

#### • Functional Competency

The focus is on the development of skills and knowledge according to the professional lines of employees emphasizing the behavioral formation and attitudes in accordance with individual responsibilities as well as enhancing the skills necessary to work in order to be effective and increase the results of work

#### • Core Competency

The focus is on the development of core competencies or the main behavior of employees that promote the operation or business of the Company emphasizing creating behaviors and good attitudes to work as well as instilling an organizational culture for all employees.

#### • Quality & Law Requirement

"We will be a quality and safe food producer according to international standards." In order to achieve the Company's vision, we aim to provide knowledge and understanding of the quality system, production standard as well as correct operation methods according to quality standards.

#### • TFG Orientation Program

The first step into Thaifoods family, all employees can learn the history of the Company, business overview, corporate culture (TFG DNA), rules, regulations, and working criteria to ensure that all employees are ready to be part of the Thaifoods family.

The lifestyles that need to be adjusted from the impact of the epidemic has resulted in a rapid adjustment to the New Normal. The training that occurs both inside and outside the organization has therefore been changed to online training to reduce the distance, reduce the spread of germs and appropriate to the current situation.



### Information of personnel training for the year 2021

Number of personnel who attended the training

**11,380 people**

Number of training hours

**68,280 hours**

Average person/hour

**6 hours/person**



**“Employees”** Our employees are potential, determined, committed and

able to develop further to increase their potential in various fields.

It is the main force in the development of society and the nation

to progress according to the goals that everyone intends.



# Community social care development

## Build engagement with people in the community and society

The Company operates the business with responsibility to the society, suppliers, and customers. The Company takes into account the impact and gives importance to being part of the community and society. The direction towards sustainability provides operations that must be based on good corporate governance, transparency, accountability and ready to bring economic stability to the Company and all stakeholders.



Under the principle of “Trust – Future – Growth”, we can ensure that the Company’s operations are complete and inclusive of stakeholder engagement. As the Company attaches importance to the community that must stay with us for a long time, we do not neglect to support the quality of life of people in the community to grow with us. The Company has plans to support and give assistance both in the short term and long term as appropriate for each area. This work plan will be updated annually. If in that year there were any issue, problems or impacts, the Company is prepared to deal with emergencies and improve operations in a timely manner. The working team is established for social responsibility to supervise and attend meetings as well as finding solutions with the staffs of local authorities regularly.

**We promote education outside the classroom through experienced personnel.** Thaifoods organizes activities by inviting safety professional staffs to educate students about safety in schools located in the Company’s area. We provide training on safety road trip, prevention on the spread of Covid-19, daily life safety, and fire training in order to learn about the types of fire extinguishers and their use so that the children can understand how to practice and which behaviors are safe for one’s own life and properties. The event was held during January – April, 2021, before the situation of the Covid-19 virus pandemic became severe.



**For promoting growth in vocational training**, the Company has always focused on education in terms of scholarships to provide an opportunity for educational institutes to visit and observe the Company's business operation. However, the Company does not neglect to provide students with practical learning opportunities through internships or cooperative training. The Company selects students for internships, persons with abilities that are suitable for the Company's business operation and match their professions. The children come to try out the real work from experienced and knowledgeable staffs who will help guiding and assigning students to work interns to seriously engage with the organization. Thus, the students can have the opportunity to develop their own potential as well as being able to be an important assistant to the organization as well.

**In conducting the public hearing in 2021** , as Thaifoods has expanded the business in many businesses, the public hearing is held in the surrounding areas to clarify the implementation and is ready to listen to the opinions of people in the community on matters that affect their lives. This will lead to the conclusion that truly reflects the opinions of the community mainly taking into account the impacts on stakeholders in the surrounding communities.



**The community satisfaction survey** is done with the community satisfaction survey form to cover the information on actions taken in each aspect of Thaifoods. This includes odor management, noise management, traffic management, wastewater management, water resource management, solid waste management, air pollution management, toxic waste / hazardous chemical management, labor management, community assistance, interaction with the community members, supporting the community to have careers, health, sanitation and safety of the community members in education, rules, and regulations possibly affecting the community directly and indirectly.



**“The value of community care in 2021  
was 10.32 million baht.”**

## Receiving complaints and handling process of complaints for communities and stakeholders

Write suggestions and complaints in the comment box  
or call the Thaifoods administrator

Thaifoods administrator collects feedback and complaints  
(every 1<sup>st</sup> and the 15<sup>th</sup> dates of the month)

Thaifoods administrator report suggestions/complaints and present information to the executives. The executives consider and assign the responsible persons to be responsible in the meeting of Security Committee/Welfare Committee/Community Committee.

The responsible persons perform the improvement and correction on the suggestions/complaints.

The executives follow up on the improvement and correction on the suggestions/complaints.

The results of correction on the suggestions/complaints will be reported and communicated back to inform relevant persons/employees within 7 days.



**Support community business** aReduce the distance and increase the channels to be closer altogether: In operating the Company's business, we have always been with the community. Thaifoods pays attention to the idea, "when the community can live, Thaifoods can live." The Company is trying to push and build a foundation for people in the community in all areas where the Company operates to be able to take care of themselves and to help their families through professional support. We give opportunities to local people to have a trading channel in the Company's area in parallel with the business operations of Thaifood. We encourage the employees who are domiciled in Thaifoods business areas to work close to home to help reducing the amount of immigration of people in the area and shorten travel time. This can avoid higher



cost of living and other expenses when changing residence. It can also build good relationships in the family to increase even more. Employees can live with their families. This can help reducing the distance and isolation possibly occurring from working far from home. It also yields positive effect on the physical health of employees who will be able to rest fully. They do not get worried about traveling and can have time for themselves without affecting their routine. It can be seen that in 2021, the Company has achieved 46.68% of the total number of employees in the Company's business areas. The guaranteed income is higher than the minimum wage comparing the wages in the area of operation of the Company. It is higher than the minimum wage for 40%. In terms of remuneration, Thaifoods assesses the ability and potential primarily so that there is no gender discrimination.

**Increase the opportunity to generate income for people with disabilities and the community members** Thaifoods supports community market activities in the area around the factory. We recruit shops in the Thai Foods canteen area by giving opportunities to the general public and people with disabilities in the community to come to register with Thaifoods to promote income generation and economic circulation in the community.

**Promote access to food** In 2021, the Company has increased sales channels for promoting access to products directly to consumers so that consumers have full access to the Company's products through the Company's sales channels in the form of a retail business under the name of "**Thaifoods Fresh Market**". The focus is on distributing consumer products and distributing products directly into the community. The consumers are provided with access to quality, clean, affordable, fast, and more adequate products. The varieties of products are increased including chicken products, pork products, finished products and condiments products.



**Thaifoods Fresh Market** Thai Foods sees an opportunity to increase access to fresh food and ingredients. In order for consumers to be able to bring raw materials to cook in their households, Thaifoods has initiated a retail business under the name “**Thaifoods Fresh Market**” since 2020, which is a consumer product distribution center business in the Thaifoods group whether in the distribution of chicken products, pigs and finished products. This will help Thaifoods have more distribution channels and able to reach consumers directly. The aim is to distribute income sources in each business to be appropriate in order to create sustainable stability according to the set goals.

**In 2021, Thai Foods planned to expand THAI FOODS FRESH MARKET for around 70 branches. From the results of the year 2021, THAI FOODS FRESH MARKET has opened 85 branches in 15 provinces. This was considered the success in expanding the branches to be able to hold consumers well beyond their expectations.**

**Supporting quality food according to the principles of nutrition for the community**  
 As the heart of Thaifoods business is producing quality food and delivering it to consumers safely, the support of the Company's food products to the community is what the Company has always done either in normal conditions or when facing with a crisis. We donated chicken parts, sausages, processed products of the Company for government agencies, villagers, volunteers, and communities.



**Im Nee Pheua Nong** is the project to support food products for students in the community who live in schools in the vicinity of Thaifoods operations areas. As the heart of Thaifoods is to produce quality food for consumers, we, therefore, attach great importance to quality and nutrition in this diet in order to create age-appropriate growth for students in the community. This project has been implemented continuously every year since 2015 until the present. Thaifoods has set a goal of supporting school lunches. The Company targets an average of 1 factory area per 1 school. The results of the implementation throughout the preparation of this Im Nee Pheua Nong project were found to be in line with target.



**Helping communities in time of crisis :** Thaifoods values every life that lives with us, even in time of crisis whether from natural disaster or from an epidemic. The Company continues to provide full support to the community and society whether in the form of grants, supplies, food, or assistance work as best as the Company can support. We also supply essential items in urgent situations that arise both in terms of epidemic prevention, PPE, disinfectant equipment, survival bags, consumer goods and medicine, chicken parts products, sausages, cooked chicken, processed products which the Company has always supply to hospitals and government agencies, schools, communities, villagers, both in crisis and normal situations.



## Caring for animal welfare in accordance with international standards

### Animal welfare

Thaifoods focuses on raw material suppliers starting from chicken and pig farms. We establish the farm standards for animal welfare so that animals are raised and taken care of in order to live in the right conditions with good hygiene. They can have comfortable address in suitable environment. The adequate food and water are obtained through close supervision by animal husbandry experts to promote healthy and growth of chickens and pigs, reducing stress and illness through house management methods, system raising, and condition control.



### Actions to prevent animal epidemics:

The Animal epidemics epidemic affects both farmers and consumers at large in terms of production that is insufficient to meet consumer demand and rising product prices. Thaifoods is worried. We operate intensively in our swine business and are rigorous in animal safety and health to the best of our ability. We provide experts to supervise the standards effectively and have an action plan of “Swine farm management and biosafety system” that is based on animal welfare principles and meet legal requirements. In inspecting swine farms in accordance with ISO 9001 requirements, we can have farm structures that can prevent the spread of disease. Farm veterinarians must have a veterinary license to control the swine farm. It is the first class veterinary license. In the operation of the farm, the results of the water quality, animal feed quality analysis results, residues, daily animal husbandry records are required to be collected. The output records the current inspection of the equipment and maintenance system as well as recording the sick animals and treatment or the necropsy for diagnosis. This includes conformity to the regulations of the Department of Livestock Development on the protection and care of animal welfares, animal welfare monitoring, air circulation, dust, temperature, humidity, lighting and gases which must not exceed the specified criteria possibly harmful to pigs. The consumers can be ensured that Thaifoods swine farms are clean, safe and reliable.

## Taking care of human rights throughout the supply chain

### Suppliers

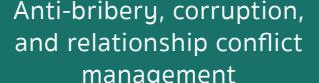
Thaifoods has policies and approaches regarding trading partners. The employees are required to treat all suppliers and/or creditors fairly, honestly and without taking advantage of suppliers, taking into account the best interests of the Company and the fundamentals of receiving fair returns for both parties. We avoid situations that cause conflicts of interest. The negotiations are based on business relationships. **The approaches for practices are;**

- Not demand or receive or pay any benefit that is illegal in trading with suppliers and/or creditors
- Comply with various conditions agreed upon. In the event that any condition cannot be complied with, we will jointly consider finding a solution to such problem.

### Code of Conduct with Thaifoods's supplier

The Supplier Code of Conduct for Thaifoods is established to be used as guidelines for doing business operation in accordance with legal requirements, rules, regulations, Company's code of conduct, and international standards to prevent infringement to the rights of business stakeholders, prosecution, and promotion on the good image of the organization. The purpose of this code of conduct is to establish clear ethical principles and standards of conduct. This Code of Conduct applies to all groups of suppliers, employees, temporary workers, agents, sub-contractors, and individuals or juristic persons.

**covering all 11 areas of practice as follows:**

 Compliance with laws and general requirements	 Human rights and labor protection	 Safety and occupational health	 Environmental requirement compliance	 Relationship conflict management
 Intellectual property rights	 Cyber security	 Anti-bribery, corruption, and relationship conflict management	 Aspect of not receiving financial support or any other benefits	
 Unfair competition				

## Communication of the signing of the Supplier Code of Conduct

In 2021, Thaifoods has communicated the Supplier Code of Conduct to all partners in the Thaifoods group in order for the suppliers to sign the acknowledgment of the operating guidelines related to the suppliers in the Company's Supplier Code of Conduct. The Company has reviewed the Supplier Code of Conduct annually to ensure that the guidelines and requirements are in accordance with the standards suitable for the era and responding to the working style of working with suppliers. We also invite the suppliers of the Company and the affiliates to participate in being the member of Private Sector Collective Action against Corruption (CAC) project.

### Risks caused by suppliers

Thaifoods found that the risk from suppliers affecting the Company as the main issue is the risk when the Company buys the breeder chickens from a single supplier and purchases the great-grandfather pigs from a small number of suppliers. The Company purchases parent chickens of Arbor Acres, a well-known company specializing in the production of single-bred broilers. If such distributors are unable to sell broiler chickens and great-grandfather pigs to the Company, this may affect the demand for the Company's breeder and great-grandfather chickens as well as affecting the products of the Company that will be released.

### Risk management from suppliers

Thaifoods has been in the chicken and swine business for a long time and has good relationship with such suppliers. If the suppliers cannot sell to the Company, we need to procure new suppliers with similar quality as the original suppliers. In the market, there are also other operators and dealers of breeder chickens and great-grandfather pigs. For some great-grandfather pigs, Thaifoods is able

to carry out research and development of pig breeds to replace them with great-grandfather pigs. In addition, Thaifoods is currently a partner with international standard breeders and we also have the joint venture plan to build a great-grandfather farm in Thailand. This ensures the certainty and can mitigate such risks. In the past, Thaifoods has never encountered any problem from purchasing chicken and pig breeds.



## **Guidelines for procurement and selection criteria for suppliers:**

The guidelines are set as criteria for the procurement and selection of new vendors/suppliers and assessment of current vendors/suppliers for use as a standard in registering vendors/suppliers to do business with Thaifoods and the affiliates. They must deliver quality products and services with food safety, legitimacy, and credibility of a generally recognized brand in accordance with the quality policy that the Company wants leading to smooth and efficient business operation. It also ensures that Thaifoods will receive good quality and safe products or services.

### **The criteria for assessing sellers/suppliers are divided into 2 parts as follows:**

#### **• Selection and assessment on new vendors/suppliers:**

The assessment criteria are as follows.

They must have the specification as defined by the Company. The suppliers must be in a legitimate state with appropriate pricing, delivery, services, and reliable sources of raw materials. The suppliers must not have any business risks. They must have confidence in delivering products with quality and safety as well as not taking the risk in doing anything that violates the regulations or related laws.

#### **• Assessment of current vendors/suppliers:**

The assessment criteria are as follows.

Quality, price, delivery, service, environmental impact, safety, and Thai labour standards. The frequency of assessment of the current vendors/suppliers is specified once a year.



# Environmental management

The Company operates a food production business that takes into account the safety of the environment in every process since the survey and rigorous environmental impact reporting. There is a system and operating regulations that do not affect the environment inside and around the area. We also provide knowledge promotion and training on environmental stewardship for all personnel as well as giving importance to promoting the efficient use of resources for maximum benefits taking into account the impact on the environment. The measures are formulated to prevent and systematically mitigate potential impacts. The Company also stipulates the approaches to achieve the objectives according to the environmental policy. We comply with the laws and regulations. The strict environmental concern is related to the Company's business operation with the commitment to control resource use and energy efficiency as well as promoting knowledge and creating the awareness among employees, contractors, suppliers, and related parties who have been assigned duties and tasks that are responsible for environmental impact prevention. The employee engagement, care and prevention of environmental pollution are promoted such as wastewater management, air quality, waste and continuous improvement to enhance the environment quality, the use of energy and waste from work processes. These include the economical use of natural resources. In this regard, Thaifoods has conducted environmental quality measurement which is carried out annually and the results of environmental quality monitoring have been used to formulate the approaches for management, promotion and conservation of environmental quality.

## Quality and environmental standards obtained in 2021



### GMP

GMP (Good Manufacturing Practice) is a quality assurance system that has been practiced and proven. It guarantees that food is safe, reliable, and accepted by consumers. It relies on many factors that are related to one another. Therefore, if all approaches are followed, it will make food quality, safety and standards.

### HACCP

HACCP (Hazard Analysis Critical Control Point) is a safety control standard in every food production process. It can prevent hazard and contaminants in food that consumers may receive from food consumption through a preventive planning process including control and surveillance to ensure consumers that the established standards are effective at all times.



## **ISO 9001:2015**

Quality Management System ISO 9001:2015 (QMS) is the standard of quality management system which is recognized internationally as a system used for managing processes to obtain quality products or services that meet the needs of customers regularly.

## **ISO 14001:2015**

Environmental Management System ISO 14001:2015 is the most widely accepted standard by corporate bodies around the world. The objective is to make organizations aware of the importance of environmental management in order to develop the environment along with business development mainly focusing on pollution prevention and environmental protection in order to help reducing the impact on the environment and reducing the production costs in the business.



## **Green Industry Level 4: Green Culture**

Thaifoods has never stop developing the industry for the environment and society continuously. With the certification from the Ministry of Industry, it shows that Thaifoods operates in an industrial way by adhering to improvement in production processes and management environment continuously for environmentally friendly business operation along with adherence to business operation with social responsibility both inside and outside the organization throughout the supply chain for sustainable development.

In 2021, Thaifoods has been certified for the Green Industry Level 4: Green Culture, which means that everyone in the organization join in operating in an environmentally friendly manner in all aspects of the environment of business until becoming part of the corporate culture which has been carried out continuously since 2015 until the present.

## Energy management

The Company has plans to manage energy resources both in the short term and in the long term in terms of bringing clean energy / alternative energy for use in the production process. We also plan for electricity reduction, fuel consumption reduction including organizing campaign activities to instill environmental awareness and energy saving for employees, modification of raw materials to be used as fuel energy using environmentally friendly products and products that contribute to energy saving.



**There are activities to cultivate environmental awareness** allowing employees to share ways to reduce energy consumption according to their own preferences under the topic of Reuse Reduce Reduction as a guideline for applying the concept to benefit the organization in the future.



**There is a media to promote energy saving/energy saving campaigns**, using environmentally friendly products, carpool travel to reduce the use of fuel in the form of oil and reduce greenhouse gas emission from various activities as well. The Company implements the guidelines of the SET's Care the bear project to become more concrete.



The Company has improved the form of raw materials used as fuel in the production process, switching to rice husks and palm shells to help reducing production costs and



burning more environmentally friendly. Environmentally friendly products and products that contribute to energy saving are used. For example, in using LED lamps instead of fluorescent lamps, LED lamps are approximately 40%-50% more economical than conventional lamps and have an average lifespan of more than 50,000 hours. Thus, it can reduce maintenance costs even more.

## Water management

The Company is aware of the problem of water resource scarcity that the world's population is constantly facing. Therefore, we intend to be a part in helping this shortage situation to be more or less better. To achieve the Company's goals and objectives in environmental stewardship for maximum benefit, the work plans and guidelines for water use management have been prepared in a concrete manner. These include creating awareness of the use of

water with value for employees and everyone in the organization both waste treatment and control the use of water from the production process all along. In this year 2021, there is a project to control the amount of water in the organization, such as a survey of water usage behavior in the working activities of each department, leakage survey and inspection of raw water pipelines with pump pressure. The sensor faucet is installed to reduce the amount of wastage. The control and management of wastewater is done to pass the standard before releasing it into the public drainage gutter 100% and improvement of sewage pipes from toilet water and water under the building to collect into grease traps. These include improving and expanding the wastewater treatment system. In this regard, it was found that the Company's annual water average can lower all parameters and can be better than the set standard.



## Waste, sewage, and pollution management

In terms of waste management that arises from the Company's operating processes, we have a clear plan of action to eliminate each type of waste both hazardous and non-hazardous. The Company operates according to the appropriate management plan and has measures to prevent chemical spills waste with standards and in accordance with international principles. As for hazardous waste, the Company has outsourced the services. We select only those who have a license to manage waste in that matter. The contractor must manage in accordance with the legal requirements related to the environment including disposal by various methods according to international principles for the Company

In regards to non-hazardous waste that the Company can fully manage, the Company has set up a sorting point in the area. For sludge from the wastewater treatment system, the concerned caretaker will use it to make fertilizer. The paper boxes and packages, plastic bags and plastic packages are recycled. The rice sacks are reused and the Big Bags are also reused, etc.



There is also waste sorting management under the “Dispose of Right Color and Right Type of Waste into the Trash Bin” project in order to educate employees on waste separation management before throwing it into the bin including general waste, recyclable waste, wet waste and hazardous waste for the convenience in waste disposal and recycle.

### **Management of air pollution, noise, odor, dust:**

Since almost all of the Company’s production operations are industrialized, it is quite difficult to avoid causing pollution. As we have the intention to live with the community in a sustainable way, the Company has a plan to manage pollution that affects the environment comprehensively and not to affect the lives of stakeholders in the factory, both directly and indirectly. We conduct a monthly visit to the area to inquire about the environmental impact, 1-2 times a month for timely corrections. However, if a group of stakeholders encounters a problem themselves, they can report the matter to the Company’s coordinator to take corrective action and find a solution altogether. In addition, the Company has installed a quality odor management system. The Company also has environmental experts to measure the environmental standards to meet the safety criteria and under the legal requirements.

### **Promote environmental training for employees:**



There is a training program for hearing conservation, for medical surveillance, for health safety and good environment for employees including vocational training on health, safety, and environment for employees and new employees. There is also training for employees who perform related duties, such as programs in environmental law, occupational health and safety from external agencies, etc.



## Greenhouse Gas and Climate Change Management

With the trends of global business driving that occur today, the problem of climate change is having a wide impact all over the world. Many countries have measures and set goals for both short-term and long-term to reduce greenhouse gas emission as much as possible. At the 26<sup>th</sup> Conference of the Parties (COP), Thailand has set a goal of becoming a Carbon Neutral country by 2050 and will achieve the Net Zero Emission target in 2065

### The Company may be exposed to risks from climate change

such as weather conditions for feedstock production, which can affect the price fluctuations of such raw materials or the weather affects the temperature rise or fall, which affects the growth of the animal. Apart from monitoring data and situations on climate change and regularly reporting to management to prepare a back-up plan in business operations, the Company has set goals to reduce greenhouse gas emission. We also plan to adjust



the strategy to develop innovations in the organization to suit the business style of the Company both short term and long term in order to operate the business in an environmentally friendly manner and affect the greenhouse gas emission condition to a minimum. We support the use of clean energy by converting solar energy into electrical energy and recycle to withstand the use of direct energy from the government in the form of Solar PV Floating, Solar Roof and Solar Car park by installing such Solar systems in the factory's operating area.

Through the implementation in 2021, Thaifoods can become a partner with the environment from using clean energy from sunlight to replace electricity from coal in the production process. In Phase 1, the project installs solar power generation systems on buoys (Solar PV Floating) of the area of 4 factories, which can reduce Carbon dioxide emitted for 10,432.08 tons, reducing coal use by 12,388.10 tons and equivalent to planting 16,926 trees.

# About this report

Thaifoods Group Public Company Limited has produced a sustainability report every year. This is the sixth consecutive year (2016-2021). The main objective of preparing the report is to report the environmental, social and corporate governance performance or ESG (Environment, Social, Governance) including the Company's economic growth results concretely informed to the stakeholders of the Company

## Scope of reporting

This report is a report on the results of operations from January 1, 2021, to December 31, 2021. The reporting scope has been set to cover the operations of Thaifoods Group Public Company Limited and subsidiaries of Thaifoods Group. We adopted the disclosure principles in accordance with the guidelines of the Global Reporting Initiative: GRI Standard, and considered the level of disclosure at the "Core" level, which is one material disclosure per subject based on the indicators including reference, implementation goals in accordance with Sustainable Development Goals (SDGs) to apply in industrial business groups as "Agriculture and food industry" appropriately.

## For more information, please contact

### Corporate Governance Department

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## Summary of Operational Performance in Sustainability

### Economic, Social and Environmental Operational Performance for the Year 2021

**Financial information (consolidated financial statements of Thaifoods Group and the affiliates)**

Financial information	2019	2020	2021
Revenue from sales	28,919.19	31,388.66	34,823.26
EBITDA (Million Baht)	1,545.71	3,200.62	1,097.56
Net Profit (Million Baht)	1,440.00	2,551.33	551.45
Earnings per Share (Baht)	0.27	0.46	0.10
Dividend to Shareholders (Million Baht)	459.8	1,289.7	588.8
Rate Return on Equity (ROE) (Unit :%)	16.25	24.41	4.95
Income Tax Payable (Million Baht)	105.72	649.29	545.62
Community and Social Investment (Million Baht)	7.06	10.97	10.32
Financial Cost (Million Baht)	403.96	369.52	493.49
Human Resource Investment (Million Baht)	4.65	2.95	1.99

### Distribution channels of Thaifoods Group and the affiliates

#### Domestic sales channels

Krabi	Tak	Pattani	Rayong	Sing Buri
Bangkok	Nakhon Nayok	Phra Nakhon Si Ayutthaya	Ratchaburi	Sukhothai
Kanchanaburi	Nakhon Pathom	Phang Nga	Lopburi	Suphan Buri
Kamphaeng Phet	Nakhon Phanom	Phatthalung	Lampang	Surat Thani
Khon Kaen	Nakhon Ratchasima	Phichit	Lamphun	Surin
Chanthaburi	Nakhon Si Thammarat	Phitsanulok	Loei	Nong Khai
Chachoengsao	Nakhon Sawan	Phetchaburi	Sisaket	Nong Bua Lamphu
Chonburi	Nonthaburi	Phetchabun	Sakon Nakhon	Angthong
Chainat	Narathiwat	Phuket	Songkhla	Udon Thani
Chumphon	Bueng Kan	Mahasarakham	Satun	Uttaradit
Chiang Rai	Buriram	Yasothon	Samut Prakan	Uthai Thani
Chiang Mai	Pathum Thani	Yala	Samut Sakhon	Ubon Ratchathani
Trang	Prachuap Khiri Khan	Roi Et	Sa Kaeo	Saraburi
Trat	Prachinburi	Ranong		

#### International sales channels

Japan	Bangladesh	China	Kuwait	Ireland	Australia
Taiwan	Malaysia	Denmark	Peru	USA	Poland
Netherlands	Mongolia	Germany	South Korea	Mauritius	UAE
UK	France	Pakistan			

## Human Resources

### Personnel of Thaifoods Group Public Company Limited

Information on Human Resources	Unit	2019	2020	2021
Total number of employees	person	9,750	8,726	9,592
Number of employees classified by genders				
Male	person	4,384	3,787	6,577
Female	person	5,366	4,939	4,461
Number of employees classified by ages				
18 – 22 years	person	1,779	1,120	1,483
23 – 30 years	person	3,701	3,353	3,602
31 – 49 years	person	4,078	4,000	4,265
50 years and over	person	192	253	242
Number of employees classified by workplaces				
Head Office	person	302	159	315
Kanchanaburi Factory	person	5,552	3,092	5,665
Prachinburi Factory	person	3,588	1,539	3,222
Prachinburi Sausage Factory	person	308	149	390
Number of employees classified by levels of employees				
Executives (L.9 – L.15)	Persons	24	26	25
Supervisors (L.5 – L.8)	Persons	177	159	171
Operation/Staff Level (L.1 – L.4)	Persons	9,549	8,541	9,396
Number of new employees	Persons	4,630	2,579	5,418
Proportion of new employees	%	47.49	29.56	56
New number of employees classified by genders				
Male	Persons	2,023	1,019	2,719
Female	Persons	2,607	1,560	2,699
New number of employees classified by ages				
18 – 22 years	Persons	1,351	726	1,745
23 – 30 years	Persons	1,879	1,043	1,958
31 – 49 years	Persons	1,394	801	1,693
50 years and over	Persons	6	9	22
Number of resigning employees	persons	3,533	1,043	4,662
Proportion of resigning employees	%	36.24	13.22	49
Resigning employees classified by genders				
Male	Persons	1,599	368	2,116
Female	Persons	1,934	448	2,546
Resigning employees classified by ages				
18 – 22 years	Persons	777	363	1,195
23 – 30 years	Persons	1,411	448	1,796
31 – 49 years	Persons	1,310	342	1,606
50 years and over	Persons	35	1	65
Absence rate	%	N/A	0.05	0.01
Rate of returning to work after maternity leave	%	97	100	87
Number of HR complaints	Cases	0	0	0
Number of business ethics violations	Cases	0	0	0
Employees who received performance appraisals	%	100	100	100

Social operation details	Unit	2019	2020	2021
Rate of contributions paid to the provident fund				
Working age less than 5 years	%	3	3	3
Working age between 5-9 years	%	4	4	5
Working age from 10 years	%	5	5	7

## Personnel of the affiliates of Thaifoods Group Public Company Limited

Information on Human Resources	Unit	2019	2020	2021
Total number of employees	persons	7,077	6,913	8,625
Number of employees classified by genders				
Male	persons	3,265	3,336	4,163
Female	persons	3,812	3,577	4,462
Number of employees classified by ages				
18 – 22 years	persons	1,092	722	1,120
23 – 30 years	persons	2,634	2,473	3,197
31 – 49 years	persons	3,119	3,456	4,007
50 years and over	persons	232	262	301
Number of employees classified by workplaces				
Head Office	persons	204	212	340
Branches (farms, factories, and others)	persons	6,873	6,701	8,285
Number of employees classified by levels of employees				
Executives (L.9 – L.15)	persons	35	35	39
Supervisors (L.5 – L.8)	persons	241	246	338
Operation/Staff Level (L.1 – L.4)	persons	6,801	6,632	8,248
Number of new employees	persons	2,374	2,627	5,962
Proportion of new employees	persons	33.55	38	69
New employees classified by genders				
Male	persons	1,136	1,499	2,965
Female	persons	1,238	1,128	2,997
New employees classified by ages				
18 – 22 years	persons	559	519	1,305
23 – 30 years	persons	961	1,087	2,418
31 – 49 years	persons	819	975	2,131
50 years and over	persons	35	46	108
Number of resigning employees	persons	2,426	955	4,340
Proportion of resigning employees	%	34.28	13.81	50
Resigning employees classified by genders				
Male	persons	1,241	527	2,177
Female	persons	1,185	428	2,163
Resigning employees classified by ages				
18 – 22 years	persons	500	214	787
23 – 30 years	persons	373	373	1,723
31 – 49 years	persons	888	346	1,724
50 years and over	persons	64	22	106
Absence rate	%	N/A	0.01	0.01
Rate of returning to work after maternity leave	%	96	100	93
Number of HR complaints	Cases	0	0	0
Number of business ethics violations	Cases	0	0	0

Social operation details	Unit	2019	2020	2021
Employees who received performance appraisals	%	100	100	100
Rate of contributions paid to the provident fund				
Working age less than 5 years	%	3	3	3
Working age between 5-9 years	%	4	4	5
Working age from 10 years	%	5	5	7
Total number of temporary /daily employees (Thai Foods Group Public Company Limited and the affiliates)	person	N/A	N/A	15,150
Number of employees with disabilities/disabled people (Thai Foods Group Public Company Limited and the affiliates)	person	28	47	43

## Personnel development

Information on personnel development	Unit	2019	2020	2021
Number of training personnel	Persons	N/A	13,437	11,380
Number of training hours	Hours	340,833	81,419	68,280
Average number of training hours per person	Hours/Person	18.43	6.05	6
Training value	Million baht	5.54	2.95	1.99

## Engagement of stakeholders

Information on engagement of stakeholders	Unit	2019	2020	2021
Employee Engagement	%	74.34	81.98	80.16
Customer satisfaction	%	N/A	83.31	81.26
Community satisfaction	%	N/A	N/A	78.54%

## Production volume

Information on production volume in Thailand	Unit	2019	2020	2021
Broilers	Million	1,588.63	1,694.52	1,553.25
Pigs	Million	20.48	20.45	18.58

## Safety and Occupational Health

Employees				
Information on safety and Occupational Health	Unit	2019	2020	2021
Total working hours	Hours	N/A	32,796,379	31,590,117.5
Significant injuries	Cases	45	44	32
All deaths from work	Cases	0	0	0
	%	0	0	0
Total working hours	Hours	N/A	N/A	1,250,400
Significant injuries	Cases	N/A	N/A	0
All deaths from work	Cases	N/A	N/A	0
	%	N/A	N/A	0

## Environment

Information on environment	Unit	2019	2020	2021
Water consumption	Million cubic meters	4.2	4.9	4.9
Total waste	Tons	25,387.94	34,812.32	18,056.90
Amount of hazardous waste	Tons	14.94	20.94	2,098.74
Amount of non- hazardous waste	Tons	25,373	34,791.38	15,958.16
Emergencies affecting the environment	Cases	N/A	0	0

**Remarks: Environmental data is the data collection particularly for Thaifoods Group Public Company Limited only**

1. In the event that the amount of non-hazardous waste is reduced because some types of non-hazardous waste are managed as value-added products, they are not considered as waste.
2. In the event that the amount of hazardous waste increases, it is due to the waste caused by the COVID-19 pandemic situation.



# APPENDIX

## Company name and Associated Company

### Poultry Business

#### 1 Thai Foods Poultry Farm Co., Ltd

Principal Business Activities :  
Production and distribution of broiler chick  
Establish : 19 March 2010

#### 2 Thai Foods Contract Farming Co., Ltd.

Principal Business Activities :  
Production and distribution of broiler chicken  
Establish : 22 July 2002

#### 3 Thaifoods Further Co., Ltd.

Principal Business Activities :  
Production and distribution of processed product  
ก่อตั้งวันที่ : 22 August 2016

### Swine Business

#### 4 Thai Foods Swine Farm Co., Ltd.

Principal Business Activities :  
Production and distribution of swine  
Establish : 26 December 2012

#### 5 Thai Foods Swine International Co., Ltd.

Principal Business Activities :  
Production and distribution of swine  
Establish : 21 February 2006

#### 6 Thai Viet Corporation Joint Stock Company

Principal Business Activities :  
Production and distribution of swine  
Establish : 22 April 2013

#### 7 Thai Process Foods Co.,Ltd

Principal Business Activities :  
Production and distribution of process pork  
Establish : 12 March 2018

### Feed Business

#### 8 Thai Foods Feed Mills Co., Ltd

Principal Business Activities :  
Manufacturing and distribution of feed  
Establish : 13 September 2005

## Other Business

**9** **Thai Foods Research Center Co., Ltd.**  
 Principal Business Activities :  
 Research of cattle disease and manufacturing  
 of vaccine  
 Establish : 25 June 2010

**11** **T Paragon Holding Co., Ltd.**  
 Principal Business Activities :  
 Holding company  
 Establish : 22 February 2012

**13** **Thaifoods Service and Supply Co., Ltd**  
 Principal Business Activities :  
 Production process pork and distribution of  
 chicken and swine production  
 Establish : 4 October 2005

**15** **Money Hub Services Co., Ltd.**  
 Principal Business Activities :  
 Credit business  
 Establish : 21 September 2020

**17** **FBC EXIM Co., Ltd.**  
 Principal Business Activities :  
 Distributor of Sauce & Seasoning  
 Establish : 22 IU. & 2013

**10** **Thai Foods Fresh Market Co., Ltd.**  
 Principal Business Activities :  
 Selling consumer goods  
 Establish : 18 June 2020

**12** **Thai Foods Green Energy Co., Ltd**  
 Principal Business Activities :  
 Holding company for renewable energy and  
 technology  
 Establish : 12 January 2017

**14** **Food Blessing (1988) Co., Ltd.**  
 Principal Business Activities :  
 Production Sauce & Seasoning  
 Establish : 5 September 1988

**16** **Ayothaya Agri Tech Co., Ltd.**  
 Principal Business Activities :  
 Manufacturing of sack and plastic sack  
 Establish : 25 W.E. 2010

**18** **TF TECH HOLDING Co., Ltd.**  
 Principal Business Activities :  
 Operation of renewable energy and technology  
 Establish : 7 October 2020

**20** **TF TECH POWER Co., Ltd.**  
 Principal Business Activities :  
 Operation of renewable energy and technology  
 Establish : 16 October 2020

**22** **Genepeutic Bio Co., Ltd.**  
 Principal Business Activities :  
 Diagnosis and treatment related to the use  
 of stem cell  
 Establish : 4 March 2020

**19** **THAIFOODS NUCLEUS GENETICS Co., Ltd**  
 Principal Business Activities :  
 Production and distribution of swine  
 Establish : 9 October 2020

**21** **TF Tech Co., Ltd.**  
 Principal Business Activities :  
 Operation of renewable energy and technology  
 Establish : 12 September 2019

# Situation of the COVID-19 virus pandemic

From the COVID-19 virus pandemic which has been spread continuously since the beginning of 2020 until now, we have to admit that all sectors are now affected. The critical impacts from this pandemic is so widespread with the increasing damage cost showing no sign of stopping. In 2021, Thaifoods is another organization being affected and challenged from operating the business amidst the severe COVID-19 pandemic situation throughout the



year. Therefore, we have adjusted the management strategy and direction of operation to be appropriate and correspondent with the situation in order to cope with the emerging crisis. The control on the costs and expenses including the creation of new business are the preparation for the changes which will occur in the future. The management team has formulated the policies and formed the management committee to control and supervise the operation. This includes the provision of adequate and appropriate resources supplementary for the management based on the manual of procedures for emergency preparation, response and rehabilitation from the COVID-19 virus pandemic situation

## Measures to control the situation of the COVID-19 virus pandemic



Thaifoods has performed rigorous operation in order to ensure that the food products of Thaifoods having the production operation during the COVID-19 pandemic situation have been supported with effective control measures. The emergency situation can be quickly and cautiously responded. This is the code of practice for preventing and coping with the situation of emerging disease. All relevant people in the area are required to strictly comply with the announcement, regulations on the prevention and control on the COVID-19 virus spreading in terms of safety control measures for the employees, workplaces and visitors.



For employees, there is a strict supervision and protection of employees from the possible health risks. All employees are required to fill out the detailed information via the daily health program and daily travel in the TFG HEALTH CHECK online record form. The employees have to prepare health record and risk survey report for assessing the COVID-19 virus infection risk. The initial screening is done on a weekly basis. The ATK testing for COVID-19 detection measures is provided for the employees in the areas of head office, farms, hatcheries, factories and branches. In the event that the employees

travel to areas other than the workplace and out of the regular residential areas, they must provide the detailed record of the journey since departure and after returning for 14 days in the travel record form in order to screen for people who are at risk of contracting COVID-19. If employees are found to be suspected or are at risk, the nursing team in charge of the screening will take those employees to see the doctor at the local hospital immediately.



**For all visitors** who come to contact in the area, the operation shall follow the notification on “the measures to control the suppliers, contractors, customers, and visitors during the COVID-19 pandemic” of the Company. The visitors are required to fill out the form of third-party COVID-19 screening questionnaire. The certificates are prepared for the employees who come to work in order to certify that “Employees are not high-risk patients or are not exposed to the high-risk people.” These certificates must be issued from the parent company only and must be certified by the authorized person/people in charge. The persons from a high-risk area or red area as announced by the government are not allowed to enter the factory production area and buildings in the factory. If it is unavoidable, the medical certificate confirming the result of COVID-19 PCR –TEST must be presented before entering the factory. All visitors must register in the TFG VISITORS SCRENNING online recording form and the third party who is the carrier must stay on the transport vehicle or the surrounding area that is separated. When having to inspect the goods or transporting the packages of equipment, the persons must be covered with a headgear, gloves, mask and another layer of FACE SHIELD as well as cleaning / disinfecting every time after leaving the area.

**For the workplace**, the strict preventive and cleaning measures have been formulated in the production area, the perimeter of the cafeteria and staff resting points. The regular sampling of goods, machinery/

equipment and packages is also conducted for risk verification in order to control the environment condition.

**For the communication to employees**, Thaifoods communicates with employees through the activities of MORNING TALK, voice calls and posts of information on public relations boards, intranet websites and Thaifoods internal communication email in order to make employees understand the current situation in the same direction and for all employees to act the same correctly without being too worried

## Caring for Stakeholders in Crisis

**Shareholders:** With the situation of the COVID-19 virus pandemic that is happening, the Company prioritizes the safety of all stakeholders. Therefore, the 2021 Annual General Meeting of Shareholders which will be held on 22nd April, 2021 will be held in an online format via electronic media in accordance with the Royal Decree on Meetings via Electronic Media B.E.2563. The Company has provided measures and approaches for meetings in accordance with the guidelines of Center for COVID-19 Situation Administration (CCSA) in order to alleviate the risk of COVID-19 spread by adopting the technological system in the meeting. It can facilitate and create safety for shareholders. In the meeting, the rules for the meeting, voting methods, and voting process in each agenda are clarified. The ballots are required to be used in voting. In addition, the legal advisor is assigned to check the vote counting and to oversee the shareholders' meeting to ensure that it is in accordance with the Company's Articles of Association and laws related to the shareholder's meeting.



On 22<sup>nd</sup> April, 2021 The Annual General Meeting of Shareholders which is an online format.

**Suppliers and Customers:** As Thaifoods has acknowledged the impacts of the COVID-19 pandemic situation on the suppliers and customers widely, we try to find ways to support and assist the stakeholders both directly and indirectly. During the currently occurring economic slowdown, Money hub is one of the credit service businesses that Thaifoods hopes to help alleviating the burden of expenses for suppliers, customers and all affected groups. We focus on supporting the release of loans to meet every customer's needs, whether it is consumer loans, loans for tourism and for occupation. This credit business will provide more options for suppliers, customers, farmers and individuals who need low-interest loans to be used to alleviate the burden of expenses during the economic slowdown. This includes creating opportunities and enhancing liquidity for small businesses to go further. There is also an expansion of the THAI FOODS FRESH MARKET business that focuses on increasing access to fresh food for consumers to be able to cook in the household during this crisis where people still have to keep distance and reduce the risk of everyday life in meeting with a large number of people. In 2021, 85 branches have been expanded for consumers to have access.



**“The total value of allocation of alternative vaccines to employees in 2021 was more than 20 million baht.”**

**Employees:** In driving business operation, the main force of Thaifoods are the Thaifoods personnel. We attach great importance to employee's welfares and safety in priority. The measures are stipulated to manage the COVID-19 pandemic situation in order to be the approaches for working for all involved parties to be informed and strictly follow. The emergency plan is prepared for practices when employees are found infected with COVID-19. The clear and regularly-operated schedule is prepared for spraying and disinfecting the production area. The alternative vaccination is provided for all employees. In addition, various expenses incurred from the COVID-19 virus spread were also supported, such as arranging testing for employees, adjusting work patterns for employees who operate in high-risk areas to work from home in order to mitigate the spread and infection risk, purchasing protective equipment and purchasing a self-testing kit which is considered as one of the measures to take care of employees including employees' families to their full potential. The employees who have been diagnosed with infection are treated. With the cooperation of public health agencies, professional nursing staffs, and experts who are strictly involved, the community isolation was established in the factory area to fully care for the affected people.

**Community and Society :** When the community can survive, Thaifoods can also survive. In such crisis, for those who are affected widely, Thaifoods does not neglect to focus on preventing and assisting the community to be strong and ready to deal with this crisis. We give fresh food products, sausages and processed food of Thaifoods to hospitals, government agencies and communities. We also support the equipment, safety, medical equipment by providing tools and equipment to support the public health agencies of the community such as oxygen generators, oxygen fingers, thermometers, PPE kits, face masks, etc. We support funds for the purchase of equipment for the field hospitals, consumer goods for the community isolation in the area. This includes giving survival bags, medicine and food products of Thai Foods for those who are in isolation in high-risk areas.



**“The total value of COVID-19 supervision for the stakeholders in 2021 was 162 million baht.”**

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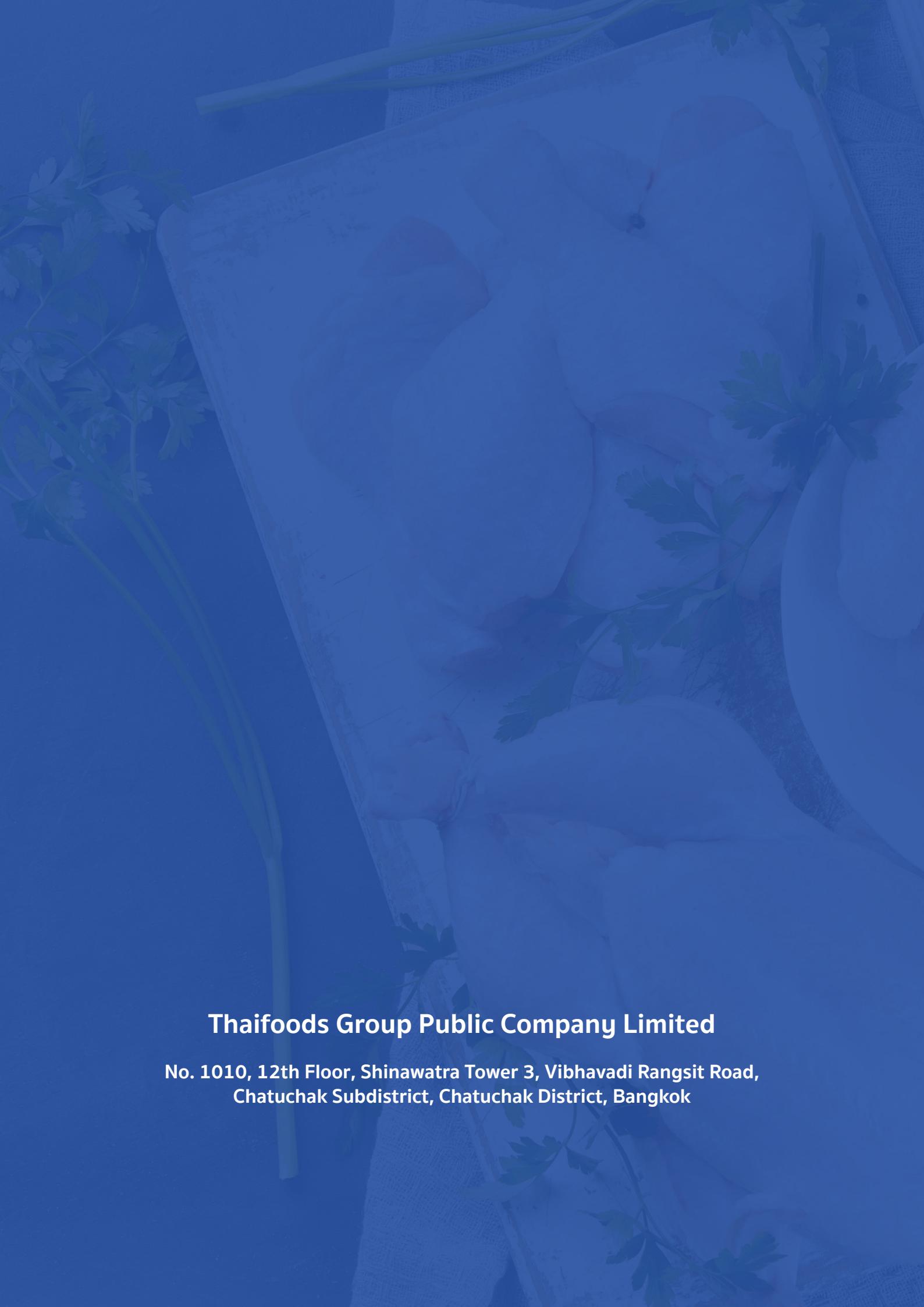


## Questionnaire on SD report



**SCAN QR CODE**  
to provide feedback and  
inform us of the information  
you need in the  
2022 Sustainability Report





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