



OISHI おいしい
G・R・O・U・P
PUBLIC COMPANY LIMITED

Sustainability Report
2021

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OISHI Together, Moving Forward Stronger





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OISHI Together, Moving Forward Stronger

It has always been OISHI's mission to integrate social and environmental responsibility into its business strategy and operations as it moves towards creating sustainable business growth. Despite the challenges of last year, the group has remained committed to the health and well-being of our employees, who are an integral part of our organization. To further help those in need, we launched our "Give" campaign to ensure that we provide Thai people with happiness through our food and beverage. Equally important is our commitment to the protection of the environment and our planet. Through collaborative efforts, we believe environmental responsibility goes hand in hand with sustainable economic growth.

Message from the Chairman of the Sustainability and Risk Management Committee



“ Build confidence and fight crises alongside stakeholders, which will lead the organization towards sustainability ”

From 2020 to the present, the Coronavirus (COVID-19) epidemic has not affected only at the organizational level, but also the national, regional and global levels. The crisis has a negative impact on the economy and finances, which can vary in severity.

In an effort to curb the spread of COVID-19, the government has put in place various measures such as country lockdowns, curfews and shopping mall closures, among others. These measures greatly affect business operations, especially the service sector whether they are in the aviation business, tourism, hotels, or restaurants. OISHI Group Public Company Limited (“the Company”) as a manufacturer of food and beverage products was also affected by this situation quite a bit as well.

The Sustainability and Risk Management Committee plays a key role in advising and supporting the sustainability and risk management working group, as well as the executives, to conduct regular business activities in accordance with the sustainability and risk management framework, strategies and resources used to manage sustainability and risk during the past COVID-19 pandemic. It also includes the establishment of the group’s preventive measures against the spread of COVID-19, surveillance and care for employees during the past epidemic. This crisis is a testament to the sustainability of the organization so that the Company can operate its business continuously and build confidence to all stakeholders.

In addition, the OISHI Group places great emphasis on respecting the rights and fair treatment of all stakeholders by defining it as a guideline for all departments and employees at all levels, as well as set guidelines to prevent risks or impacts from business operations. OISHI analyzes and identifies stakeholder groups that may be affected by the Company’s business operations in order to treat

each stakeholder group appropriately, focusing on building constructive relationships through activities and various communication channels. The Company listens to the needs and accepts opinions and suggestions. This information is useful for integrating and defining strategies, directions, action plans and business practices to ensure a stability and sustainability.

The guidelines for sustainable development of the OISHI Group are divided into 3 dimensions, namely the economic dimension, the social dimension, and the environmental dimension. We are ready to play a part in supporting the growth of the country’s economy while taking care of the community by organizing projects that promote quality of life. This can be seen from the fact that the group has given things to take care of during the past COVID-19 epidemic situation and taking into account environmental responsibility. That is to say that our food and beverage manufacturing facilities are environmentally friendly, employing modern machinery and thus require less manpower and energy consumption. In the past year, we have been able to significantly reduce the use of electricity, fuel, water and plastic packaging, as well as being able to manage waste effectively.

I am confident that running business with transparency and sustainability in mind will help create long-term value for all stakeholders. This will lead to driving the sustainable development process, not only at the corporate level like the OISHI Group, but will also affect the long-term economic development of the country. On behalf of the Sustainability and Risk Management Committee, I would like to send encouragement and sincerely hope that all of you will be able to stand up and fight against COVID-19. May you all be healthy and strong, and thanks to all stakeholders for your continuous support. We will get through this crisis together well.

Mr. Chai Jroongtanapibarn
Chairman of the Sustainability
and Risk Management Committee

Message from the President and CEO



2021 is another very challenging year for the OISHI Group. In addition to facing the epidemic situation of the COVID-19 virus, the Company also has to deal with changing lifestyles in new ways, which affect the behavior of consumers that have changed completely.

OISHI, as a non-alcoholic and food business under Thai Beverage Public Company Limited, has been selected as a leader in the global beverage industry in the Dow Jones Sustainability Indices (DJSI) continuously and has been recognized as a member of the World Index category for the 5th year. OISHI has therefore adopted ThaiBev's sustainability practices as a model for conducting business with a focus on sustainable development, along with always adhering to honesty, transparency, morality and good governance. In addition, the Company has applied the 17 Sustainable Development Goals of the United Nations as a guideline to set business goals for economic, social, environmental sustainability and drive business to grow stably and sustainably.

Due to the situation of the COVID-19 crisis, which has affected every business, OISHI has adjusted its business strategy to cope with the situation in a timely manner by learning and understanding the changing behavior of consumers in this era with a more health conscious, aware of cleanliness and hygiene, focusing on safety and wanting convenience and speed. OISHI continues to develop innovations and modern technologies to increase efficiency and effectiveness in both products and services, such as product innovations that respond to 'Health & Wellness' trend. The Company has developed healthier food and beverages such as using 100% trans-fat free ingredients, reducing sugar and sodium content, providing convenience and improving safety for consumers to be more confident. This is to be in line with consumer behavior trends and lifestyles of today's consumer.

OISHI is able to maintain a strong financial position and liquidity amid the impact of the prolonged COVID-19 pandemic and the sluggish economy. As a result, OISHI has been rated A+ corporate credit continuously with a "stable" outlook from TRIS Rating Co., Ltd. ("TRIS Rating"), the first credit rating agency in Thailand. In addition, the beverage business maintains a leading position in the Thai ready-to-drink tea market with good performance. Therefore, it has been awarded "Thailand's Most Admired Brand 2021" for the 10th consecutive year.

In addition, OISHI operates its business with sustainability principles, which are in line with the trend of today's consumers who pay more attention to the concept of sustainability, green and environmentally friendly, by focusing on policies that create social and environmental responsibility together. The Company focuses on taking care of its employees, especially during the COVID-19

crisis, through proactive measures such as proactive testing for COVID-19, facilitating vaccination against COVID-19, caring for employees who are sick with COVID-19, and distributing protective equipment both masks and alcohol, etc. to keep employees safe and ready to serve customers with confidence.

The Company is also a part of initiating various activities and projects to improve the quality of life for people in the community and help those affected by the COVID-19 outbreak, for example, the "Give to battle against COVID-19" Project, which cooperates with Thai Beverage Public Company Limited to provide food-beverage products under ThaiBev and OISHI Groups to 7 hospitals over a period of 5 months; the "Song Im Yim Soo Pai Duay Kan" (Send full, smile and fight together) Project, held to commemorate the 22nd anniversary of OISHI, by providing Japanese food products and OISHI green tea beverages to underserved communities and those affected by COVID-19.

As for projects that help improve the quality of life, OISHI organizes the "Clean Drinking Water" Project for the 4th year, helping to improve the drinking water system for schools in communities nearby the factories to have clean water for consumption. For the environment, the Company manages and prevents any potential impact on the environment, using resources efficiently and effectively, designing various packaging to be environmentally friendly, such as using packaging made from biodegradable materials and customers can reuse them, modifications to packaging that reduce the use of plastic including reducing greenhouse gas emissions, and having effective management of excess food or food waste, as well as the quality control of the products to be in accordance with the legal requirements and various management standards, which covers environment, safety and consumers, from SGS (Thailand), such as GHP, HACCP, and BRC Food Safety Standards, ISO 9001 Quality Management System Standard, and ISO 14001 Environmental Management System Standard.

On behalf of OISHI Group Public Company Limited, I would like to thank our shareholders, customers, partners, and all stakeholders for their continued support and trust in the Company. I would like to thank the Board of Directors, all executives and employees for their hard work and dedication over the past year to make our organization grow, and will continue to do business with stability and sustainability.

Mrs. Nongnuch Buranasetkul
President and CEO

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About This Report

OISHI Group (PLC) has published an annual sustainability report, which is intended to communicate OISHI's sustainability practices as well as its sustainability strategy and management approach to stakeholders. The information presented in this report derives from the fiscal year 2021 from October 1, 2020 to September 30, 2021. This report is prepared in accordance with the core criteria of the Global Reporting Initiative (GRI).

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This report is aimed to communicate OISHI's material business issues and the sustainability practices as well as sustainability strategy and management approach to stakeholders. Sustainable development approach of OISHI in 3 dimensions-Economic, Social and Environmental-is guided by the 17 UN Sustainable Development Goals (UN SDGs).

Scope of the Report

The information presented in this report derives from the fiscal year 2021. The report describes OISHI's environmental and social impacts within a 12-month period, from October 2020 to September 2021.

The data were collected from 4 production factories, comprising of 3 beverage production factories and 1 food production factory. The 3 beverage factories located in Navanakorn Industrial Estate, Pathum Thani Province, Amata Nakorn Industrial Estate, Chonburi Province, and Wang Muang District, Saraburi Province and 1 OISHI Food Service Factory (Central Kitchen) located in Ban Bueng District, Chonburi Province. Moreover, the data also were collected from 255 OISHI restaurants branches (Data as of September 30, 2021) and head office.

OISHI prepares this Sustainability Report in both Thai and English as well as discloses it on OISHI's website at www.oishigroup.com. If you have any suggestions or inquiries, you may express opinions by completing the form included at the end of this report and submit it to the Sustainability Development Working Team. OISHI will be delighted to consider any suggestions to improve the quality of our future reports.

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About OISHI

OISHI was founded in 1999 and listed on the Stock Exchange of Thailand in 2004 under the name OISHI Group Public Company Limited and uses the abbreviation in the Stock Exchange of Thailand as "OISHI". The Company operates food and beverage business and being one of the key drivers of the non-alcoholic business and food business of Thai Beverage Public Company Limited.

Vision

"To be the leader and innovator of the Japanese food and beverage business for the quality of life and wellness of consumers and create sustainable business growth."

Mission

1. Maintain production quality and business services in food, healthy beverages and bakery by continually striving to create and maintain the popularity of OISHI products among consumers. The Company also attaches importance to the production of standardized products and good hygienic management.
2. Select raw materials that are of high quality, safety and create the highest satisfaction for consumers in order to gain acceptance from both domestic and international markets.
3. Continuously improve the production process by applying modern technology in production process, research and product development.
4. Increase production efficiency and competitiveness in price and quality when compared to competitors both at home and abroad, which is a part that helps drive Thailand to have more economic growth.
5. Operate business under good governance principles by taking into account the interests of all stakeholders to create stable and sustainable business growth.

Position

Today, OISHI is a leading brand of Japanese-style food and beverages that consumers love, with a clear stance, which are:

- **Quality** - Create Japanese food and beverages, starting from the production process with world-class technology, selecting the finest raw materials from quality raw material sources, to delivering products, which are intended to be more than delicious, to OISHI customers, both the impressive experience and the highest satisfaction. It has become a product that is full of uniqueness in OISHI's style that consumers love and have received a good response.
- **Meticulous** - The formula for creating every OISHI food and drink is the utmost care and meticulousness in the style of OISHI. This is to pay attention to every step as if cooking for the family to eat.
- **Innovation** - Constant research and development is the key to discovering new things to meet the rapidly changing consumer needs of the digital age. Innovation and modern technology are the key to driving and bringing us closer to our customers, as well as to better recognize and understand their feelings and needs that are diverse and profound. It is a good answer why OISHI has been able to win the hearts of consumers in every era, every time.
- **Responsibility** - OISHI has always adhered to the principles of integrity and business ethics. Every production process ensures adherence to standards and transparency, and does not compromise on factors that will reduce the quality. At the same time, the Company does not neglect its social and environmental concerns. CSR activities have been created through a number of projects. They are in terms of energy conservation, environmental protection, community assistance, education support, disaster relief assistance, and encouragement for the underprivileged. The Company believes that growing together with a strong society will truly bring stability and sustainability.



Products and Services

Business overview of the Company and its subsidiaries consists of 2 main businesses, namely beverage business and food business. For the beverage business, OISHI is a manufacturer and distributor of OISHI Green Tea beverages in various groups as follows: OISHI GREEN TEA Products, OISHI GOLD Products, OISHI BLACK TEA Products, and OISHI CHAKULZA Products.

The food business is divided into Japanese restaurant business and ready-to-cook and ready-to-eat food business. The Japanese restaurant business consists of Japanese buffet restaurants, such as OISHI GRAND, OISHI EATERIUM, OISHI BUFFET, SHABUSHI and NIKUYA. As for a la carte or made-to-order types of Japanese restaurants, they are: OISHI RAMEN, KAKASHI, SAKAE and HOU YUU. Japanese confectionery stores include OYOKI, and home delivery services, include OISHI DELIVERY and OISHI KITCHEN.

As of September 30, 2021, OISHI has 255 restaurants across the country. As for the ready-to-cook and ready-to-eat food business under the OISHI EATO brand, it is a distribution business for various quality Japanese-style chilled and frozen ready meals, such as OISHI EATO GYOZA, OISHI EATO SANDWICH, OISHI EATO RAMEN, OISHI EATO KANI and also new products as OISHI dipping sauces and seasonings; Sukiyaki Sauce, Teriyaki Sauce, and Shoyu Sauce.

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OISHI Sustainability Approach

OISHI upholds 17 United Nations' Sustainable Development Goals (SDGs), to be used in formulating sustainable development policies as a guideline for business operations for growth, stability, and sustainability, covering all dimensions, including environment, society and economy. Such policies have been passed on to the operational level of the organization and integrate operational plans to be connected and to create a good balance in the dimensions of the environment, society and corporate good governance. This will bring the greatest benefits to all groups of stakeholders.



OISHI's Sustainability Approach

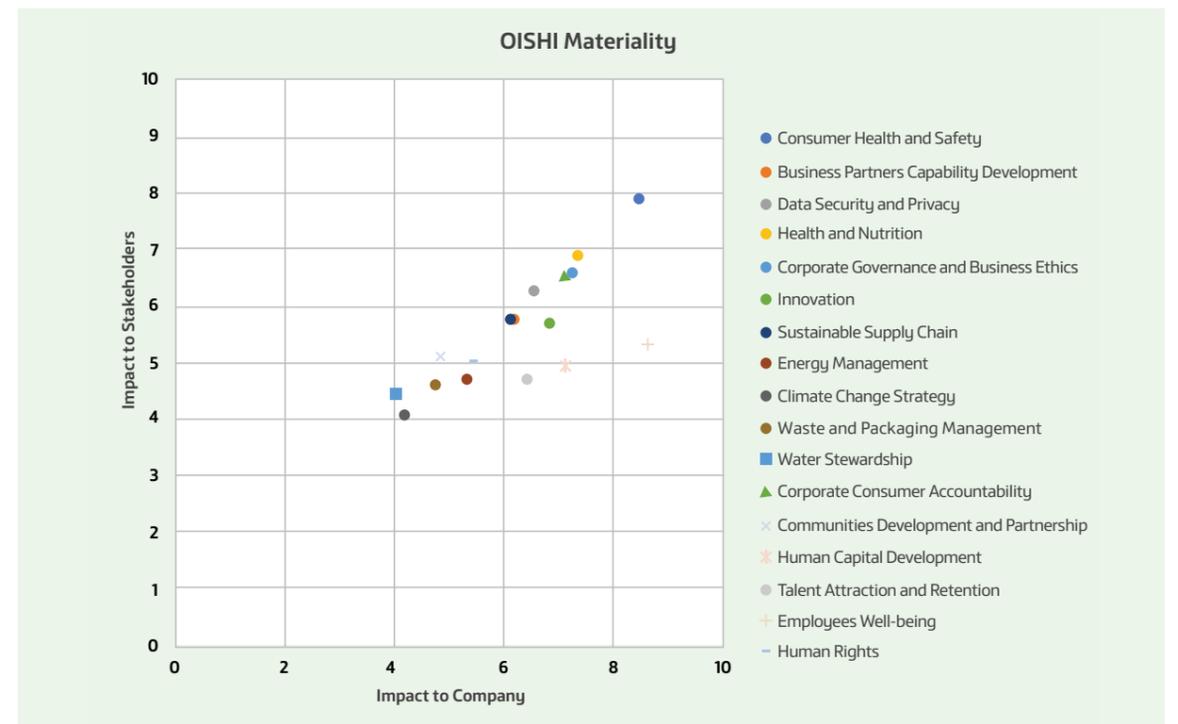
1. Take into account and maintain a balance between the economy, society and the environment, including all stakeholders in the operation, for sustainable business growth.
2. Minimize the impact of OISHI's value chain operations to be in line with business growth, covering social, environmental, occupational health and safety.
3. OISHI adheres to good business practice and risk management, covering all aspects that affect business operations appropriately. The Company also complies with laws and regulations.
4. Support the development of innovation and technology to achieve growth, and has sustainable operations for the economy, society and the environment.
5. Transparently disclose the sustainability missions and operations for continuous development.
6. Realize the importance of natural resources the and environment by supporting the efficient use of resources along with the development of innovation to increase efficiency and reduce environmental impact.
7. Focus on quality and safety in food chain, by providing safe and healthy products to consumers with social and environmental responsibility.
8. Participate in improving the quality of life of the community, by using business expertise to develop and contribute to the sustainability of the community and the public.
9. Realize the implementation of sustainability policies throughout the value chain of OISHI.



Summary of Key Sustainability Issues in Reporting

In 2021, OISHI reviewed the organization's sustainability agenda. Therefore, 17 key sustainability issues have been summarized in the report as following:

- | | |
|---|---|
| 1. Consumer Health and Safety | 10. Communities Development and Partnership |
| 2. Health and Nutrition | 11. Human Rights |
| 3. Corporate Governance and Business Ethics | 12. Human Capital Development |
| 4. Corporate Consumer Accountability | 13. Talent Attraction and Retention |
| 5. Data Security and Privacy | 14. Energy Management |
| 6. Business Partners Capability Development | 15. Waste and Packaging Management |
| 7. Sustainable Supply Chain | 16. Water Stewardship |
| 8. Innovation | 17. Climate Change Strategy |
| 9. Employees Well-being | |



OISHI also adheres to the ESG (Environmental, Social, and Governance) business framework for identifying and assessing the risks involved in both the impacts and opportunities that may rise according to OISHI's risk assessment criteria as well as considering together with goals and strategies in business operations, stakeholders' expectations, internal and external factors, and important trends in the environment, society and economy in the future.

OISHI's Value Chain

Developing the value chain is a key strategy for business success. Therefore, OISHI pays attention to every step and every process of the value chain to strengthen trust in quality products and sustainable growth together.



1. Sourcing

As the leader in Japanese food and beverage business in Thailand, OISHI places importance on efficient and transparent procurement processes, and focus on achieving results to maintain the quality of products and services.

Operation

- Develop the potential of business partners to achieve goals and grow sustainably with OISHI, by establishing guidelines for partners, risk management for products and services. The work has been checked to meet the standards and proper management process, and promote sustainable quality improvement by defining systematic assessment criteria.
- OISHI works closely with partners in planning the procurement of raw materials, including the provision of substitute raw materials in case of emergency for business continuity. Regular meetings with key suppliers are held for the procurement of raw materials.
- Collaborate with companies in ThaiBev Group in order to get the most benefit from the synergies in the procurement of raw materials, which allows for better bargaining power, and to ensure that the raw materials meet the specified criteria.
- Provide a standard procurement process that takes into account environmental and social factors, such as energy management, occupational health and safety, including corporate governance to ensure that products and services are delivered to consumers safely and with quality.
- Pay attention to the safety of consumers with regard to the post-consumption effects.



2. Production

OISHI pays attention to every step of the production process with meticulousness and professionalism.

Operation

- Create innovative products that respond to the trend of consumers who care about health and good hygiene.
- The quality of products is controlled according to legal requirements and various international management standards, covering the environment, safety and consumers, such as ISO 9001, ISO 14001, ISO 22000, GMP, HACCP and BRC standards.
- Select raw materials that are of good quality and safe for consumers.
- Good safety and hygiene are managed within the factory and production sites.
- Use various resources in the most cost-effective manner without causing pollution to the environment and society, both in terms of water resources and various energy. Renewable energy is used and the Solar Rooftop system is installed to generate electricity. There is also continuous development of innovation and technology in various fields.

3. Distribution

OISHI uses a delivery network under ThaiBev Group, therefore having a quality distribution system, covering all areas throughout Thailand.

Operation

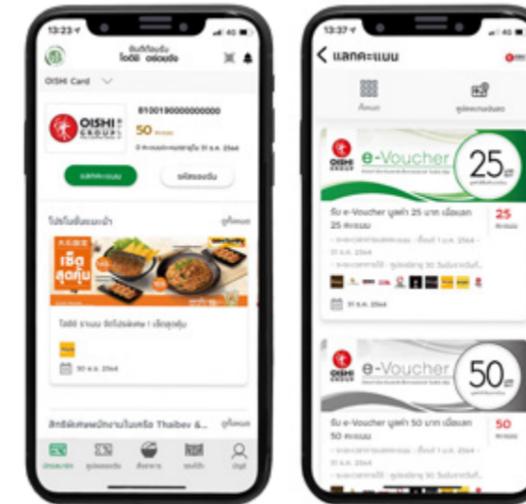
- Paying attention to maintaining product quality, and delivering good quality products to customers, coupled with professional services.
- Using modern technology in the management of logistics and distribution systems, such as establishing a safe driving discipline system for drivers and fuel energy management for maximum efficiency.
- Using a temperature-controlled distribution system for food products, to maintain quality from the factory to the consumer.
- Expanding restaurant branches in various formats to suit the situation to meet the New Normal lifestyle and changing consumer behavior, such as OISHI FOOD TRUCK, mobile food trucks that combine various brands of OISHI Group, focusing on the strategies of convenience, speed, ease of access, and can be moved according to changing situations, or OISHI TO GO, which is a To Go service that sells ready-to-eat Japanese-style meals to meet the lifestyle of the new generation who has a hurried behavior with little time, and demands for convenience and speed, but also looking for products that are healthy and easy to carry, such as Donburi, Salad, Sushi, and Onigiri. They also sell ingredients for easy Japanese cooking at home.
- The restaurant business expands the integrated sales channel by using the restaurant as the center. Consumers can shop through online channels by specifying branch/pick up point as well as the date and time of receiving the products as needed.

4. Marketing and Sales

OISHI food and beverage business delivers products to consumers through modern, comprehensive and efficient distribution channels. The Company is ready to adjust itself and marketing strategy in accordance with the current situation.

Operation

- Strategic plans have been adjusted in accordance with the current situation and to accommodate the changing consumer behavior from the COVID-19 crisis in order to maintain market leadership and create growth.
- Expand service coverage, for example, increasing the variety of food menus by using the kitchen in the current shop under the service name "OISHI KITCHEN", resulting in increasing sales opportunities for brands that do not have stores located in that area.
- Incorporating digital technology to enhance customer convenience and safety.
- Focus on adding new channels in sales and reaching customers, including:
 - **Food Aggregator:** Expand sales channels through Food Aggregator partners to generate online sales and increase food delivery service efficiency.
 - **e-Market Place:** Increase sales opportunities with O2O marketing by visiting trading groups with targeted customers via e-Voucher format.
 - **WWW.SHOPTEENEE.COM:** Expand distribution channels for food and beverages of the OISHI Group through e-Market Place Platform in the form of website and mobile application.



- **BevFood:** Application that facilitates customers in a comprehensive way which can be used to carry out various activities in a single application, such as ordering food online with delivery service or choose to pick up at the branch, table reservation, as well as collecting member points, and converting points to cash coupons.

- Build good relationship with customers through various marketing campaigns including the creation of OISHI CLUB application of the beverage business that helps increase convenience for consumers to participate in various activities, especially exclusive activities with special privileges to win and redeem rewards. It also creates a brand loyalty and good relationship with customers who love OISHI Green Tea. While the food business has a BevFood application that provides complete convenience to customers, both ordering food and collecting points from using the service; reward points to be exchanged for discount coupons instead of cash; and pressing eCoupon to receive benefits from the promotional activities organized by brands.
- Communicate and publicize the responsibility to consumers and society, and organize promotional activities to build relationships with consumers, together with hearing opinions from consumers through communication channels to develop and meet the needs of customers as much as possible.



5. After-Sales Service

After-sales service is another key to long-term customer retention. The Company therefore attaches great importance to efficient after-sales service.

Operation

- There is a team to coordinate with customers in case of an incident that causes customers to have doubts, or dissatisfaction with products and services.
- OISHI has created a QR Survey at the end of restaurant receipts to collect information about customers who leave comments, suggestions and feedback. If there is any problem that the customer scores lower than the specified standard, there will be an email informing the service shop immediately to fix the problem and notify the operation to be completed within the period specified in each topic. Every opinion is therefore an important source of information that will be analyzed, screened, in order to develop, improve and help the organization to respond to customer needs faster and more efficiently.

Analysis Table for Stakeholders on Business Value Chain

Stakeholder	Stakeholder's Expectation	Response to Stakeholder's Expectation
Employees	<ul style="list-style-type: none"> • Compensation, benefit and welfare • Career stability • Opportunities for advancement in the field • Work safety and occupational health • Promotion of learning and potential development • Respect of human rights 	<ul style="list-style-type: none"> • Evaluate the compensation and benefits given to employees fairly on an annual basis • Motivate and retain talented employees • Add courses to develop potential of employees in various fields • Take care of safety and good hygiene at work
Suppliers	<ul style="list-style-type: none"> • Flexible and continuity in business operations • Executive vision and business guidelines • Guidelines for partners • Procurement process, which is convenient, fast, accurate, transparent, fair, and non-discriminatory • Maintaining quality standards, delivery, services, and sustainability of business partners • Collaboration between the Company and business partners in risk management throughout the supply chain • Development of partner potential 	<ul style="list-style-type: none"> • Organizing meetings with partners • Risk assessment on business continuity • Initiating sustainable development projects in various dimensions with partners • Support, share knowledge and develop partners' potential
Customers	<ul style="list-style-type: none"> • Consumer safety in consuming products • Clarity of business policy • Business transparency • Responsibility for consumer consumption • Building partnerships and networks to create value for society • Flexible trading operations that meet the needs of market conditions 	<ul style="list-style-type: none"> • Business development activities through sharing knowledge and opinions between OISHI and customers • Factory visit activity • Survey on customer engagement as a stakeholder • Customer relationship management
Consumers	<ul style="list-style-type: none"> • Product quality and safety • Service before and after-sales • Responsibility for consumer consumption • Fair and reasonable product prices • Ability to respond to consumer demand and market conditions • Clarity of business policies • Business transparency • Responsibility on environmental management • Environmentally friendly products • Creating projects that are beneficial to society 	<ul style="list-style-type: none"> • Continuous development of innovative products and services • Conducting business with transparency and ethics • Efficient environmental management • Creating projects that are beneficial to community and society

Stakeholder	Stakeholder's Expectation	Response to Stakeholder's Expectation
Investors	<ul style="list-style-type: none"> • Company performance • OISHI business information • Goals and vision of the Company • Business transparency • Environmentally and socially responsible operations • Providing transparent business information 	<ul style="list-style-type: none"> • Annual shareholders meeting • Quarterly analyst meeting • Participating in annual activities to meet individual investors with the Stock Exchange of Thailand (Opportunity Day) • Factory visit
Communities/ Societies	<ul style="list-style-type: none"> • Creating jobs and promoting career for the community • Community economic development • Promoting quality of life and good hygiene for the community • Promotion of education to the community • Promoting the environment and taking care of the environment within the community • Reducing the amount of food waste and use of plastic packaging 	<ul style="list-style-type: none"> • Creating jobs and promoting career for the community, and developing community economy • Doing activities with communities around the work area • There is a field visit and meeting with the community to follow up on the progress of cooperative projects • Organizing social projects to help communities and society • Managing resources efficiently and systematically managing potential impacts from operations
Regulators	<ul style="list-style-type: none"> • Transparent tax administration and management • Compliance with environmental laws • Advertising and selling of goods are legal and ethical • Labor welfare and safety • Respect for human rights 	<ul style="list-style-type: none"> • Conduct business in an ethical manner and comply with regulations, laws and regulatory policies. • Report business results and performance to relevant government agencies according to the frequency specified by the agency • Receive training in various courses organized by a government agency or other state-accredited agency • Manage social and environmental issues appropriately
Non-Governmental Organizations (NGOs)	<ul style="list-style-type: none"> • Conducting business in an ethical manner and in accordance with regulations and laws • Disclosure of operating results to be informed • Attending training courses in various fields organized by government agencies or other government-accredited agencies • Social and environmental responsibility 	<ul style="list-style-type: none"> • Building relationships with organizations • Annual sustainability survey • Managing social and environmental issues appropriately

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Good Corporate Governance

OISHI Group's business commitment is to uphold transparency, fairness, honesty, responsibility for society, and ethical business conduct. These factors are components under the framework of Good Corporate Governance (GCG). As part of a corporate improvement effort, GCG is indispensable in creating proper structures among the management team, board of directors, corporate executives, employees, and stakeholders. GCG induces a structural change that will result in defining our business directions, assessing undertakings, and creating confidence for all stakeholders concerned.

Good Corporate Governance for Values Creation of Sustainability

Good Corporate Governance (GCG) has guided OISHI Group well over the years. GCG is a reflection of a management system that displays efficiency, fairness, and accountability. The Company's Board of Directors is in favor of raising the GCG to the level of the Securities Exchange Commission (SEC) and the Stock Exchange of Thailand (SET). The GCG of SEC and SET enjoy the same international standards as the Organization for Economic Cooperation and Development (OECD). The OECD comprises five sections: rights of shareholders, equal treatment for shareholders, roles of stakeholders, information disclosure and transparency, and responsibilities of the Board of Directors. In addition, OISHI Group has made its Code of Conduct available to all-including company executives, employees, and staff. It goes to group companies as well. For the GCG to become effective, there has to be communication, understanding, and follow-up. The existence of GCG will enable the Company to move forward, be mindful of interests of, and impact on, all stakeholders concerned, and create confidence among all stakeholders.

Our commitment to GCG resulted in the Company being awarded A+ from Tris Rating Co., Ltd. - a credit rating agency - due mainly to favorable operating performance and outstanding product brands. Furthermore, the Corporate Governance Report of Thai Listed Companies 2021 (CGR) rated OISHI Group "EXCELLENT" for the fourth consecutive year. The Thai Institute of Directors (IOD) carried out the assessment.

Risk Management

OISHI has established the Sustainability and Risk Management Committee, which consists of the Board of Directors and Senior Management appointed by the Board of Directors according to the appropriate amount, to manage risks by monitoring, assessing, and managing uncertainties, according to the OISHI Risk Management Framework. This is part of good corporate governance, to help spot key business risks and new opportunities for continued and sustainable growth, and be able to respond to challenges and mitigate impacts and take advantage of incidents to achieve the goal of leading and innovating Japanese-style food and beverage businesses to provide consumers with better quality of life and sustainable business growth.

OISHI adheres to sustainable development as a guide to conducting business based on economic, social and environmental responsibility. OISHI's sustainable development strategy therefore covers good corporate governance and risk management, especially the risks that affect the sustainability of the Company. For effective risk management, OISHI implements enterprise-wide risk management in accordance with the guidelines of COSO: Enterprise Risk Management. The key elements are as follows:

- 1. Governance Structure** covering the level of the Board of Directors, Executive Committee, Executives, Sustainability and Risk Management Committee, Audit Committee, and Corporate Governance Committee.
- 2. Understanding of Context and Strategies in Conducting Business with a Focus on Sustainable Development** where all functions work closely together by analyzing and monitoring risk factors and significant future trends that may affect business operations or corporate strategies.
- 3. Holistic Risk Management Process** from corporate to operating levels by collecting information, identifying and assessing key risks, and establishing strategies and systematic approaches for managing risks, including creating new business opportunities in line with the strategies and the sustainability materiality of OISHI.
- 4. Monitoring, Reporting and Evaluating** of risk and sustainability measures at all levels, ranging from departments, subsidiary entities, business units to the corporate level, in a clear and continuous manner.
- 5. Sustainability and Risk Management Culture** through training, process, and activities for executives and employees at all levels throughout the organization to create awareness on the importance of the sustainability and risk management to encourage engagement in the sustainability development and risk management of the organization.

OISHI's Risk Management Process



The Company makes an annual assessment on the **Corporate Sustainability Risk** against three parameters: environment, society, and economy. The degree of severity of risk relating to corporate sustainability and business opportunity falls into four groups: 1) Extremely High (E) 2) High (H), 3) Medium (M), and 4) Low (L). As a result, risk management is a challenge for the Sustainability and Risk Management Committee, and Executives concerned to ensure that it is effective. Furthermore, the Company has engaged in the Internal Sustainability Assessment in collaboration with the ThaiBev to ensure that the integrity of our respective shared visions and values is mutually consistent.

Sustainable development and efficient and effective risk management take place within organizations where a culture of sustainability and risk is instilled as part of the organization. Therefore, to make all employees aware of the importance of sustainability and jointly develop

sustainability, as well as preventing, monitoring and managing internal risks that may affect the sustainability of the organization, OISHI has made risk management a part of business decision-making, ranging from corporate strategic planning, budgeting, and day-to-day operations. It takes into account the balance between risk, business growth opportunities and stakeholder benefits. In the formulation of strategies, planning and operations, if there is an assessment of the potential risks and potential impacts on business operations, various risk issues will be presented to the Sustainability and Risk Management Working Group to collect information in the corporate risk register and report to the Sustainability and Risk Management Committee. In addition, the head of the Internal Audit Department is encouraged to attend training and seminars every year and to bring knowledge to transfer to executives and employees to enhance their knowledge and understanding of sustainable development and continuous risk management as well.

OISHI’s Risk Management Criteria

		Probability/Likelihood				
		1 Rare	2 Unlikely	3 Possible	4 Likely	5 Almost
Probability (P)	5 Catastrophic	M5	H10	H15	E20	E25
	4 Major	M4	H8	H12	H16	E20
	3 Moderate	L3	M6	H9	H12	H15
	2 Minor	L2	M4	M6	H8	H10
	1 Insignificant	L1	L2	L3	M4	M5
		Severity (S)				

Action Required by Risk Exposure	
Risk Exposure	Action Required
Extremely High (E)	Immediate Action Required
High (H)	Senior Management Attention Needed
Medium (M)	Management Responsibility Must be Specified (Senior Vice President, Director)
Low (L)	Managed by Routine Procedures

Business Ethics

OISHI adheres to the Code of Business Conduct with business management systems that are efficient, transparent, and auditable. OISHI’s business operations align with the principle of corporate governance to build shareholders and stakeholders’ confidence, strengthen OISHI’s competitiveness, and drive business performance. OISHI takes long-term impacts into account and is determined to meet expectation of shareholders, capital market, and society as a whole.

Anti-Corruption

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

OISHI continues to prevent and combat corruption through the review of the Audit Committee. In addition, there will be monitoring, assessment and setting guidelines for managing potential corruption risks by the Sustainability and Risk Management Committee. Significant risks will be reported to the Board of Directors on a quarterly basis, along with guidelines for preventing corruption in the organization. The details are as follows:

1. To set up a course on Anti-Corruption for all executives and employees at all levels.
2. To communicate the complete adherence to the Code of Business Ethics and Anti-Corruption Policy of the Company to executives and employees at all levels.
3. The Company will take unequivocally strong actions against people found to have violated the Anti-Corruption Policy.

4. To set up an internal Anti-Corruption monitoring process that works in concert with the existing Internal Audit Department.
5. To communicate unequivocally the Company’s Anti-Corruption Policy to trade partners.

Whistleblowers and Compliant Filing

The Company has put in effect measures for oversight and channels where all stakeholders, including employees, to report any leads or file complaints. The report and filing could be of any actions suspected as a violation or failure to comply with laws, regulations, articles, ethics, and corporate governance policies. They also apply to any incorrect financial reports or flaws in the internal control systems. The Internal Audit Department is responsible. And the report and filing could be forwarded to the department via various channels, including the website of the Company under the “Investor Relations” section.

Channels for Compliant Filing

Website : www.oishigroup.com
Email : AuditCommittee@Oishigroup.com
Mail : Audit Committee, Internal Audit Department, Oishi Group PLC.
 90 CW Tower, Floor 36, B3601 Ratchadapisek Road,
 Kwaeng Huay Kwang, Khet Huay Kwang, Bangkok 10310

In addition, OISHI has established guidelines for the protection of complainants or whistleblowers. It is deemed that the information of the complainant or the whistleblower is confidential. The Company will not disclose the name of the complainant or the whistleblower unless it is disclosed as required by law and relevant regulatory agencies. This includes establishing a complaints or whistleblower protocol and protections in accordance with the corporate governance policy of the Company and its subsidiaries, effective from February 25, 2015. ("Regulations for receiving complaints"). This is to ensure that OISHI's complaints and whistleblowing proceedings are structured appropriately, efficient, streamlined, and have international standards on par with other leading companies, as well as creating confidence for all stakeholders including employees that they will be protected from harassment, punishment or improper treatment arising from complaints or clues to OISHI, unless such act is done in bad faith or has malicious intent to destroy the Company or other person, or is against the law or the Company's discipline.

At the same time, the Board of Directors has assigned the Audit Committee consisting of Independent Directors, to supervise and set guidelines for handling complaints or whistleblowing through the channels mentioned above, as well as assigning an internal audit unit, which is an independent agency to operate and report directly to the Audit Committee, to support the Audit Committee's performance in screening, managing and investigating complaints or clues if there is a factual basis to present the audit results to the Audit Committee for consideration, and suggest solutions or report to the Board of Directors. After considering the corrective actions, improvements according to the complaints or clues received, the Company will notify the action to the whistleblower or the complainant in accordance with the procedures within a reasonable period of time.

In this regard, if there is a case where the complaint or the whistleblowing is done with good intentions, without maliciously damaging the reputation of the Company or the person involved, when the Company is determined by the court that it has actually violated that person's legal rights, that person will have the right to receive compensation from the Company as appropriate, reasonable and in accordance with the rules prescribed by law.

Data Security and Privacy

Today, OISHI uses digital technology as an important tool in business operations, both in terms of increasing the efficiency of work for employees and various operating systems, as well as adjusting business strategies to be in line with the current situation to increase sales and generate profits, for example, giving special privileges with a personalized marketing strategy through the form of displaying messages on mobile phones of customers, as well as increasing security and convenience for consumers. But at the same time, electronic espionage has escalated into a cyber threat. OISHI considers the security of all stakeholders' information. This includes information about consumers, customers, employees and other sectors directly and indirectly related to the Company. Therefore, OISHI has the following mechanisms, plans, and preventive measures for management to prevent unauthorized access to information that may cause damage to business and related parties:

1. Establish an information policy of OISHI, which includes guidelines for use, governance, security protection, and penalties. This also includes educating employees about digital technology in their daily lives, continually raising awareness and responsibility about the use of social media for employees through e-mail notification, training and various activities to provide employees with knowledge and understanding of the correct use of technology that does not violate the relevant laws and with information security to prevent cyber threats, including the benefits and harms of using social media that will affect society.
2. Build a security protection system from network systems to computers and devices that are vulnerable to third-party attacks.
 - 2.1 At the network level, a firewall is created to prevent and ensure that traffic is transmitted only in the specified channel to the allowed destinations.
 - 2.2 At the device level, computer anti-virus programs are installed on all computers and are centrally connected in order to control and fix problem machines accurately and quickly, as well as identifying the root cause of threats in order to solve problems at the root cause and prevent recurrence of problems in the future.
3. Assigning permissions to use various systems of employees for confidentiality classification and information management to provide access to information for the benefit of its use and as necessary, to systematically prevent illegal access to confidential information and espionage. This also includes requiring an access logging system to effectively monitor access to data across systems.
4. Having a data center and a backup system that is important to enable data to be used when the main system has problems, allowing the business to continue its operation.
5. Collecting network usage information in accordance with the regulations of the Computer Crime Act and there is supervision of access to websites that are vulnerable to espionage or illegal activities.
6. Installing a program to check the use of illegal programs on every computer to prevent copyright or other intellectual property infringements. As for server systems, licenses are reviewed and renewed annually to ensure that all OISHI Group systems use only legitimate programs.
7. Adding a system to record and track the problems of computers and equipment related to information systems so that the departments in charge of such matters can communicate with users and solve problems effectively.
8. Establish a centralized database system in accordance with the Personal Data Protection Act and the importance of respecting the privacy rights of customers' personal data and using members. The information is stored only on servers that are accessed by the competent authority and operated by the authorized organization or service provider. Any personal data provided by the user will be retained for as long as necessary to achieve the purposes stated in the personal data choice notice to which the user has given consent or for the period necessary to meet legal requirements, accounting requirements and/or to protect the interests of the Company.

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Economic

OISHI operates the business according to the vision and mission, under the principles of conducting business with integrity and ethics. OISHI also pays attention to the use of technology and innovation development to increase efficiency in the production process in order to be a part of driving the overall economy of the country by focusing on sustainable development in the economy as follows:

1. Consumer Health and Safety

From health care trends that are gaining attention and consumers nowadays pay more attention to food and beverages, OISHI is well aware of consumer demand trends. Therefore, the products are developed by taking into account the health and needs of consumers according to the current market situation, with the following actions:

1.1 Sourcing High-quality Ingredients

OISHI selects quality ingredients that meet the Company's requirements to produce quality, safe, and healthy food and beverages for consumers, with the following principles:

- Using international standards (Codex Alimentarius Commission (CAC)) for select partners to ensure that they can produce safe products that meet FAO/WHO requirements.
- Select and check food ingredients that are quality and safe, certified by the GMP standard from the Thai FDA at least.
- For the procurement and selection process of ingredients for the production of green tea beverages, OISHI evaluated GMOs where its ingredients in the tea leaf, fructose, concentrate group, and natural extracts, must have a certificate certifying that they are Non-GMOs.

1.2 Having a Standardized Production Process

OISHI places great importance and attention on every step of the production process, meticulously controlling the quality and safety of production, storage, transportation and service, as well as traceability processes to the source of ingredients, with international standards, which cover environment, safety and consumers such as ISO 9001, ISO 14001, ISO 22000, GMP and HACCP.

Factory: OISHI focuses on quality and safety in every step from the production process to delivering good products to customers. The Company has been certified in various fields as follows:

- OISHI TRADING CO., LTD. has passed the ISO 9001:2015 certification for quality management system and the GHP & HACCP Codex 2020 for risk management and food safety systems from SGS (Thailand) CO., LTD.
- OISHI TRADING CO., LTD. has passed the FSSC 22000 Version 5.1 food safety system certification for the production of OISHI cold packaged and bottled beverages from SGS (Thailand). The system covers administrative responsibilities, resource management, production planning, and production of safe products, as well as service management, food defense, food fraud prevention, and product labeling. This is in addition to what is required by the ISO 22000 system from SGS (Thailand) CO., LTD.
- All beverage products of OISHI TRADING CO., LTD. have been certified the Halal Food Standard (HALAL) by the Central Islamic Council of Thailand.
- Calibration Laboratory of OISHI TRADING CO., LTD. has been accredited for the ISO/IEC 17025 for calibration laboratory standard in accordance with conditions of laboratory accreditation from the Thai Industrial Standards Institute.
- The analytical laboratory of OISHI TRADING CO., LTD. has been accredited the ISO/IEC 17025 testing laboratory standards in accordance with the conditions of laboratory accreditation from the Department of Science Service and the Department of Medical Sciences.
- All Japanese restaurants under OISHI GROUP PUBLIC COMPANY LIMITED have passed the GMP and HACCP certification from SGS (Thailand) CO., LTD.
- OISHI FOOD SERVICE CO., LTD. has been certified the GMP and HACCP for risk management system and food safety standards for all food products from SGS (Thailand), and for gyoza products for export from the Department of Livestock Development, Department of Fisheries and Department of Agriculture.
- OISHI FOOD SERVICE CO., LTD. has been certified the BRC (British Retail Consortium) Issue 8 of the United Kingdom Retail Business Association for food safety management system for all gyoza products from SGS (Thailand) CO., LTD.
- OISHI FOOD SERVICE CO., LTD. has been certified the Green Industry System standard for environmental management system, and the ISO 14001:2015 for environmental management system for all food production processes.



- The analytical laboratory of OISHI FOOD SERVICE CO., LTD. has been accredited the ISO/IEC 17025 for testing laboratory standards in accordance with the conditions of laboratory accreditation from the Department of Medical Sciences.
- OISHI TRADING CO., LTD.'s Navanakorn and Wang Muang Plants received the ISO 14001:2015 certification for environmental management system from SGS (Thailand) CO., LTD.
- OISHI TRADING CO., LTD.'s Navanakorn and Wang Muang Plants have been certified the ISO 45001:2018 & TIS 45001-2561 for management system and occupational health and safety from SGS (Thailand) CO., LTD.
- OISHI TRADING CO., LTD.'s Navanakorn and Wang Muang Plants have been certified the ISO 50001:2018 for energy management system from SGS (Thailand) CO., LTD.
- OISHI TRADING CO., LTD. received the "FDA Quality Award" 3 years in a row (from 2017 to 2019) from the Food and Drug Administration.
- OISHI TRADING CO., LTD.'s Navanakorn and Wang Muang Plants have certified themselves as establishments that comply with measures to control, monitor and prevent COVID-19 contamination in their premises, production processes and personnel according to the criteria of IPHA Self-Assessment by the Federation of Thai Industries, Department of Disease Control, Food Institute and ISO Certification Institute. In addition, all OISHI TRADING Factories are self-certified as establishments that comply with clean, safe and COVID-19 control measures in accordance with The Thai Stop COVID Plus self-assessment criteria by the Department of Health, Ministry of Public Health.
- OISHI TRADING CO., LTD.'s Wang Muang Factory received the honorary award for the outstanding establishment on safety, occupational health and working environment for the year 2020 from the Ministry of Labor.



Restaurant: Focus on improving the quality, hygiene and safety of food, to meet customer satisfaction and maintain the highest level of confidence with effective management systems and operations according to international standards, and to improve continually for good effectiveness. This ensures that every menu item is safe, as the cooking procedures in the restaurant must comply with international standards and are certified the GMP and HACCP standards by SGS, and can be traced effectively. It has to be verified through the CCP (Critical Control Point) regularly.

Transportation: There is a management system and raw material transportation with a Cold Chain Logistics system that meets international standards, certified by GMP and HACCP (Codex Alimentarius Commission - CAC).

Awards and Certifications, Accreditation and Trusted Branding

- OISHI, the Company’s market-leading authentic Japanese-style green tea brand, received the Thailand’s Most Admired Brand award of the year 2021 as a brand that is reliable and the number 1 green tea brand in consumers’ hearts in the ready-to-drink tea category for 10 consecutive years (2012-2021) from BrandAge magazine, which has conducted research with leading academic institutions in all regions of the country for efficiency and accurate results.
- OISHI Trading Company Limited has received “certified labor skill standards of professionals in the field of electrical, electronic and computer technicians, bottle filling machine process controllers (cold packing in sterile conditions) Level 1” from the Department of Skill Development, Ministry of Labor and Social Welfare. This is to create a quality assurance system for craftsmanship and skills of CAF-Filler Operators.

1.3 Creation of Healthy Products

OISHI is continually researching and developing food and beverages in order to maximize the portion of products that are healthy but still maintain the original taste. The product development policy that focuses on nutrition consists of 3 important parts :



1.3.1 OISHI Green Tea Drinks have Reduced Sugar

OISHI Green Tea drinks have reduced sugar, such as OISHI Green Tea Watermelon Flavor, as well as developed new products with no sugar and less sweet formulas so that the products continuously received the “Healthier Choice Logo” certification from the Nutrition Promotion Foundation, Institute of Nutrition, Mahidol University. Products that have been certified as “Healthy Choice Symbol” include OISHI Green Tea Original Flavor, OISHI Green Tea Genmai Flavor, OISHI GOLD GYOKURO No Sugar and Delight Flavor, OISHI GOLD GENMAICHA No Sugar and Delight Flavor, OISHI GOLD KABUSECHA No Sugar and Delight Flavor, OISHI GOLD SENCHA with Matcha No Sugar and Delight Flavor, OISHI GOLD WAKOUCHA, OISHI Green Tea Plus C Orange Flavor with Nata De Coco and Vitamin C 200%, OISHI Green Tea Watermelon Flavor, OISHI Green Tea Honey Apple Flavor (No Sugar) Flavor and OISHI Chakulza Kyoho Grape Flavor.



1.3.2 OISHI Food Products Reduced Sodium, Free of MSG, Preservatives

OISHI EATO ready-to-eat products such as Miso Soup Gyoza and Sukiyaki Soup Gyoza have their sodium content reduced from the original recipe. In addition, the Company also invents and develops ready-to-eat bento (ready-to-eat ramen) recipes that are free of MSG, preservatives, and ready to expand into other products in the future.

1.3.3 Choose Ingredients that do not Contain Trans Fats in the Cooking.

1.3.4 Increase Nutrients and Nutritional Value

- Improve the formula of OISHI Green Tea by increasing the amount of nutrients, such as increasing vitamin C 200% for OISHI Green Tea Plus C, and adding vitamin B for OISHI GOLD GENMAICHA High B Vitamins.
- SHABUSHI Japanese restaurant has developed a product in the Shabu-Shabu group to emphasize health by creating a Shabu-Shabu Soup with Collagen formula. It is a special menu available during April-June 2021.



2. Health and Nutrition

OISHI continues to develop and create new food menus, ready-to-eat products, as well as new healthy OISHI Green Tea beverages to add variety and choices for consumers, who value health and nutrition, as follows:

New Menu and Ready-to-eat Healthy Food Products

- **Shabu-Shabu Set, Hygienic Pork, Japanese-style Ready-to-cook Food:** OISHI collaborates with BETAGRO to create Shabu-Shabu series, ready-to-cook hygienic pork that is easy to cook at home in response to the changing lifestyles of consumers who stay and do different activities more at home, both working and cooking, to answer the question of safety. It can be easily purchased at leading supermarkets and hypermarkets in general.
- **Shabu-Shabu:** SHABUSHI Japanese restaurant has developed a product in the Shabu-Shabu group to emphasize health by creating a Shabu-Shabu Soup with Collagen formula. It is a special menu available during April -June 2021.

- **Plant-based Protein Menu:** Healthy food menus made from plant-based protein have been developed, such as golden peas, soybeans (non-GMO), shiitake mushrooms, and high-protein rice, to serve customers during the Vegetarian Festival, including stir-fried ramen with vegetarian basil sauce, sold at OISHI RAMEN, and vegetarian basil rice bowl, sold at KAKASHI.
- **Whole Wheat Sandwich:** OISHI EATO continues to create healthy product range, especially sandwich products that contain grains, such as wheat, barley, soy, malt and quinoa. They include green tea sandwich with chicken ham and quinoa salad; whole grain sandwich filled with spicy tuna and seaweed salad; whole grain sandwich filled with chicken breast and Japanese-style sauce; whole grain sandwich filled with tuna and grilled fish sauce; whole grain sandwich filled with chicken breast, black pepper and egg salad; and whole grain sandwich filled with crab stick and avocado spread.



New Healthy Beverage Products

- **OISHI Green Tea Plus Vitamin C:** OISHI Plus C responds to a health-loving trend by increasing the benefits of vitamin C by 200%, which is the same amount as vitamin C mixed drinks that are available in the market. Vitamin C helps strengthen the immune system while green tea helps fight free radicals.
- **OISHI GOLD GENMAICHA High B1, B6 and B12 Vitamins:** OISHI GOLD GENMAICHA, high in B1, B6 and B12 vitamins, Japanese roasted rice tea that combines the benefits of green tea, Japanese roasted rice, and B vitamins. Vitamin B contributes to the normal functioning of the nervous system and brain, along with stress-relieving benefits. Available in 2 flavors: No sugar and delight recipe (less sweet).
- **OISHI GOLD WAKOUCHA:** OISHI GOLD WAKOUCHA brewed from imported seasonal tea leaves that are naturally fermented to ensure its natural aroma with natural theaflavins known to increase the fat burning process. The green tea also contains of high fiber which helps increase waste in the digestive tract for excretion stimulation. It has less sugar, and available in 2 flavors, which are Lemon Delight recipe, which is sour, less sweet, low calorie and No Sugar.
- **OISHI Chakulza, Kyoho Grape Flavor:** Sparking green tea, which adds deliciousness, fizziness, and aroma from Kyoho grape scent, with no need to worry about sugar, guaranteed by getting a "Healthier Choice" mark.





3. Business Partner Capability Development

In addition to paying attention to every step and every process of sustainable and efficient procurement, OISHI also places importance on developing the potential of its partners to strengthen their confidence in creating quality products and sustainable growth together.

3.1 Sustainable Supplier Management

OISHI selects suppliers with good governance and production standards that comply with laws and international standards, and are ready to cooperate with OISHI for sustainable development in both industrial and social sectors. Therefore, the selection of all new trading partners must pass the assessment criteria according to the sustainability policy, with transparency, proper nutrition, display product information containing genetically modified (GMO) Genetic and trans-fat products in order to determine guidelines for the use of food ingredients for maximum benefit and safety for consumers.

In addition to that, procurement is monitored and the price is compared with the quality because it affects the cost of doing business. There is also the recruitment or development of new partners or new sources of raw materials and the appropriate consolidation of the purchasing volume each time. This is to create interest



among partners, create competitive opportunities, and increase bargaining power to ensure that the raw materials supplied are of good quality, reasonable prices, and in sufficient quantities to meet demand. The Company reviews the prices of products and raw materials regularly in order to ensure that procurement is always appropriate and in line with market conditions.

3.2 Important Criteria for Selecting Partners

- Have terms, policies and qualifications that meet OISHI guidelines with good governance and responsible for trading partners, society and environment.
- Have examination results on product certification from accredited agencies and the establishment has been certified according to the relevant requirements and standards, from raw materials to production process, quality inspection, storage, delivery, management and waste screening.
- Have the ability to compete and be able to supply raw materials consistently and continuously.
- Have new ideas and innovations that can add value to the business.

3.3 Sustainable Partnership Development

OISHI promotes and supports the development of trading partners' potential while giving importance to activities that create benefits and good quality of life for all stakeholders throughout the supply chain to achieve the goal and grow sustainably with OISHI. The Company has established guidelines for trading partners, managing product and service risks, and has reviewed the results to ensure compliance with appropriate standards and management processes.

4. Sustainable Supply Chain

Sustainable Supply Chain Management will increase opportunities, reduce risks and enhance the competitiveness of the business. Therefore, OISHI's supply chain management approach focuses on the efficient use of resources and the production of healthy and environmentally friendly products, as well as communicating sustainable social responsibility in all dimensions both economically, socially and environmentally to trading partners in the supply chain. This is to create shared value for partners, consumers and society as a leading Japanese food and beverage company in Thailand.

4.1 Efficient Procurement

The shortage of key raw materials is one of the Company's major risks. In order to provide effective procurement of raw materials, OISHI focuses on working closely with partners in planning the procurement of raw materials, as well as preparing substitute raw materials in case of emergency for business continuity, by holding regular meetings with key partners. In addition, OISHI works with

Thai Beverage Public Company Limited ("ThaiBev") and companies in ThaiBev Group in the selection and procurement process of key raw materials to merge cooperation in procurement of raw materials for maximum benefits. This will increase bargaining power and to ensure that all raw materials are in accordance with the established criteria.

OISHI has a clear policy that emphasizes the selection of quality, nutritious ingredients from entrepreneurs and farmers in the country, consisting of:

- Using high quality tea leaves from local farmers, which come from agricultural areas that are certified according to organic agriculture standards of the Ministry of Agriculture and Cooperatives (Thailand).
- The use of products as ingredients in food and beverage production from entrepreneurs in the Pracharat (civil-state cooperation) project and local entrepreneurs with good management systems.
- Collaborate with companies in ThaiBev Group in order to get the most out of the synergies in terms of sourcing raw materials, which will increase the bargaining power and to ensure that the raw materials are in accordance with the established criteria.



4.2 Sustainable Procurement

Sustainable procurement is a cornerstone of a sustainable supply chain because procurement is the beginning of the product life cycle and plays an important part in determining the quality and impact of choosing the right raw materials and its sources. For this reason, OISHI pays close attention to the selection of raw materials, products, services and partners, taking into account their impact on society and the environment, both that will occur at present and that may have a long-term effect.

OISHI attaches importance to accurate management, as well as having systemization and procurement process, which is efficient, transparent and fair. At the same time, the Company attaches great importance to the operations of its business partners by in corporating risk management mechanisms for goods and services in parallel with the management of trade partners' risks, from the selection of raw materials to the screening of partners, and the inspection of work, to be in accordance with the standards and appropriate management processes, by taking into account environmental and social factors and good corporate governance.

In addition, OISHI added a strong policy to deal with new and emerging diseases that may arise in the future, to ensure that products and services delivered to consumers are of good quality and safety. For example, in 2020-2021, there is a severe epidemic situation of COVID-19 around the world, including in Thailand. It has a huge impact on the business. Therefore, in the management of partners during the COVID-19 situation, OISHI has prepared a support plan as follows:

- Explore the availability of partners and provide alternative partners and make a list of risk product groups such as products which are key raw materials, products with high consumption volume, and products imported from abroad.
- Prepare substitute raw materials in case the main raw materials are insufficient.
- Work more with partners to resolve issues as well as obtaining appropriate support.
- Hold regular meetings with key sourcing partners and work closely on raw material procurement planning, including the provision of substitute raw materials in case of emergency when the main raw materials are insufficient to ensure business continuity.

5. Innovation

Creating "innovation" for sustainability is one of OISHI's core strategies. As consumer behavior has changed a lot nowadays, OISHI therefore focuses on developing innovations in terms of products, services and efficient management, while creating new experiences to increase convenience and safety for customers.

In 2021, OISHI promotes innovation in the following areas:

5.1 Open Innovation

It is a synergy between companies, institutions and organizations to exchange knowledge and share creativity to increase productivity, reduce costs, develop personnel and increase operational safety.

Projects related to open innovation in 2021 include:

- **Behavioral Customer Grouping System:** OISHI Food Business Group has partnered with CMKL University, a collaborative university between Carnegie Mellon University (CMU) and King Mongkut's Institute of Technology Ladkrabang, to develop a system for grouping customers who are members of BevFood from using real services in all channels to analyze and create a sales approach to satisfy the target customers in each group. The main objective is to maintain the existing customer base and expand new customer base through the delivery of privileges with Personalized Marketing strategies by displaying a message on the customer's mobile phone (Push Notification) to members of the BevFood application and/or E-Coupon, which can be chosen whether to send to the entire member base or to specific persons/groups that match the target group of each marketing promotion program, along with setting permissions and usage periods. There is also a system to check the response of promotional activities to analyze the data in the development of various activities in order to achieve higher usage rates and satisfaction.
- **Restaurant Cleaning Manual with QR Code:** OISHI Food Business collaborated with KEEEN, a specialist in cleaning with innovative natural products, to create QR Code Cleaning Manual for each branch of the OISHI restaurants to reduce the amount of paper used in paper-based manuals.

5.2 Product Innovation

OISHI focuses on research and development to increase product value by creating innovative products that are modern and different to meet the needs of consumers, and creating excitement for the target group. Projects related to outstanding product innovations in 2021 include:

- **NABE Self-Heating Hot Pot:** Japanese hot pot that can be heated by itself. It is an innovative product that brings together popular Japanese dishes like Nabe and Sukiyaki with black soup, to be added to the menu "NABE Self-Heating Hot Pot" by combining Self-Heating Food Packaging (SHFP) technology, which is a food packaging that can be heated by itself. This allows customers to experience Japanese hot pot dishes anywhere, as hot as eating at the restaurant without electricity or even an oven or microwave.
- **Japanese-style Dipping Sauces and Seasonings in Bottles of OISHI Brand:** This is the Company's first marketing of seasoning products by developing and building on the dipping sauces and seasonings offered by OISHI Japanese restaurants, being packaged in a glass bottle. Japanese-style dipping sauces and seasoning sauces in bottles of OISHI brand start with the first 3 recipes, Sukiyaki Sauce, Teriyaki Sauce and Shoyu Sauce, answering the needs of those who love to cook at home.
- **Ready-to-cook and Ready-to-eat Products OISHI EATO, Grilled Pork Gyoza with Shoyu Spicy Sauce:** It is a blend of Japanese food with popular Thai-style spicy sauce to create new colors and flavors, worth trying for consumers.
- **OISHI Green Tea Plus Vitamin C:** OISHI Plus C responds to a new lifestyle and health-loving trend by increasing the benefits of vitamin C by 200%, which is the same amount as vitamin C mixed drinks that are available in the market. Vitamin C helps strengthen the immune system while green tea helps fight free radicals along with the deliciousness and fun of Na de Coco. There are 2 flavors: Kyoho Grape Flavor with Na de Coco and vitamin C, and Orange Flavor with Na de Coco and vitamin C.
- **OISHI GOLD GENMAICHA High B1, B6 and B12 Vitamins:** OISHI GOLD GENMAICHA, high in B1, B6 and B12 vitamins, Japanese roasted rice tea that combines the benefits of green tea, Japanese roasted rice, and B vitamins. Vitamin B contributes to the normal functioning of the nervous system and brain, along with stress-relieving benefits. Available in 2 flavors: No sugar and delight recipe (less sweet).
- **OISHI GOLD WAKOUCCHA:** OISHI GOLD WAKOUCCHA brewed from imported seasonal tea leaves that are naturally fermented to ensure its natural aroma with natural theaflavins known to increase the fat burning process. The green tea also contains with high fiber, which helps increase waste in the digestive tract for excretion stimulation. It has less sugar, and available in 2 flavors, which are Lemon Delight recipe, which is sour, less sweet, low calorie and No Sugar.



Social

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A strong society will be the driving force for sustainable business growth. Therefore, OISHI places great emphasis on all-round social development, especially related to customers, communities and employees, with the management of social sustainability development as follows:

1. Corporate Consumer Responsibility

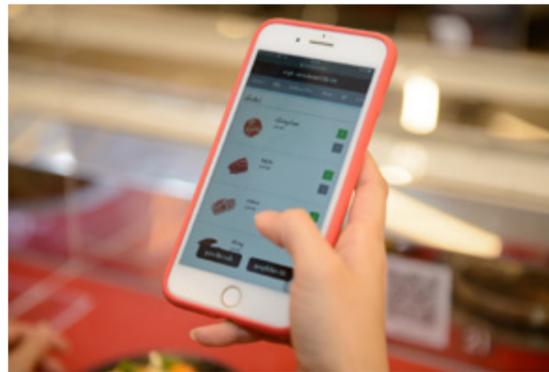
OISHI cares and values consumers by creating products and services that are in good quality and worthwhile. This includes providing safe service, educating and providing accurate information, as well as having customer service representatives to take care of customers when problems arise. All of these are to build consumer confidence. The details are as follows:



1.1 Safe Service

Due to the situation of the COVID-19 epidemic in 2021, OISHI has adjusted the model of services to suit the situation to create confidence and safety for consumers as follows:

- Health checks for all employees before starting work and arrange for all employees to be tested for COVID-19.
- All employees are required to wear masks and gloves while performing their work and clean their hands for at least every 30 minutes. As for the cashiers, they spray alcohol on their hands every time after receiving the change.



- Screening customers in front of the restaurant by measuring their temperature before entering the store for service.
- Providing alcohol to wash hands for customers at the entrance-exit points and various areas in the restaurant.
- Arranging seats to have a distance of at least 1-2 meters between people.
- Products and raw materials that come into the restaurants are sterilized before they are stored.
- Central equipment available at the counter is replaced every hour, and strict measures are in place for cleaning utensils and equipment.
- Cleaning tables, chairs and other equipment with disinfectant every time after customers finish using the service.
- Cleaning floors, hallways and counters in the restaurant with disinfectant cleaners.
- Creating a contactless food ordering system (QR Order) by scanning the QR code from the staff or the table with a smartphone. Customers can choose to see the menu displayed on their customer's phone and press order. The system will then send the list to the kitchen to prepare the food items according to the information received.
- Contactless Payment is an alternative way to pay for both dine-in and home delivery by scanning a QR code that appears on the statement, which shows the amount of money to be paid immediately upon completion of the scan. This is to facilitate customers and increase efficiency in making transactions for merchants as well as helping to reduce cash management and shorten transaction times.



1.2 Quality and Worthwhileness of Products and Services

OISHI Restaurant focuses on the quality of food that is fresh, clean, safe and worthwhile for consumers in terms of quality, quantity and price, to provide consumers with the highest satisfaction. It offers food both in buffet style with a wide variety of food choices for unlimited amount at reasonable prices and a la carte service that caters to different needs of customers. As for ready-to-cook and ready-to-eat food products, OISHI EATO, and OISHI Green Tea beverages, they have been carefully selected raw materials and good packaging to produce quality, clean and safe products, as well as continually developing and maintaining product quality. Consumers can therefore trust and believe in the quality of OISHI products that are truly worth the price.

1.3 Labeling of Products and Services

OISHI products will have information on the product label or on the packaging in accordance with international standards and criteria set by the Office of the Consumer Protection Board (OCPB) in order to provide consumers with accurate information, as well as showing the mark to consumers to be aware of the quality and safety standard certification for decision making in purchasing products. It also provides other useful information to customers such as nutrient and nutritional information through Guideline Daily Amounts (GDA) labeling, Nutrition Table, Nutrient Benefits, and the Healthier Choice Logo.

1.4 Marketing Communications and Customer Privacy

OISHI offers special privileges with personalized marketing strategies (Personalized Marketing) through the form of displaying messages on the customer's mobile phone (Push Notification) to members of the BevFood Application and/or E-Coupon, which can be chosen whether to send to the entire member base or to specific individuals/groups that match the target group of each marketing promotion. At the same time, a Centralized Database system has been set up to support the Personal Data Protection Act (PDPA). The customer's information will be kept confidential, not disclosed to outsiders and unrelated parties, and the customer's personal information is not used in a way that is inappropriate or not beneficial to the consumer.

1.5 Satisfaction Surveys and Receiving Feedback from Customers

OISHI has created a QR Survey at the end of restaurant receipts to collect information about customers who leave comments, suggestions and feedback. If there is any problem that the customer scores lower than the specified standard, there will be an email informing the service shop immediately to fix the problem and notify the operation to be completed within the period specified in each topic. Every opinion is therefore an important source of information that will be analyzed, screened, in order to develop, improve and help the organization to respond to customer needs faster and more efficiently.

2. Community Development and Partnerships

OISHI operates business with community and social responsibility by avoiding operations that may have a negative impact on the quality of life of the community. The Company is ready to take part in improving the quality of life and promoting participation with the community through "Give", a social project that OISHI has established for more than 10 years and then continued to expand on a wider range of assistance, such as providing better quality of life assistance to communities, helping the underprivileged and malnourished, and providing educational support. Notable activities in 2021 include:

"Gives Fight Against COVID-19" Project

OISHI and ThaiBev give encouragement and refreshment to medical personnel, which are considered as the front line and an important mechanism in fighting against the disease, so ThaiBev and OISHI presented its food and beverage products through the "Gives Fight Against COVID-19" Porject, which consist of OISHI EATO Sandwich, OISHI GOLD healthy premium Japanese green tea with no sugar, and CHANG drinking water, to 7 hospitals, which are: King Chulalongkorn Memorial Hospital, Phramongkutklao Hospital, Siriraj Hospital, Ramathibodi Hospital, Thammasat University Hospital, Rajavithi Hospital, and Bamrasnaradura Infectious Diseases Institute. The products were delivered and packaged in refrigerated containers set up for a COVID-19 inhalation areas of those hospitals for a period of 5 months from May 1 to September 30, 2021, consisting 270,456 bottles of OISHI Green Tea, 118,120 pieces of sandwich, and 471,480 bottles of CHANG drinking water, to facilitate the medical personnel, including doctors, nurses, health workers and those involved in the care of patients with COVID-19.



"Song Im Hai Yim Su Pai Duay Kan" Project (Send Full, Smile and Fight Together)

OISHI joins forces to deliver kindness to Thai people in the face of the COVID-19 crisis on the occasion of the 22nd anniversary (September 9, 2021). OISHI Group Public Company Limited organized a charity event in the "Send Full, Smile and Fight Together" Project by the management and staff to deliver Japanese food products and OISHI Green Tea beverages to underprivileged communities and people affected by COVID-19, a total of 11 locations, which are patients infected with COVID-19 and departments that take care of patients, consisting of waiting center for forwarding in Phra Nakhon, 'Phra Mai Ting Yom' project, waiting center for COVID patients at Wat Sutthiwaram, free cremation program for those who died from COVID-19 at Wat Rat Satthatham, as well as communities located in the same neighborhood as the OISHI food-beverage factories to provide assistance to the communities where the Company operates. They are: the field hospital at Mueang Municipality, Khlong Luang District, Pathum Thani Province; Salang Pan Municipal Waiting Center, Wang Muang District, Saraburi Province; Wang Muang Saththam Hospital, Wang Muang District, Saraburi Province; Koh Chan Hospital, Phanthong Hospital, Phanthong District, Chonburi Province;

and Ban Bueng Hospital, Ban Bueng District, Chonburi Province. In addition, there are underprivileged communities where the Company visits the area to deliver OISHI food and beverages, namely: Baan Nokkamin Foundation Orphanage; Ban Bang Khae 1 Elderly Social Welfare Development Center; Foundation for the Blind in Thailand under the Royal Patronage of His Majesty the King; and Foundation for Blind Children for the Redundant Handicapped Ramintra.

"OISHI Gives Fight Against COVID-19" Project

In 2021, Thailand faces the epidemic of COVID-19, affecting people across the country. OISHI gave social assistance through the "OISHI Gives Fight Against COVID-19" Project to fight the dangers of COVID-19 by bringing OISHI Green Tea drinks and COVID-19 protective equipment, both alcohol and masks, given to various agencies, especially those in the areas near the OISHI factories, for example, Salang Pan Municipal Waiting Center, Wang Muang District, Saraburi Province; Wang Muang Saththam Hospital, Wang Muang District, Saraburi Province; and Koh Chan Hospital, Koh Chan District, Chonburi Province.



“Clean-Drinking Water” Project

OISHI runs the “Clean-Drinking Water” Project for the 4th consecutive year with the aim of enhancing good hygiene for the communities, especially the communities in the area near the factories. It also builds a good relationship with the communities where OISHI operates. In 2021, OISHI went to improve the drinking water system to be clean and meet the sanitary standards for Wat Samnak Bok School, Muang District, Chonburi Province, which is located in the area near the OISHI beverage factory in Amata Nakorn Industrial Estate. The project has resulted in the students and staff at the school, some of whom are descendants of 250 OISHI factory workers, to benefit from the project. This is another project that OISHI has worked together to develop a sustainable quality of life for the community.



“Clean-Drinking Water” Project Overview



School	Amount of School Personnel
Ban Maneechot Samakee School, Wang Muang District, Saraburi Province	400
Peuchnimit School, Khlongluang District, Patum Thani Province	450
Ban Nongchak School, Ban Bueng District, Chonburi Province	500
Wat Samnak Bok School, Muang District, Chonburi Province	250



“Scholarship for Employee’s Children” Project

OISHI cares about the lives of its employees and passes it on to the employees’ children, through educational support under the “Employee’s Child Scholarship” program, which started to support from 2008 to the present, totaling 14 years. OISHI has awarded scholarships to children of employees with good grades and good behavior from elementary school to tertiary level. In 2021, 118 scholarships have been awarded to help alleviate the burden of education costs for employees to 118 families.

Promote Education with the “Work Integrated Learning” Project

OISHI supports educational projects by organizing the “Work Integrated Learning” (WIL) Project, which is a project at the Navanakorn Green Tea Factory, Pathum Thani Province, and OISHI FOOD SERVICE Factory (Central Kitchen), Ban Bueng District, Chonburi Province, operated in collaboration with Prince of Songkla University which is elevated from cooperative education to integrate learning with working. There is an application of theory with an emphasis on real learning, real knowledge, and practical action. When students have completed their studies in the program, they must be able to pursue a career with assessment according to the goals of the organization. This WIL project benefits 3 groups of stakeholders as follows:

- Organization (Industry): The organization has worked with the university to obtain knowledge, advice and



advice on principles and techniques from the university. Personnel also develop their potential, knowledge and expertise in project implementation, such as increasing productivity and cost savings.

- Students: Gain firsthand experience in real practice thus increasing professional skills. This will allow students who enter the project to have a good profile and can use these skills to develop their work in the future.
- Educational Institution: Educational institution has received cooperation in the field of corporate education. This makes university students have a higher rate of employment, as well as co-developing the curriculum and encouraging teachers to increase knowledge and ability as well.

“Raks Arhaan” (Food Rescue) Project to Reduce Food Waste

OISHI joins in supporting the “Raks Arhaan” (Food Rescue) Project of the Scholars of Sustenance (SOS Thailand), a food rescue foundation, with the purpose of: (1) Help reduce environmental problems by reducing the amount of food waste, and not turning food into waste. This is because organic waste causes global warming, which is a serious problem in today’s world. (2) Share food for those who are needy in society. Currently, there are 3 restaurants under the OISHI Group participating in the project, which are SHABUSHI Restaurant, Central Ladprao Branch; SHABUSHI Restaurant, Samyan Mitrtown Branch; and OISHI EATERIUM Restaurant, Samyan Mitrtown Branch. The form of action is that the restaurant will bring leftover food from use that can still be eaten or cooked, such as meat, seafood, crab sticks, meatballs, vegetables, fruits and fried foods, to be stored properly under the supervision of the OISHI Quality Assurance (QA) Department to help keep food quality and safe for consumption. After that, the food will be passed on to the SOS Thailand Foundation, a food delivery center for communities in need. The food from OISHI has been passed on to more than 10 communities in need, such as Wat Ruak Bangkok Noi Community, Khlong Toei Railway Junction, Mercy Center Khlong Toei, and Pathum Thani Homeless Center, etc.



Support the “Share Kindness, Give Clean Water, Give Life” Project

OISHI sponsored OISHI Green Tea and Crystal Drinking Water to the “Share Kindness, Give Clean Water, Give Life” Project of the St. Camillus Foundation of Thailand to provide assistance to the 3 underprivileged groups under the care of the foundation, namely elderly people, children with disabilities and orphans, and youth infected with HIV.



Support Food and Beverages for Christmas Charity Carnival 2020 Activities

OISHI supports OISHI EATO Japanese-style sandwiches and OISHI Green Tea beverages under the “Give” program for the Christmas Charity Carnival 2020, which was organized by the Central Thailand Mission Foundation at St. Andrews International School. Children and youth participating in the activities are underprivileged children from various foundations, such as The Emergency Home, The House of Blessing, The Thanksgiving Home, The Mercy Centre, The Rangsit Babies’ Home, Pakistani Asylum-seekers and Refugees.



3. Employee Well-being

Personnel are the main mechanism for driving the organization. OISHI places importance on and cares for the well-being of employees at all levels, especially in terms of safety. The Company has set up a safety management system in accordance with laws and international standards for safety, occupational health, and working environment for employees. OISHI is ready to encourage the improvement of working environment to suit the situation and physical and mental conditions of employees for the quality of work life and good health of employees.

Caring for the well-being of employees

OISHI has established guidelines for safety, occupational health, and working environment to cover 4 areas as follows:

3.1 Safety

OISHI establishes a safety management system with a strong focus on compliance with relevant safety laws and standards, to achieve the highest operational safety goals of ‘Zero Accident’ and ‘Zero Occupational Disease’, and instill a sustainable safety culture with the following guidelines:

- Determine security policies to serve as a framework for operations.
- Clearly define the safety management structure by establishing the Occupational Health and Safety (OH&S) Department and appointing the Safety, Occupational Health and Working Environment Committee (CPO) as required by law, in order for all parties to participate and to drive the work of safety to be strong and sustainable.
- Prepare and request for the ISO 45001 Occupational Health and Safety Management System Certification to meet international standards and comply with the law, to achieve annual surveillance for continual improvement.
- There is an assessment of hazards and risks in the workplace covering every step and every working area, including a Safety Patrol by the Safety Committee to find hazards and risks that may cause harm and bring results of the inspection to make improvements for more safety.
- Encourage employees to participate in safety operations through activities such as writing a Near Miss Report, and implementing Safety Improvement Project.
- There is an analysis of the true cause of every accident in order to determine measures to prevent re-accidents, and extending to all factories with similar jobs or risks. In addition, modern machines and safety innovations have been used to reduce accident-risk and prevent occupational diseases.
- Raise safety awareness among employees by organizing various safety training courses, including training on working procedure standards, emphasizing employees to practice through learning from Safety DOJO and On Job Training (OJT).
- There is a system to prepare for various emergency situations, such as annual fire drills and evacuation drills as required by law. Other contingency drills according to the hazard and risk characteristics of the work area and risks that may occur due to disasters or natural calamities, etc.
- It is part of the Total Productive Maintenance (TPM) system to use the TPM techniques to improve the quality of life of employees to work safely, disease-free and happily.

3.2 Occupational Health

For occupational health management, OISHI takes care of employees so that they have good health and hygiene under a good and safe working environment as follows:

- Provide a clean, safe and suitable working environment in accordance with legal requirements, both in the working area and the utility systems. This also includes having an infirmary with nurses on duty to provide primary care in case of injury or illness.
- In case the work area is dangerous and risky, OISHI has taken corrective action at the root cause. But if corrective action is taken, but there are still risks left. OISHI will provide employees with appropriate personal protective equipment.
- Examine the working environment according to its hazards and risks in order to comply with industrial hygiene and legal requirements, including light, noise, heat, and chemicals.
- There are annual health checks and health checks based on risk factors for employees according to hazards or various risk factors to ensure employees' good health on a regular basis. This leaves no employees suffering from work-related illnesses. However, if it is found that employees have abnormal health examination results, they will be re-examined and sent for treatment by a doctor, as well as considering changing the nature of their work or improving the working environment/machines to be safer for them.
- There are health promotion activities with a focus on disease prevention for employees, for example, there are activities to encourage employees to exercise and provide proper vaccination against various diseases.



3.3 Working Environment

OISHI takes care of the working environment, which is divided into 2 parts as follows:

Part 1 : General Surrounding and Environment

- Prepare the workplace properly and provide employees with appropriate and standard tools, work equipment and office furniture.
- Provide hygienic and appropriate utilities for employees such as dining rooms, bathrooms, rest and smoking areas.
- Organize the scenery and environment within the organization to be pleasant and orderly as well as create a good working atmosphere. This in turn influences employees' feelings, inspires and drives effective results that lead to organizational success.

Part 2 : Working Environment

- Provide a work environment so that employees can work safely and in an ergonomic way, reducing injuries and illnesses due to occupational diseases.
- There is a system to check the working area regularly (Monthly Safety Patrol). If it is found to be dangerous and at risk, the Company will make improvements to reduce or eliminate such hazards. This results in maximum operator safety.
- Annually monitor and measure and follow up on improvements in case of non-compliance with the law or requirements. This is to strive for workers to have safety and good health at work.





3.4 Caring for Employees in the Epidemic Situation of COVID-19

OISHI attaches great importance to the health, safety and well-being of its employees, especially during the COVID-19 pandemic, which affect the organization and all employees. OISHI therefore has measures to protect, care for, facilitate, and assist all employees.

- Manage work areas as appropriate, such as adjusting work seats according to social distancing principles by keeping a distance of 1.8 meters.
- Create a Work from Home policy for employees who can work through various online systems to reduce risks for employees and their families.
- Safety measures are required for employees in entering the workplace such as having a screening point for COVID-19, cleaning and disinfecting, installing alcohol gel dispensers in various areas, temperature checking, as well as various protective equipment that are required to enter the work area.

- Use digital technology to record time in-out of work instead of scanning with fingers to work in various places to reduce the risk of spreading the infection from touch.
- Provide additional benefits to employees, such as facilitating staff testing for COVID-19, vaccination, and hospitals supporting employees infected with COVID-19, as well as providing health insurance for COVID-19 to all employees.
- Distribute protective equipment such as masks and alcohol to employees and their families.
- Establish ThaiBev's service center for employees during the COVID-19 period so that employees can call for information and get advice on how to cope with the COVID-19 situation, especially employees who are directly affected.
- Provide proactive testing for COVID-19 for OISHI factory employees on a regular basis, monthly in low epidemic areas and every two weeks in high epidemic areas.
- Establish ThaiBev's Isolation Center as a detention facility for vulnerable employees who are unable to isolate themselves at home. This prevents the spread of the virus from family members as well as prevents the spread of risk from employees to family members.

4. Human Resource Development

With a commitment to continuous human resource development, OISHI therefore has trained and developed its personnel that are consistent and connected with ThaiBev Global Values, which is the cornerstone of working together to create learning, open-mindedness to different opinions, creativity to add value to work, and caring for others involved. In 2021, OISHI focuses on developing the potential of its personnel as follows:

- Organize training to provide knowledge within the department according to the annual training and development plan for each unit.
- There are various forms of potential development programs designed to encourage and extend the personnel at each level to develop their own potential and grow in the organization.
- Prepare an Individual Development Plan (IDP) with employees, covering employees at level 4 and above, in order to improve weaknesses and strengthen strengths for preparing employees to move to the higher job level in their careers. The development plan is continuously monitored and evaluated with employees and supervisors every 6 months.
- OISHI works with ThaiBev to develop information systems to support staff training management such as registration, recording of training history as well as reporting the results of various tests through the computer system, mobile phone or tablet. It helps reduce the use of paper-based documents, and the processing of training data can be done faster. Online training is also quite effective in responding to Social Distancing policies.
- Organize a digital training program through self-study (OISHI Corporate Online Training Program) to meet the learning needs of employees anytime, anywhere. Employees can choose to develop topics that are suitable for their own needs in order to develop their own potential and improve their work efficiency. After launching the training program for a period of 1 month (September 1-30, 2021), it was found that 31% of the employees were interested in attending the training program and 100% of the participants passed the measurement. The course content is divided into 6 main topics:
 - (1) Business Effectiveness: Management of work on duty for maximum efficiency.
 - (2) Team Effectiveness: Management and development of the team to work with maximum efficiency.
 - (3) Marketing and Service Excellence: In order to be able to provide services and meet the needs of customers in a timely manner.
 - (4) Media and Learning Technology: Producing media for communication and teaching, especially in online formats, in accordance with the current situation.
 - (5) Communication Effectiveness: To increase the efficiency of communication both in interpersonal communication and in communicating with the masses.
 - (6) Digital Literacy: To develop skills in using digital tools to work better.





5. Talent Attraction and Retention

OISHI believes that career satisfaction and advancement opportunities motivate employees for long-term commitment with the Company. In order to foster organizational strength from within, OISHI promotes the concept of “oneness,” offering career advancement for employees to learn and develop new skills to strive for success of the organization resulting in high-caliber and happy employees that want to stay with the Company in the long term.

(1) Clear Structure and Roles

- Arrange the organization structure, roles and responsibilities to match with each employee.
- Expand and develop competencies and options for career paths corresponding to OISHI’s organization structure and roles and responsibilities.

(2) Market-oriented Compensation and Benefits

- Continuously monitor job market dynamic and OISHI’s demand for personnel to set appropriate compensation and benefits standard for OISHI Group company.

(3) Recognition-based Performance Management

- Ensure fair performance evaluation, set talent development plan to unlock employee potential enabling them to work towards their goals, and strive to achieve excellence.

(4) Holistic People Development

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

(5) Proactive Succession and Workforce Planning

- Proactively prepare the readiness of employees and executives identified as potential successors to ensure seamless transitions and business continuity, enhancing the sustainability of the organization.

(6) Strategic Talent Acquisition and Onboarding

- Develop recruiting and personnel selection process with appropriate knowledge, ability, and skills to perform the job as desired by the organization as well as projects to reach and attract potential candidates to join the organization, especially those from the new generation that is agile and capable of adapting in the digital age.
- Promote employee growth opportunities by enabling employees to apply for positions of interest from all affiliated companies that are open for recruitment in accordance with the Limitless Opportunity guidelines.

(7) Engaging Corporate Culture

- Build knowledge, understanding, and engagement by strengthening a sense of oneness through the global values of the ThaiBev Group, promoting employees’ continuous engagement to encourage appropriate behavior in terms of corporate values.

6. Human Rights

OISHI operates business with good corporate governance with fairness and ethics, having responsibility to society and all stakeholders, non-discrimination and equality, respect each other and take into account the dignity of human beings. These are the heart and spirit of human rights principles. OISHI believes that respecting the human rights of all stakeholders in the business value chain is the foundation for promoting the sustainability of business and society. OISHI has a human rights management system that is in line with national and international human rights practices. The human rights policy has been applied to all OISHI employees as follows:

- Directors, executives and employees will perform their duties with regard to human dignity, and attach importance to respecting the human rights of all persons as well as local communities within the framework of laws and human rights principles, as well as international labor standards, equally and without discrimination whether it comes from race, nationality, ethnicity, gender, language, age, skin color, physical differences, beliefs, religion, political opinions, education, social status, culture, customs, gender diversity, or any other matters that are regarded as human rights.
- Treat trading and business partners equally without discrimination.
- No child labors.
- Pay attention to the safety, occupational health and working environment standards as required by relevant laws.
- Support and promote actions to protect human rights.
- Desire suppliers to respect the human rights of their stakeholders. This ensures that all stakeholders of the supplier are equally protected in fundamental rights in accordance with the OISHI Supplier Guidelines.
- Have a process and mechanism to heal the impact or damage if human rights are violated.
- Provide fairness and protection to whistleblowers who report human rights violations from OISHI business operations, by adhering to measures to protect whistleblowers and those who cooperate in reporting human rights violations according to the Company’s complaints policy.

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Environment

A good environment leads to the well-being of people in society and affects the overall economy. OISHI is aware of the environmental impact and considers the cost-effective use of natural resources. Therefore, it gives importance and has management to develop environmental sustainability as follows:

1. Energy Management

OISHI manages energy efficiency, both electrical and air conditioning systems, by installing and maintaining related electrical control equipment. This makes it possible to effectively reduce the use of electricity by complying with the ISO 14001 environmental management standard. All OISHI beverage factories have been certified to this standard. It has also complied with the ISO 50001 energy management standard version 2018 to optimize energy efficiency. The details are as follows:



Factory	Management Approach	Result
Beverage Factory Navanakorn Industrial Estate Pathum Thani Province	Power system improvement by installing a device to control the operation of the pump in the Reverse Osmosis (RO) water production system in accordance with the usage rate.	Reduce electricity by 100,000 kilowatt hours per year.
	Power system improvement by installing a high-efficiency motor in the water cooling system.	Reduce electricity by 60,000 kilowatt hours per year.
	Improve the air conditioning system in the office building by installing a split type air conditioning system instead of the water cooled chiller system.	Reduce electricity by 700,000 kilowatt hours per year.
	The UHT canned beverage production line improves the production process for longer continuous production, reducing the frequency of cleaning without disassembling (Cleaning in Place).	Reduce electricity by 500,000 kilowatt hours per year.
Beverage Factory Wang Muang District Saraburi Province	Improve the reuse of residual air from the bottle blowing process back into the power system.	Reduce electricity by 240,000 kilowatt hours per year.
	Improve by using electricity from renewable energy generated from Solar Rooftop instead of electricity generated from fossil fuels.	Reduce the use of electricity generated from fossil fuels by 1,121,048 kilowatt hours per year.
Beverage Factory Amata Nakorn Industrial Estate Chonburi Province	Improve the drinking water production process for a longer continuous production time, reducing the frequency of cleaning without disassembling (Cleaning in Place).	Reduce electricity by 80,000 kilowatt hours per year, reduce fuel (natural gas) by 2,000 cubic meters per year.
OISHI Food Service Factory (Central Kitchen) Ban Bueng District Chonburi Province	Improved by using electricity from renewable energy generated from Solar Rooftop instead of electricity generated from fossil fuels.	Reduce the use of electricity generated from fossil fuels by 1,024,496 kilowatt hours per year.
	Improve the production process by reducing the use of air in the cooling process of hot kitchen products.	Reduce electricity by 30,000 kilowatt hours per year.

With efficient energy management and comply with the ISO 50001 Version 2018 Energy Management Standard, OISHI therefore has been certified for efficient energy management and environmental friendliness. The Company's beverage factory at Navanakorn Industrial Estate, Pathum Thani Province, has passed the assessment and has been certified as the Green Industry Level 3 from the Ministry of Industry, which is the level indicating that OISHI makes efficient use of resources and develops production processes which are friendly to the environment.

2. Waste and Packaging Management

OISHI has supported the Sustainable Development Goals (SDGs) Goal 12: sustainable consumption and production plan and encouraged recycling and reduction of solid waste in businesses, processes and consumers to meet sustainable waste disposal goals of ThaiBev in its efforts towards making food waste dumped into landfills become zero or 'Zero waste to landfill' by 2030. OISHI has formulated a strategic framework for sustainable waste management, which are reducing, controlling and utilizing food waste under sustainability actions aimed at reducing, controlling and utilizing food waste. The Company has jointly driven the Sustainable Development Goals through various waste management projects and activities as follows:

2.1 Waste Management

• "Raks Arhaan" (Food Rescue Project)

Operation: OISHI joins in supporting the "Raks Arhaan" (Food Rescue) project of the Scholars of Sustenance (SOS Thailand), a food rescue foundation, by using leftover food that can be eaten or cooked, such as meat, seafood, crab sticks, pork balls, vegetables, fruits and fried foods from 3 OISHI restaurants, consisting of SHABUSHI Shop, Central Ladprao Branch; SHABUSHI Shop, Samyan Mitrtown Branch; and OISHI EATERIUM, Samyan Mitrtown Branch, in order to pass on food that is still of good quality and safety to the foundation, so that the foundation can continue to help other communities. OISHI's Quality Assurance (QA) Department has also established a method for storing food for such donations to maintain quality, and provide training and knowledge to employees of each branch participating in the project.

Result: OISHI has been supporting the food rescue project since the end of 2020 and is preparing to expand support to other branches in the future. The amount of food donated from December 2020 to August 2021 totaled 553.44 kilograms, or equal to 2,198 meals valued at 51,840.90 baht.

• #Kin Mod Klieng (Eat Up) Challenge

Operation: Oishi organizes the #Kin Mod Klieng Challenge campaign through SHABUSHI restaurants, totaling 156 branches nationwide, with the objective of campaigning for consumers to help reduce food waste, which is an environmental problem, and also helps reduce costs for the shop as well. The activity format is that the restaurant will invite customers to join the campaign in which customers can eat unlimited quantities as before, but have to eat them all. Hence they are considered the winners of the campaign. The winner will be rewarded with a 50 baht discount coupon for using the service next time.

Result: There are approximately 140,000 customers who come to use the service from April to September 2021 and have joined the program to help reduce food waste.



- **Recycling Old Vegetable Oil from Cooking**

Operation: The Company sells old vegetable oils obtained from cooking at OISHI restaurants and from OISHI Food Service plants to contracted companies that are certified and are effective in handling used oils, which will be than taken into the recycling process into biodiesel or animal feed, etc. All recycled oil will be used properly for its intended purpose in order to comply with legal requirements and corporate purposes.

Result: This project can transfer approximately 157,176 kilograms of old vegetable oil that has been used between October 2020 and September 2021 into the recycling process that can be converted to other uses. In addition, selling old vegetable oil to firms that meet the standards can also generate income of 2,210,560 baht to the Company.

- **Soil Amendment**

Operation: OISHI Food Service Factory (Central Kitchen) fermented vegetable waste leftovers from the production process in a natural way until the soil amendment is obtained to be used to nourish the trees within the factory area and donated to Ban Nong Chak School, which is located in the area near the Central Kitchen of OISHI, to be used to nourish the vegetable plot that was planted for lunch.

Result: Bring vegetable scraps from October 2020 to September 2021, total amount 6,476 kilograms, to make soil amendments. This is a valuable use of unused food resources and a reduction in waste disposal costs for the factory.

- **The Use of Tea Waste**

Operation: OISHI Beverage Factory can supply the tea waste to accredited contracting companies and has an efficient management of the tea waste and its utilization.

Result: OISHI Beverage Factory, Wang Muang District, Saraburi Province, Forwarded 1,945,765 kilograms of tea waste to the contracting company to make fuel, while the OISHI Beverage Factory in Navanakorn Industrial Estate, Pathum Thani Province, forwarded 1,855,988 kilograms of tea waste to the contracting company to be used as a soil conditioner.

2.2 Packaging Management

Nowadays, the choice of packaging is not only for external beauty but also environmental impact. In the selection of packaging materials, OISHI places importance on reducing resource consumption and using environmentally friendly materials.

The Company also takes into account the reuse or recycle of packaging materials after consumption in every business group such as:

Food Business: OISHI restaurant and OISHI EATO ready-to-cook and ready-to-eat food improve the use of packaging by following the four dimensions of packaging sustainability guidelines, which are:

- Use plastic packaging that can be recycled.
- Reduce plastic use through packaging design.
- Use packaging made from biodegradable materials.
- Use packaging that customers can reuse.

As a result of these improvements, the new packaging operations in 2021 of OISHI Group's restaurants and OISHI EATO ready-to-cook and ready-to-eat food products can achieve 100% of the goal, and from such guidelines, OISHI restaurants can reduce the use of plastics by 3.46 tons from the following actions:

- Use innovative packaging that is biodegradable (Polylactic Acid (PLA)) such as ice cream cups, mugs, lids, straws and spoons from OYOKI restaurants.
- Study on using paper straws to replace plastic straws as an alternative in case of law enforcement in 2022.
- Start using packaging that can be recycled, such as cloth bags, with the 'Recycle' symbol on the packaging to communicate to consumers who can use it to know information.



As for ready-to-cook and ready-to-eat food products, OISHI EATO adheres to sustainable packaging practices to reduce plastic consumption through the following actions:

- Reducing the layer thickness of packaging film of OISHI EATO ready-to-cook and ready-to-eat foods. The frozen ramen line can reduce the thickness of the LLDPE film layer by 100%.



- The packaging of OISHI EATO refrigerated sandwich group uses a single plastic film (mono-material) to be able to be decomposed without having to go through the film separation process. It helps reduce the process and energy consumption in film separation.

Beverage Business: In addition to striving to develop quality green tea beverages, OISHI continues to develop environmentally friendly packaging, especially to reduce the amount of plastics by doing the following:

- **Reducing the Weight of the Preform:** Plastic bottles are the main packaging of OISHI green tea, with preforms as raw materials for blow molding, divided into 2 sizes: (1) Preform weighing 17 grams, used to blow plastic bottles of 350 ml., and 380 ml., (2) Preform weighing 18.5 grams, used to blow a 500 ml., plastic bottle. Each year, OISHI uses more than 567 million preforms per year. It consists of preforms weighing 17 grams, approximately 317 million pieces per year, or approximately 55%, and preforms weighing 18.5 grams, approximately 188 million pieces per year, or approximately 33% of the total volume of preforms. Therefore, preform weight reduction is an alternative to plastic reduction.

In 2021, OISHI estimates the order amount of preforms weighing 17 grams, up to 317,280,000 pieces. OISHI began a trial project to reduce the preform weight from 17 g., to 15.89 g., for 350 ml., and 380 ml., bottles and from 18.50 g., to 18.16 g., for 500 ml., bottles. And if the trial to reduce the preform weight to 15.89 grams is successful, it will reduce the production cost by 60,280,000 baht. But due to the higher price of

plastic in the world market, the production costs in the 4th quarter of 2021 can reduce by 12,690,000 baht. In terms of environmental outcomes, a 17 g., preform would result in approximately 5.4 million kilograms of plastic used, which compared to 15.89 grams of preforms would reduce the plastic usage by approximately 352,000 kilograms. It is expected that the 15.89-gram preform trial project will be completed by the first quarter of 2022.

- **Develop Labels from PET Materials:** In 2021, OISHI has studied and experimented with PET labels in the CAF1 production line for OISHI Green Tea Genmai Flavor, 500 ml., instead of labels made from PVC plastic. This is because PET plastic has a more environmentally friendly production process than PVC and PET plastic can also be recycled. But in terms of use, PET plastic has limitations because of its high shrinkage, suitable for curved bottles with different sizes between the body and the neck of the bottle. Therefore, OISHI waits for accurate results of studies and experiments before applying them in the future.
- **Replace the Purple OISHI Green Tea Kyoho Grape Flavor Bottle with a Clear Bottle:** In early 2020, OISHI began to modify the packaging of its OISHI Green Tea Kyoho Grape Flavor by changing from colored PET bottles to clear PET bottles to be able to be recycled. Since the beginning of the operation, it is estimated that the amount of PET bottles that can be recycled can be increased by approximately 69 million bottles. It also reduces costs from the purple filling process in the bottle production process by up to 1.7 million baht per year.



3. Water Stewardship

Water resources are an important factor in production for food and beverage businesses. OISHI is determined to develop and improve water resource management to be efficient for sustainable growth and to reduce the cost of running business and the risk of shortage of quality water resources in the future. The Company has also complied with the requirements and laws, and having an international standard system to supervise and verify the correctness of business operations related to water use. This also includes regulating effluent standards until the quality is better than the standards set before releasing into natural water sources, and does not affect those involved.

In addition, OISHI has received a certificate for the Water Footprint Product (WFP) certification from Water and Environment Institute for Sustainability, the Federation of Thai Industries, for OISHI Green Tea, Honey Lemon Flavor, size 380 ml., by properly assessing the amount of water used in the production process throughout the food chain and passing the Water Scarcity Footprint assessment and certification.

In 2021, the Company can manage water efficiently, which are detailed as follows:

Factory	Water Management Approach	Result
Beverage Factory Amata Nakorn Industrial Estate Chonburi Province	Improve the drinking water production process to be able to produce products continuously for a longer time. It helps reduce the frequency of cleanliness without disassembling (Cleaning in Place).	Reduce the amount of water by 500 cubic meters per year.
Beverage Factory Wang Muang District Saraburi Province	Improve valve control program in the production process. It helps to reduce the residual tea in the production system.	Reduce the amount of water by 28,000 cubic meters per year.
Beverage Factory Navanakorn Industrial Estate Pathum Thani Province (Production Line: CAF, UHT, HF)	Improve and install a water storage system that has passed through the measuring device, and the remaining water from RO (Reverse Osmosis) filtration, to bring the water back to use for cooling in the cooling system.	Reduce the amount of water by 130,000 cubic meters per year.
OISHI Food Service Factory (Central Kitchen) Ban Bueng District Chonburi Province	Improve and install the treated water system to be reused for watering plants.	Reduce the amount of water by 36,000 cubic meters per year.

4. Climate Change

OISHI continues to formulate a climate management plan. It aims to reduce greenhouse gas emissions, adapting in response to climate change, and help to improve the sustainability of the organization's business operations and the well-being of communities around the factory. OISHI has measures to reduce greenhouse gas emissions as follows:



Factory	Water Management Approach	Result
Beverage Factory Navanakorn Industrial Estate Pathum Thani Province	Improve and install a water collection system that has passed through a measuring device and Reverse Osmosis (RO) reject water is recycled at the Evaporative Condenser.	Reduce greenhouse gas emissions by 34,362.09 kg., of carbon dioxide equivalent per year or equivalent to 1,997.08 trees planted.
	Improve power system by installing a device to control the operation of the pump in the RO (Reverse Osmosis) water production in accordance with the rate of use.	Reduce greenhouse gas emissions by 42,060 kg., of carbon dioxide equivalent per year, or equivalent to 2,445.35 trees planted.
	Improve power system by installing a high-efficiency motor in the water cooling system.	Reduce greenhouse gas emissions by 25,236 kg., of carbon dioxide equivalent per year, or equivalent to 1,467.21 trees planted.
	Improve the air conditioning system in the office building, by installing split-type air conditioning system instead of using a central air conditioning system (water cooled chiller system).	Reduce greenhouse gas emissions by 294,420 kg., of carbon dioxide equivalent per year, or equivalent to 17,117.44 trees planted.
Beverage Factory Amata Nakorn Industrial Estate Chonburi Province	Improve the production process of the UHT boxed beverage production line to be able to produce products continuously for a long time. It helps reduce cleaning frequency without disassembling (Cleaning in Place).	Reduce greenhouse gas emissions by 210,442.14 kg., of carbon dioxide equivalent per year, or equivalent to 12,235.01 trees planted.
	Improve the drinking water production process to be able to produce products continuously for a longer time. It helps reduce cleaning frequency without disassembling (Cleaning in Place)	Reduce greenhouse gas emissions by 39,992 kg., of carbon dioxide equivalent per year, or equivalent to 2,325.12 trees planted.

Factory	Water Management Approach	Result
Beverage Factory Wang Muang District Saraburi Province	Bring renewable energy from the sun to generate electricity for using in the factory.	Reduce greenhouse gas emissions by 937,086 kg., of carbon dioxide equivalent per year, or equivalent to 27,968 trees planted.
	Improve the residual air flow from the bottle blowing process, by bringing the remaining air from the bottleblowing process recycled back into the power system.	Reduce greenhouse gas emissions by 119,976 kg., of carbon dioxide equivalent per year, or equivalent to 6,975.35 trees planted.
	Improve valve control program in tea production process. It helps reduce tea residue in the system.	Reduce greenhouse gas emissions by 7,576.96 kg., of carbon dioxide equivalent per year, or equivalent to 440.52 trees planted.
OISHI Food Service Factory (Central Kitchen) Ban Bueng District Chonburi Province	Improve the production process by reducing the use of air in the process of reducing the temperature of hot kitchen products.	Reduce greenhouse gas emissions by 14,997 kg., of carbon dioxide equivalent per year, or equivalent to 871.92 trees planted.
	Improve and install the treated water system reused for watering plants.	Reduce greenhouse gas emissions by 10,411.63 kg., of carbon dioxide equivalent per year or equivalent to 605.33 trees planted.



From effective climate management, OISHI has received the following certifications for effective climate management:



- Industrial Enterprise Carbon Footprint Certificate of the Greenhouse Gas Management Organization (Public Organization) (Carbon Footprint for Organization: CFO):** OISHI Trading Company Limited with beverage factories located in Navanakorn Industrial Estate, Pathum Thani Province; Amata Nakorn Industrial Estate, Chonburi Province; and Wang Muang District, Saraburi Province, and OISHI Food Service Factory (Central Kitchen) located in Ban Bueng District, Chonburi Province, have established knowledge and understanding of the principles and methods of assessing corporate carbon footprint, to be able to accurately calculate the amount of carbon footprint generated by the operation. This will lead to the formulation of guidelines for managing the organization's greenhouse gas emissions appropriately and effectively.
- Certificate, Certification Mark or Carbon Footprint of Products (CFP) Label from Thailand Greenhouse Gas Management Organization (Public Organization):** OISHI Green Tea drink products, size 380 ml., original flavor, honey-lemon flavor and Kyoho Grape flavor with Nata de coco, passed the assessment and certified the amount of greenhouse gas emissions.
- Certificate of Carbon Footprint Reduction Product or Carbon Footprint Reduction (CFR) Label from the Greenhouse Gas Management Organization (Public Organization):** OISHI Green Tea drink products, size 380 ml., honey-limon flavor, and Kyoho Grape flavor with Nata de coco, passed the assessment and certified to reduce greenhouse gas emissions.
- Greenhouse Gas Emissions Certificate from the Ministry of Natural Resources and Environment:** In 2021, the OISHI plants emitted a reasonable amount of greenhouse gases and decreases as follows:

Factory	Year 2020 The amount of greenhouse gas emissions (carbon dioxide equivalent per year)	Year 2021 The amount of greenhouse gas emissions (carbon dioxide equivalent per year)	% Change
Beverage Factory Amata Nakorn Industrial Estate Chonburi Province	2,333	1,329	Reduce 43%
Beverage Factory Wang Muang District Saraburi Province	23,334	19,699	Reduce 16%
OISHI Food Service Factory (Central Kitchen) Ban Bueng District Chonburi Province	9,688	9,140	Reduce 6%

GRI Standards Universal Standards

GRIスタンダード たいしょうひょう

Profile	Reference	Topics
GRI 102 : GENERAL DISCLOSURES		
Organizational Profile		
GRI 102-1 Name of the organization	Form 56-1 One Report	- General Information: Oishi Group Public Company Limited
GRI 102-2 Activities, brands, products, and services	Form 56-1 One Report	- Nature of Products
GRI 102-3 Location of headquarters	Form 56-1 One Report	- General Information: Unit B3601 36 th Floor, CW TOWER, 90 Ratchadaphisek Rd., Huai Khwang, Bangkok 10310, Thailand
GRI 102-4 Location of operations	Form 56-1 One Report	- General Information
GRI 102-5 Ownership and legal form	Form 56-1 One Report	- Business Assets - Sharedholding Structure
GRI 102-6 Markets served	Form 56-1 One Report	- Structure and Business Operations
GRI 102-8 Information on employees and other workers	Form 56-1 One Report Sustainability Report	- Employee Development and Policy - Social
GRI 102-9 Supply chain	Form 56-1 One Report Sustainability Report	- Product and Service Procurement - OISHI'S Value Chain - Economic
GRI 102-10 Significant changes to the organization and its supply chain	Form 56-1 One Report	- Business Policy and Overview - Management Structure
GRI 102-11 Precautionary principle or approach	Form 56-1 One Report	- Risk Management Policy - Corporate Governance
GRI 102-12 External initiatives	Form 56-1 One Report Sustainability Report	- Corporate Governance Report - OISHI Sustainability Approachs - Corporate Governance
GRI 102-13 Membership of associations		- The Company is a member of Thai Chamber of Commerce and various other organizations.
Strategy		
GRI 102-14 Statement from senior decision-maker	Form 56-1 One Report	- Message from the Chairman - Message from the President and CEO
GRI 102-15 Key impacts, risks, and opportunities	Form 56-1 One Report	- Risk Management

Profile	Reference	Topics
Ethics and Integrity		
GRI 102-16 Values, principles, standards, and norms of behavior	Form 56-1 One Report	- Corporate Governance
	Sustainability Report	- Corporate Governance
GRI 102-17 Mechanisms for advice and concerns about ethics	Form 56-1 One Report	- Corporate Governance
	Sustainability Report	- Corporate Governance
Governance		
GRI 102-18 Governance structure	Form 56-1 One Report	- Board of Directors and the Executives
		- Management Structure
GRI 102-25 Conflicts of interest	Form 56-1 One Report	- Related Party Transaction
GRI 102-28 Evaluating the highest governance body's performance	Form 56-1 One Report	- Report on the Performance of Corporate Governance
GRI 102-30 Effectiveness of risk management process	Form 56-1 One Report	- Risk Management Policy
GRI 102-32 Highest governance body's role in sustainability reporting	Sustainability Report	- About This Report
Stakeholder Engagement		
GRI 102-40 List of stakeholder groups	Form 56-1 One Report	- Internal Control System and Related Party Transactions
	Sustainability Report	- Stakeholder Engagement
GRI 102-41 Collective bargaining agreements	Form 56-1 One Report	- Internal Control System and Related Party Transactions
	Sustainability Report	- Oishi's Value Chain - Economic
GRI 102-42 Identifying and selecting stakeholders	Form 56-1 One Report	- Internal Control System and Related Party Transactions
	Sustainability Report	- Stakeholder Engagement
GRI 102-43 Approach to stakeholder engagement	Form 56-1 One Report	- Internal Control System and Related Party Transactions
	Sustainability Report	- Stakeholder Engagement
GRI 102-44 Key topics and concerns raised	Form 56-1 One Report	- Internal Control System and Related Party Transactions
	Sustainability Report	- OISHI's Key Sustainability Topics
Reporting Practice		
GRI 102-45 Entities included in the consolidated financial statements	Form 56-1 One Report	- Financial Statements

Profile	Reference	Topics
GRI 102-46 Defining report content and topic boundaries	Form 56-1 One Report	- Corporate Governance
	Sustainability Report	- OISHI's Key Sustainability Topics
GRI 102-47 List of material topics	Form 56-1 One Report	- Corporate Governance
	Sustainability Report	- Economic
		- Social - Environment
GRI 102-48 Restatements of information	Form 56-1 One Report	- Corporate Governance
GRI 102-49 Changes in reporting	Form 56-1 One Report	- Corporate Governance
GRI 102-50 Reporting period		- 1 October 2020 to 30 September 2021
GRI 102-51 Date of most recent report		- 1 October 2020 to 30 September 2021
GRI 102-52 Reporting cycle		- Annual
GRI 102-53 Contact point for questions regarding the report	Form 56-1 One Report	- General Information
GRI 102-54 Claims of reporting in accordance with the GRI Standards	Sustainability Report	- About This Report
GRI 102-55 GRI content index	Sustainability Report	- GRI Standards Content Index

GRI 103 : MANAGEMENT APPROACH

GRI 103-1 Explanation of the material topic and its boundary	Form 56-1 One Report	- Corporate Governance
	Sustainability Report	- About This Report - OISHI's Key Sustainability Topics
GRI 103-2 The management approach and its components	Form 56-1 One Report	- Corporate Governance
	Sustainability Report	- About This Report
GRI 103-3 Evaluation of the management approach	Form 56-1 One Report	- Corporate Governance
	Sustainability Report	- Corporate Governance

GRI 204 : PROCUREMENT PRACTICES

GRI 204-1 Proportion of spending on local suppliers	Form 56-1 One Report	- Product and Service Procurement
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GRI 205 : ANTI-CORRUPTION

GRI 205-1 Operations assessed for risks related to corruption	Form 56-1 One Report	- Risk Management Policy
GRI 205-2 Communication and training about anti-corruption policies and procedures	Form 56-1 One Report	- Report on the Performance of Corporate Governance

Profile	Reference	Topics
GRI 205-3 Confirmed incidents of corruption and actions taken	Form 56-1 One Report	- Report on the Performance of Corporate Governance
GRI 301 : MATERIALS		
GRI 301-1 Materials used by weight or volume	Sustainability Report	- Environment
GRI 301-2 Recycled input materials used	Sustainability Report	- Environment
GRI 301-3 Reclaimed products and their packaging materials	Sustainability Report	- Environment
GRI 302 : ENERGY		
GRI 302-1 Energy consumption within the organization	Sustainability Report	- Environment
GRI 302-3 Energy intensity	Form 56-1 One Report and SD Report	- Environment
GRI 302-4 Reduction of energy consumption	Form 56-1 One Report and SD Report	- Product and Service Procurement - Environment
GRI 303 : WATER		
GRI 303-1 Interactions with water as a shared resource	Form 56-1 One Report Sustainability Report	- Product and Service Procurement - Environment
GRI 303-3 Water recycled and reused	Sustainability Report	- Environment
GRI 305 : EMISSION		
GRI 305-5 Reduction of GHG emissions	Sustainability Report	- Environment
GRI 305-1 Direct (Scope 1) GHG Emissions	Sustainability Report	- Environment
GRI 305-2 Energy Indirect (Scope 2) GHG emissions	Sustainability Report	- Environment
GRI 305-4 GHG emission intensity	Sustainability Report	- Environment
GRI 305-7 Nitrogen oxides (Nox), sulfur oxides (Sox), and other significant air emissions	Sustainability Report	- Environment
GRI 306 : EFFLUENT AND WASTE		
GRI 306-2 Waste disposal by type and method	Sustainability Report	- Environment
GRI 308 : SUPPLIER ENVIRONMENTAL ASSESSMENT		
GRI 308-1 New suppliers that were screened using environmental criteria	Sustainability Report	- OISHI's Value Chain - Economic

Profile	Reference	Topics
GRI 403 : OCCUPATIONAL HEALTH AND SAFETY		
GRI 403-2 Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities	Form 56-1 One Report	- Corporate Governance
GRI 404 : TRAINING AND EDUCATION		
GRI 404-1 Average hours of training per year per employee	Form 56-1 One Report	- Report on the Performance of Corporate Governance
GRI 404-2 Program for upgrading employee skills and transition assistance programs	Form 56-1 One Report	- Report on the Performance of Corporate Governance
GRI 406 : NON-DISCRIMINATION		
GRI 406-1 Incidents of discrimination and corrective actions taken	Form 56-1 One Report	- Corporate Governance
GRI 407 : FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING		
GRI 407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Form 56-1 One Report	- Risk Management - Corporate Governance
GRI 409 : FORCED OR COMPULSORY LABOR		
GRI 409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	Form 56-1 One Report	- Product and Service Procurement - Corporate Governance
GRI 413 : LOCAL COMMUNITIES		
GRI 413-1 Operations with local community engagement, impact assessments, and development programs	Sustainability Report	- Social
GRI 414 : SUPPLIER SOCIAL ASSESSMENT		
GRI 414-1 New suppliers that were screened using social criteria	Form 56-1 One Report	- Product and Service Procurement
GRI 416 : CUSTOMER HEALTH AND SAFETY		
GRI 416-1 Assessment of the health and safety impacts of product and service categories	Form 56-1 One Report Sustainability Report	- Nature of Business - Economic
GRI 417 : MARKETING AND LABELING		
GRI 417-1 Requirements for product and service information and labeling	Sustainability Report	- Social

OISHI Sustainability Report 2021 Feedback Form

Thank you for your interest in the OISHI's Sustainability Report 2021. Your feedback is important to us as it helps us to improve our overall sustainability performance and future report.

*Mandatory Fields

Please complete the feedback form and send us your views. Email your comments to : apisara.j@oishigroup.com.

Alternatively, mail your comments to:

Oishi Group (PLC.) Headquarters
Department: Legal & Compliance
90 CW Tower, Floor 43
Ratchadapisek, Kwaeng Huay Kwang, Khet Huay Kwang,
Bangkok 10310

1. Which of the following best describes your affiliation? * (You may tick more than one box).
- Communities Consumers Customers Employees
 Investors Non-Governmental Organizations (NGOs) Regulators
 Suppliers Other, please state :

2. How effectively does the Sustainability Report communicate OISHI's sustainability performance? *
(Please rate by tick the following topic, where 5 is Excellent and 1 is Poor).

Topic	1	2	3	4	5
2.1 Our Sustainability Approach	<input type="checkbox"/>				
2.2 Good Corporate Governance	<input type="checkbox"/>				
2.3 Economic Sustainability	<input type="checkbox"/>				
2.4 Environmental Sustainability	<input type="checkbox"/>				
2.5 Social Sustainability	<input type="checkbox"/>				
2.6 Other, Please State:					

3. Please rate the content and quality of OISHI's Sustainability Report 2020 by the following criteria, where 5 is Excellent and 1 is Poor*.

Topic	1	2	3	4	5
3.1 Balance	<input type="checkbox"/>				
3.2 Clarity	<input type="checkbox"/>				
3.3 Comparability	<input type="checkbox"/>				
3.4 Materiality/Relevance	<input type="checkbox"/>				
3.5 Completeness	<input type="checkbox"/>				
3.6 Accuracy	<input type="checkbox"/>				
3.7 Transparency	<input type="checkbox"/>				
3.8 Structure	<input type="checkbox"/>				
3.9 Design and Layout	<input type="checkbox"/>				

4. Please provide any other comments on our sustainability performance and reporting.

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Note



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