



**OISHI** おい  
G・R・O・U・P し  
PUBLIC COMPANY LIMITED い

## Sustainability Report 2022



# きょうりょく

OISHI Working Harmoniously Together  
Towards Sustainable Growth



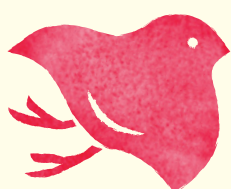
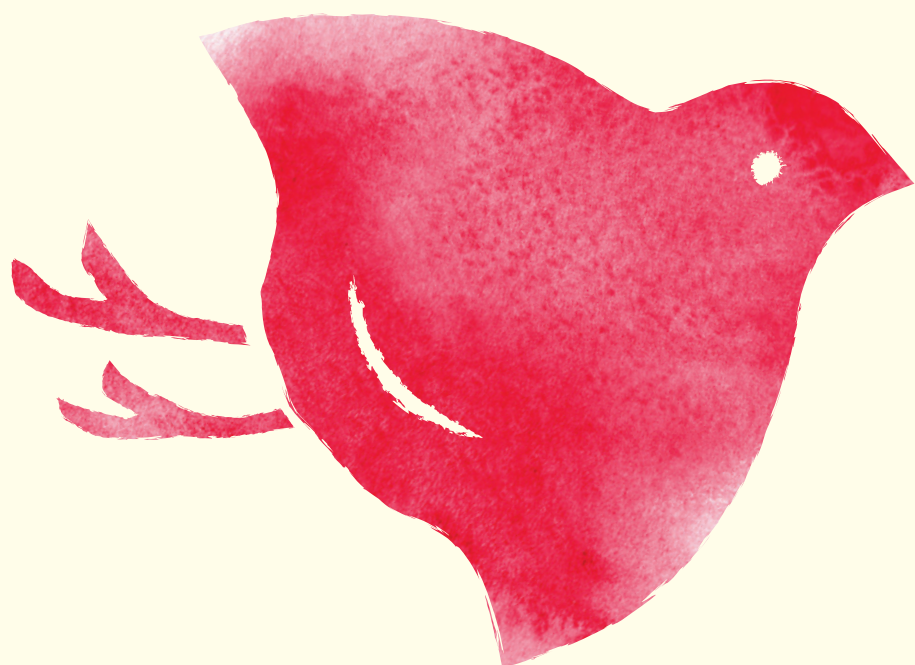
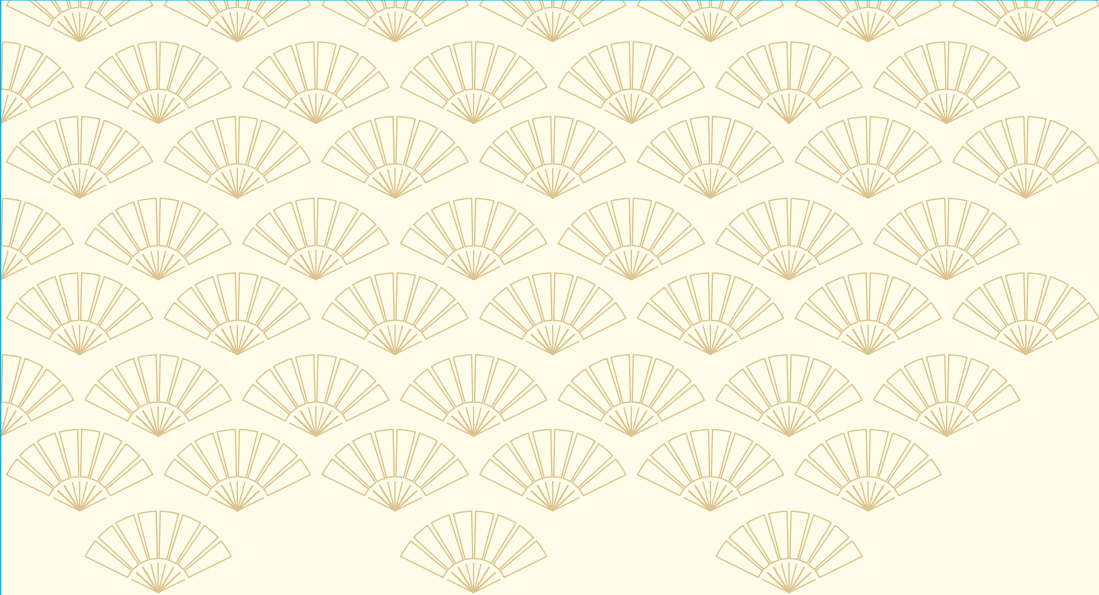




# Contents

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<b>Message from the Chairman of the Sustainability and Risk Management Committee</b>	<b>6</b>
<b>Message from the President and CEO</b>	<b>8</b>
<b>About This Report</b>	<b>13</b>
<b>About OISHI</b>	<b>19</b>
<b>OISHI's Sustainability Approach</b>	<b>25</b>
<ul style="list-style-type: none"><li>• OISHI's Sustainability Approach</li><li>• Summary of Key Sustainability Issues in Reporting</li><li>• Our Contribution to the UN SDG Targets</li></ul>	
<b>Environment</b>	<b>41</b>
<ul style="list-style-type: none"><li>• Climate Change</li><li>• Energy Management</li><li>• Water Stewardship</li><li>• Biodiversity</li><li>• Waste and Packaging Management</li></ul>	
<b>Social</b>	<b>59</b>
<ul style="list-style-type: none"><li>• Human Rights</li><li>• Corporate Consumer Responsibility</li><li>• Consumer Health and Safety<ul style="list-style-type: none"><li>• Sourcing High-quality Ingredients</li><li>• Research and Development for Good Health and Nutrition</li><li>• Having a Standardized Production Process</li><li>• Creation of Healthy Products</li></ul></li><li>• Employee Well-being</li><li>• Human Resource Development</li><li>• Talent Attraction and Retention</li><li>• Community Development and Partnerships</li></ul>	
<b>Governance</b>	<b>81</b>
<ul style="list-style-type: none"><li>• OISHI's Value Chain</li><li>• Good Corporate Governance</li><li>• Business Ethics</li><li>• Anti-Corruption/Audit</li><li>• Risk Management</li><li>• Business Partner Capability Development</li><li>• Sustainable Supply Chain</li><li>• Data Security and Privacy</li><li>• Stakeholder Engagement</li></ul>	
<b>Performance Summary</b>	<b>97</b>
<b>LRQA Independent Assurance Statement</b>	<b>107</b>
<b>GRI Standards Content Index</b>	<b>111</b>
<b>OISHI Sustainability Report 2022 Feedback Form</b>	<b>125</b>

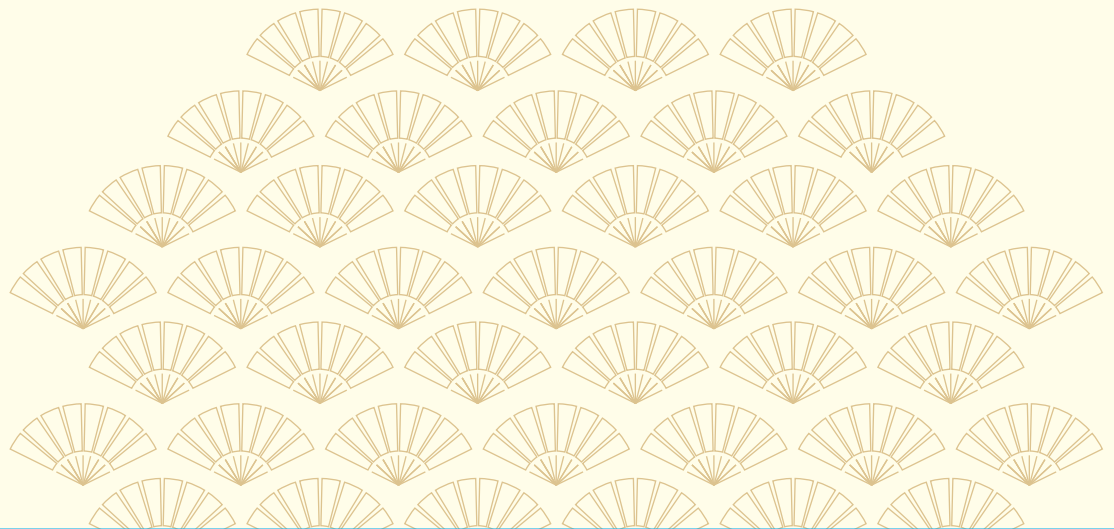


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## OISHI Working Harmoniously Together Towards Sustainable Growth

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When faced with challenges, an organization must adapt to the change so that it can grow and thrive in a stable and sustainable way. Throughout its operations, OISHI is committed to being a socially responsible corporate citizen, but most importantly, we value the importance of our employees who are the essential driving force for our company. We believe that working harmoniously together will contribute to business growth and that vibrant society can go hand in hand in their quest for sustainability.



## Message from the Chairman of the Sustainability and Risk Management Committee

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## “ Learn, Adapt, Create a Good Balance...Developing the Organization towards Sustainability ”

2022 is a challenging year in adapting and learning a new way of coexisting with the COVID-19 virus. The global economic impact of the Russian-Ukrainian war and rising oil and energy prices has led to rising prices for commodities, transportation and labor. In addition, the green economy has also put pressure on costs and global inflation to increase significantly.

Even though the company has been affected by the aforementioned, which affects the overall cost, but the company has learned and seen an opportunity to study, monitor and analyze changing consumer behavior in various aspects, such as eating values, new ways of tourism, ways of working, as well as living with family in a new way. The company has therefore formulated a strategy to build a brand and reach as many consumers as possible by launching new products, both food and beverages, to meet consumer needs, as well as adopting digital technology in the restaurant business to increase competitiveness, increase convenience and efficiency in sales promotion, and market with low cost. The company also takes into account stakeholders and cares about the environment by using environmentally friendly packaging, and reducing the amount of food waste, etc.

The Sustainability and Risk Management Committee plays an important role in advising and supporting the Sustainability and Risk Management Working Group, as well as executives, to operate in accordance with the sustainability and risk management framework. This also includes defining strategies and resources to manage and monitor emerging risks. In addition, the company maintains and adheres to epidemic prevention measures to monitor and take care of employees. This crisis is a testament to the sustainability of the organization that the company can continue to operate and build confidence among all stakeholders.

In addition, the OISHI Group also places importance on respecting the rights and fair treatment to all stakeholders by setting guidelines for all departments and employees at all levels. It also includes determining guidelines for preventing risks and impacts from business operations, analyzing and identifying stakeholder groups that may be affected. This is in order for the company to properly treat each group of stakeholders, emphasizing constructive relationship building through various activities and communication channels, listening to needs, and accepting opinions and suggestions, to integrate and formulate strategies, directions, operational plans, and business guidelines to achieve sustainability.

There are three important dimensions in determining sustainable development guidelines for OISHI Group, comprising the environmental dimension (Environmental: E), social dimension (Social: S) and governance dimension (Governance: G), also known for short as “ESG”. We are ready to be a part in supporting the growth of the country’s economy, and taking care of the community by organizing projects to enhance the quality of life. We have given things to the community during the recent COVID-19 outbreak. We take into account our environmental responsibility by adjusting the production process of our food and beverage factories to be environmentally friendly and using modern machinery that uses less manpower and energy. Over the past year, we have satisfactorily reduced the use of electricity, fuel, water and plastic packaging, as well as managing our waste efficiently.

On behalf of the Sustainability and Risk Management Committee, I would like to thank all of you for your continued trust and support. I am confident that conducting business with transparency and taking into account the sustainability of the company will create long-term value for all stakeholders. It will lead to a sustainable development process at both corporate level as well as long-term economic development for the country.



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

## Message from the President and CEO

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Throughout the year 2022, although the situation of the COVID-19 outbreak will become lighter and the overall social situation will begin to recover, but still the business environment considered to be facing challenges all around. This is because people continue to be vigilant about safety standards and epidemic movements, as well as environmental and climate changes that are constantly fluctuating causing many countries around the world to face natural disasters. All these situations affect our lives, business operations and the global economy. As a result,

businesses around the world and OISHI become alert and move forward with plans to adjust strategies to cope with changing situations and create stable and sustainable growth for businesses in the future.

The current global trend and challenges are a great impetus for us to look for new business opportunities and to overcome those challenges by adopting sustainable management principles as a guideline. Our business operations are based on ESG principles,

which focus on growing the business while taking care of the environmental and society, and managing it under good governance. This is to promote strong business drive and development, in line with modern consumer trends, as well as creating innovative products and services that better meet consumer needs. In addition, digital technology is used as a tool to improve services, increase the ability to analyze customer needs more accurately, and increase work efficiency of employees at the same time. We also have collaborations with business partners in the Thai Beverage group to join forces to become even stronger.

In the past year, in addition to the development of innovative products and services to grow and modernize, OISHI has also seriously committed to conducting business in accordance with sustainability principles and making more concrete sustainability operations, in line with the company's 3 main aspects of responsibility, which are: Environmental, Society and Governance.

Starting from its environmental responsibility, OISHI has conserved the environment around its operations and has been able to reduce greenhouse gas emissions into the global atmosphere to satisfactory standards. We continue to promote the most efficient use of resources, while reducing the use of water, electricity and plastics in the production of goods and services. We also focus on designing packaging that is environmentally friendly, such as OISHI Green Tea's PET plastic bottles and OISHI CHAKULZA's aluminum cans that can be recycled. There is also a management of Food Loss (food waste generated in the factory and during transportation to the restaurant) and Food Waste (food waste generated in the restaurant) to be more efficient. We also promote the reduction of food waste through projects such as the Food Conservation Program by passing on good quality leftover food to the poor through the SOS Thailand Foundation, the 'Eat All Out' project of OISHI chain restaurants, which campaigns their customers to eat all, scooping food as much as they eat, and not wasting anything, and the old vegetable oil recycling project, etc.

As for social responsibility, OISHI promotes innovation in the development of healthier food and beverages by launching new products in line with the concept of Health & Wellness that is an important trend nowadays and in the future, for example, OISHI Green Tea, Honey Lemon, 0% Sugar, which is an alternative for modern consumers who want to reduce sugar consumption, and meet the needs of the new generation who are health conscious. After the product launch, it was found that OISHI Green Tea, Honey Lemon, 0% Sugar, has become the No. 1 best seller in the category of green tea without sugar. In addition, OISHI also operates various activities and projects that extend social responsibility to various

communities to help improve the quality of life of the communities surrounding the establishment, for example, the 5th Clean Drinking Water Project that we have participated in to help improve and create knowledge and understanding about drinking water system management for schools so that schools and communities can have clean drinking water for consumption and have the knowledge to manage the clean drinking water system by themselves in a sustainable way.

In addition, OISHI places importance on management responsibilities under the principle of good governance. OISHI always pays attention to fair and equitable treatment of all employees. The company respects human rights and emphasizes on good corporate governance, efficiency and transparency, as well as having clear guidelines and risk management plans. We encourage employees to have professional ethics and actively fight against corruption both inside and outside the organization. We also have the protection of personal information according to the law so that OISHI's business operations are firmly established on the foundation of true good governance. In addition, we also pay attention to product quality control in accordance with legal requirements and various standards covering the environment, safety and consumer considerations, such as GHP, HACCP and BRC food safety standards, ISO 9001 quality management system standards, and ISO 14001 environmental management system standards, etc.

OISHI Group is ready to deal with various challenges with determination to develop the organization and focus on doing business with environmental and social responsibility under good governance to achieve sustainable development goals according to ESG business guidelines.

Lastly, I would like to thank the Board of Directors, all management team and employees for their hard work and dedication throughout the past year, making our organization grow and continue to stand firm in business. And on behalf of the Board of Directors, executives and all employees of OISHI Group Public Company Limited, I would like to thank all shareholders, customers, business partners, related persons and all stakeholders who have always been a force to support and trust OISHI Company. We firmly believe that our determination to perform our duties and grow our business sustainably based on the principles of good corporate governance will lead our organization to greater success and forming an important foundation that is stable and sustainable.



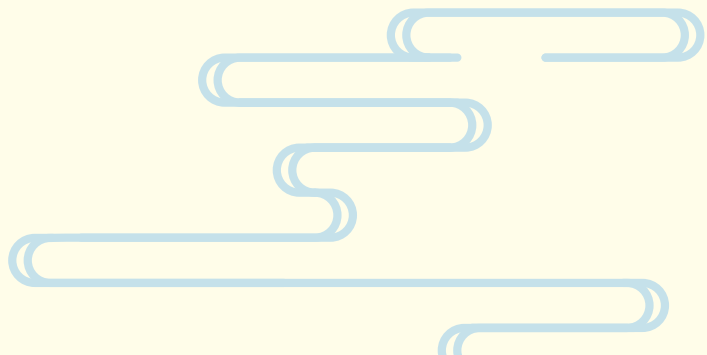
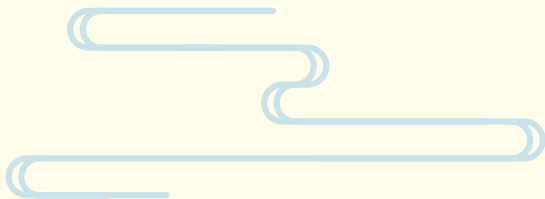
**Mrs. Nongnuch Buranasetkul**  
President and CEO

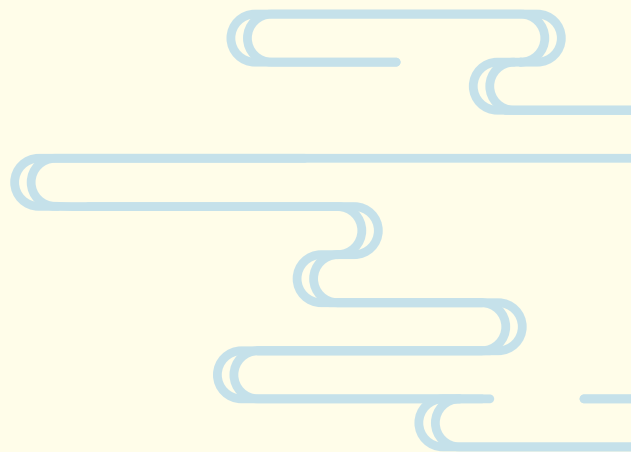
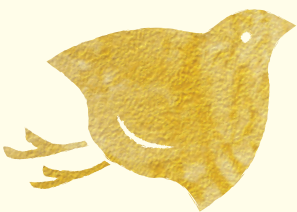
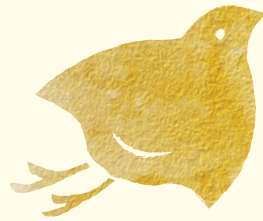
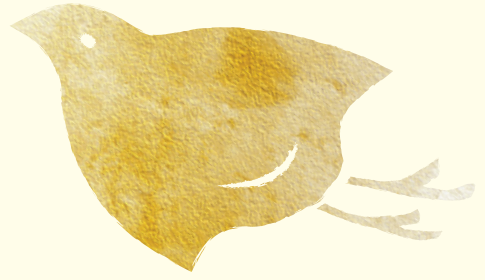
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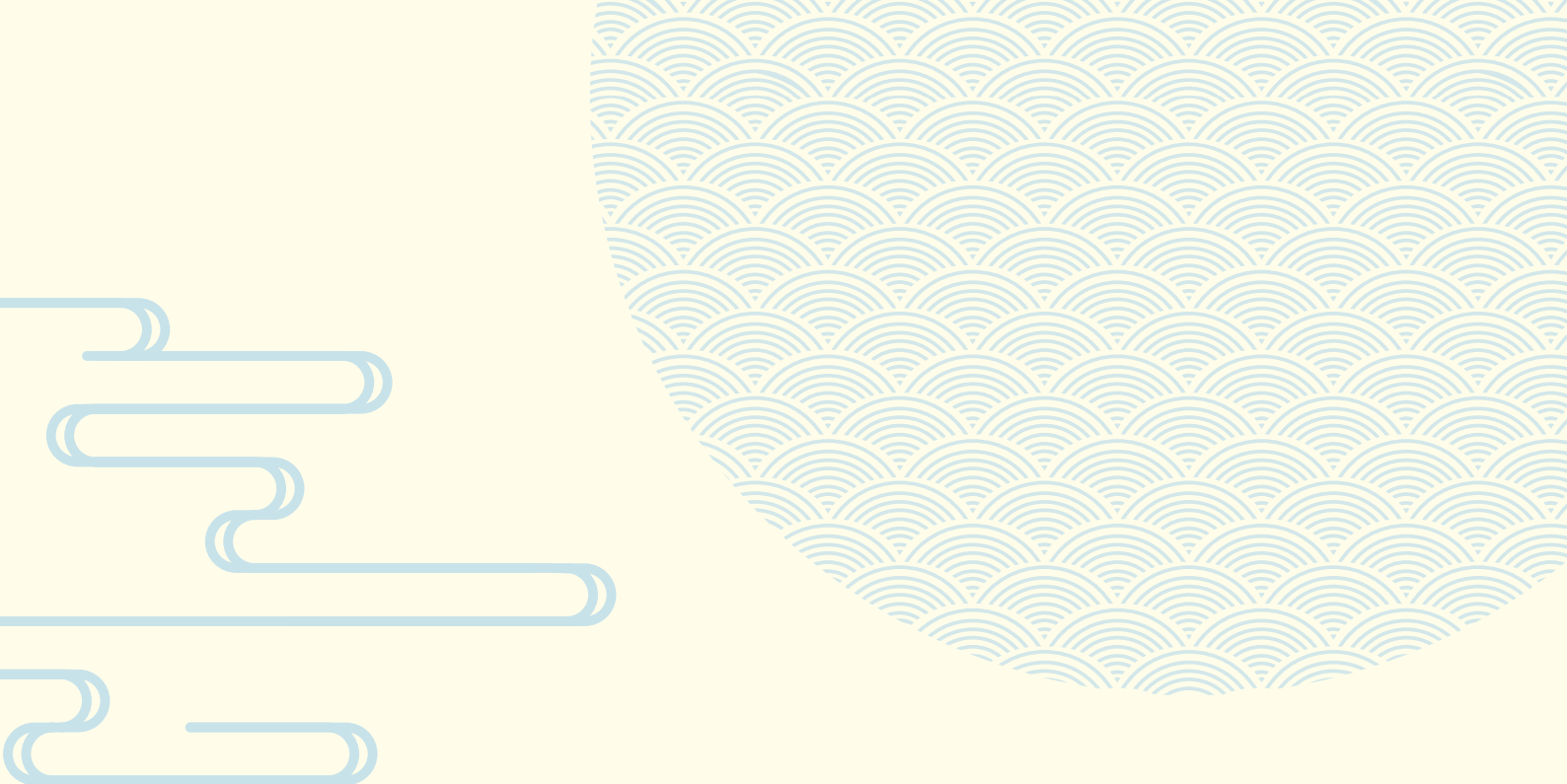
## With Each Other

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With our vision, OISHI as a market leader in Japanese food and beverage business will continue to provide a good quality of life for consumers and create sustainable business growth. We will also strive to maintain customer satisfaction using safe and high-quality ingredients, develop various innovations, and conduct business under the principles of good corporate governance. Taking into consideration the interests of all stakeholders concerned will make it possible for growth and sustainability to go hand in hand.







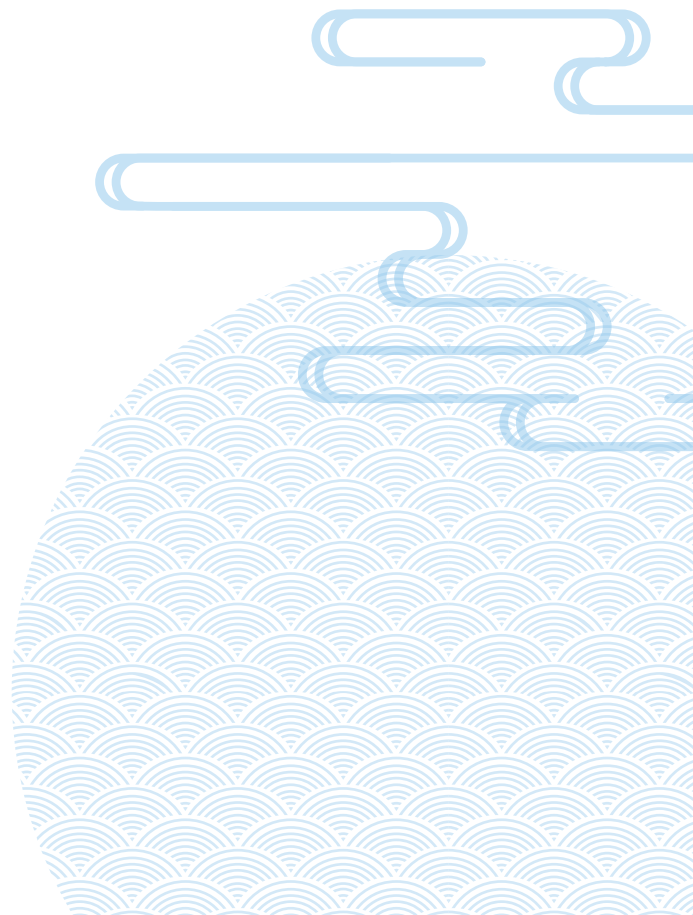
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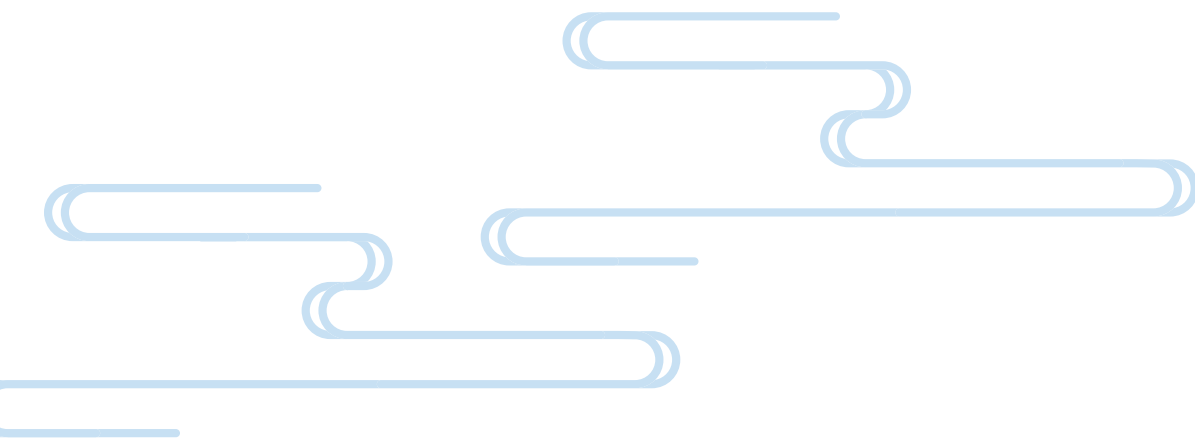


## About This Report

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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 (October 1, 2021 to September 30, 2022). This report is prepared in accordance with the core criteria of the Global Reporting Initiative (GRI).





**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). And the content covers the basic issues in 3 dimensions that are important to drive the business to achieve sustainable growth, namely Environmental : E, Social : S, and Governance : G, also known as “ESG”.**

**E = Environmental** is the efficient use of natural resources, including preserving and rehabilitating the environment affected by business operations.

**S = Social** is the fair and equitable management of the organization's human resources by taking into account the working environment and the health of employees to customers, communities and those working throughout the supply chain.

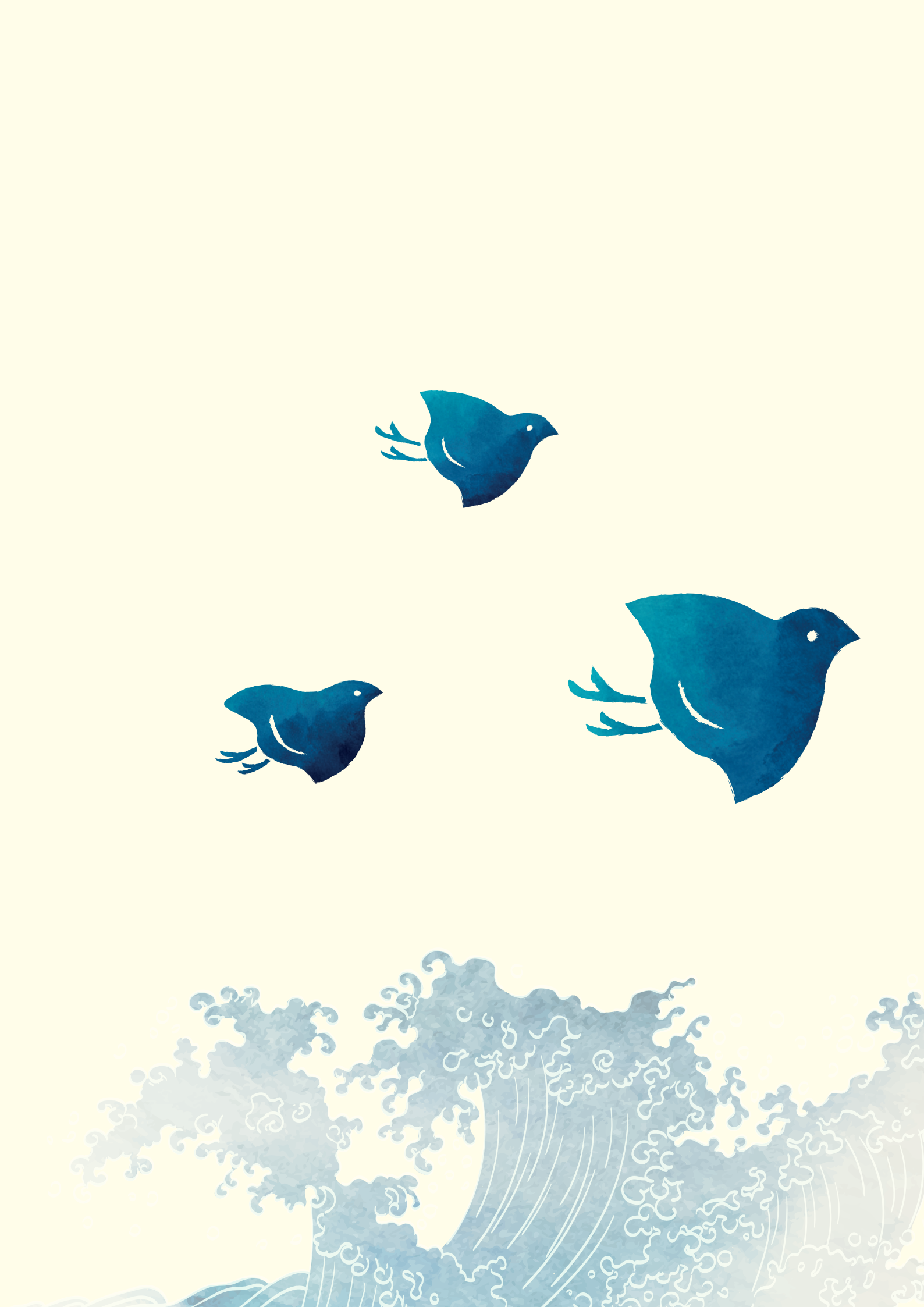
**G = Governance** is to conduct business with transparency, verifiability, anti-corruption, having good corporate governance and taking care of the interests of the company's stakeholders fairly.

### Scope of the Report

The information presented in this report derives from the fiscal year 2022. The report describes OISHI's environmental and social impacts within a 12-month period, from October 2021 to September 2022. The report is presented yearly after the end of fiscal year.

The data were collected from 4 production factories, comprising of 3 beverage production factories and 1 food production factory. The 3 beverage factories are 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) is located in Ban Bueng District, Chonburi Province. Moreover, the data also were collected from 266 OISHI restaurants branches (Data as of September 30, 2022) 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](http://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.





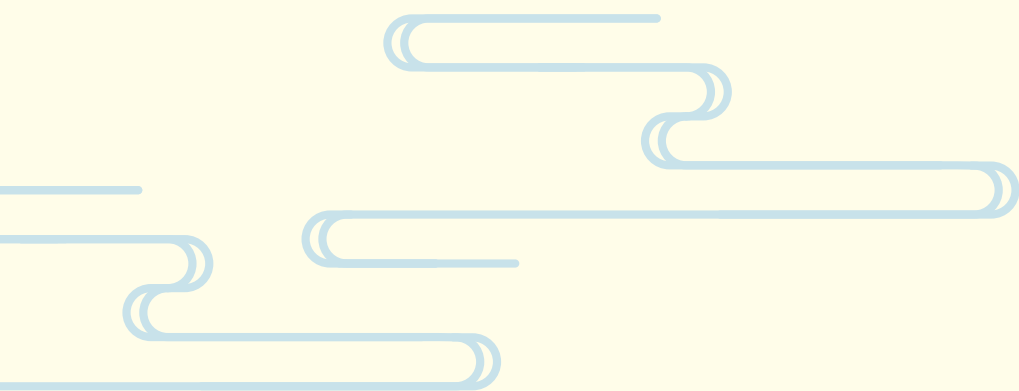
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## Sustainable

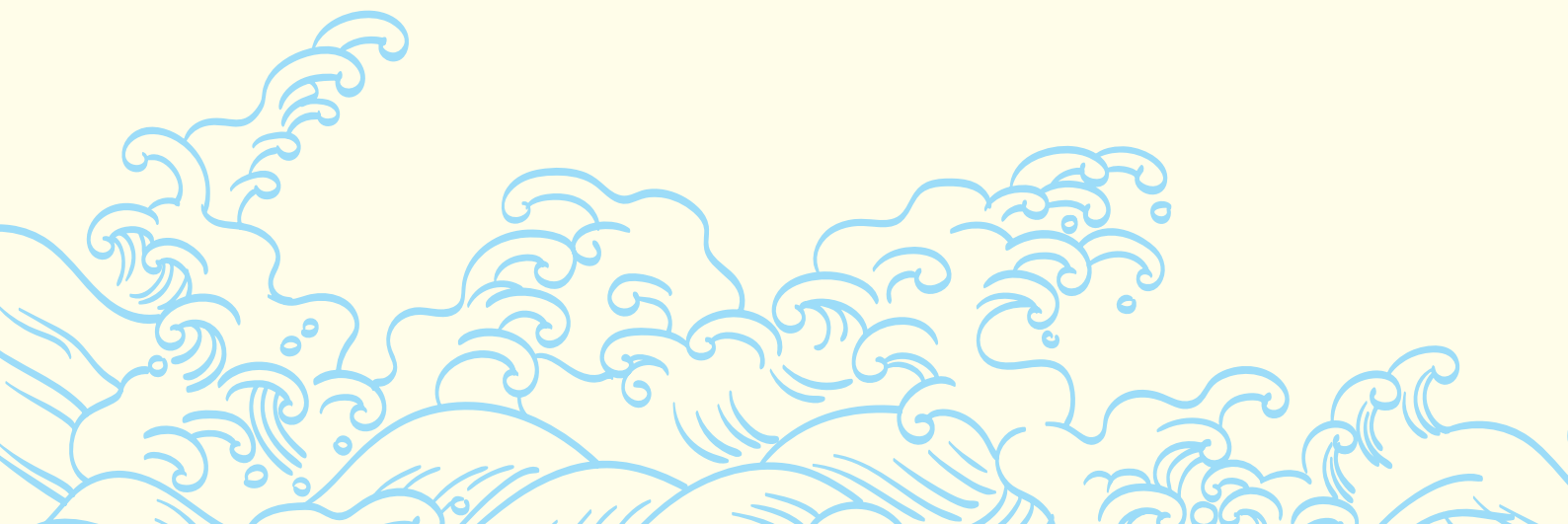
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In addition to developing products and providing services to the market, OISHI is determined to create sustainable value in all dimensions and grow together with stakeholders, community, and Thai and world society with quality.

We believe that if we all start by realizing the results in every process and striving to maintain a balance throughout the value chain in business development, we will be able to create benefits in all dimensions while remaining environmentally friendly.



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# About OISHI

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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 is one of the key drivers of the non-alcoholic business and food business of Thai Beverage Public Company Limited. The head office is located at CW Tower, B3601, 36th Floor, 90 Ratchadapisek Road, Huay Kwang, Bangkok, 10310.

## 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

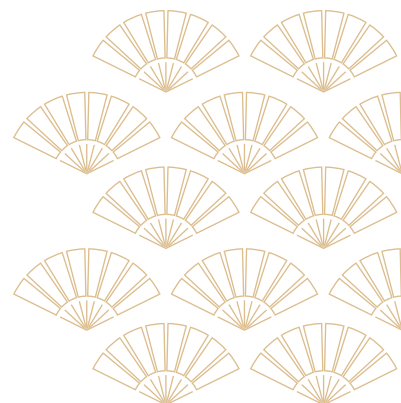
1. Maintain production quality and business services in food, healthy beverages and bakery by continually striving to create and maintain the popularity of OISHI products among consumers. The Company also attaches importance to the production of standardized products and good hygienic management.
2. 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 loved by consumers and receiving a good response.
- **Meticulousness** - 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.



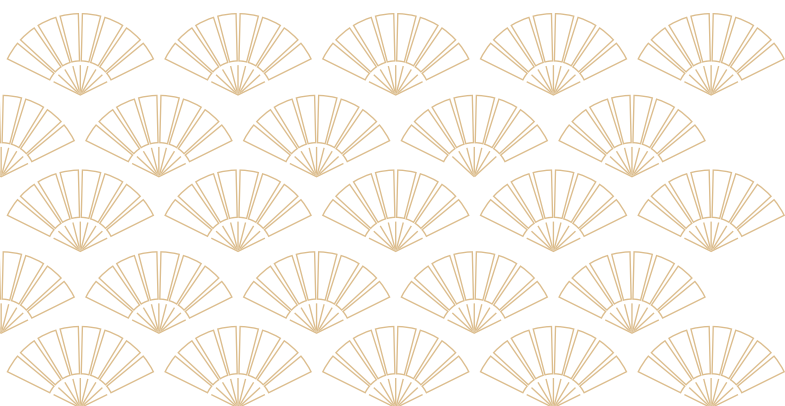
## Products and Services

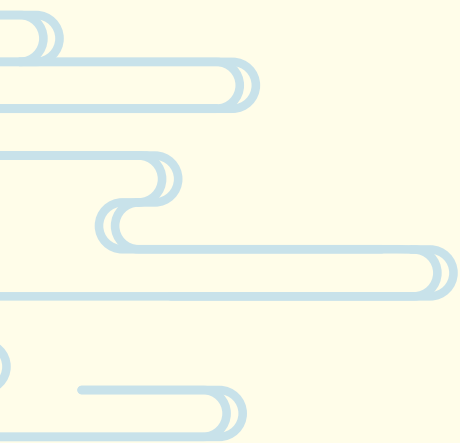
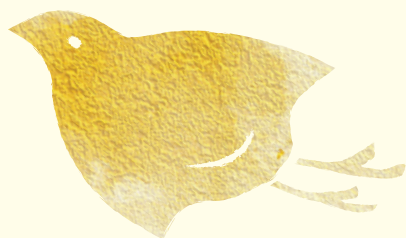
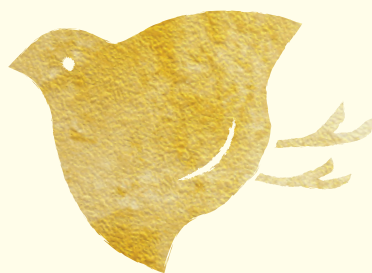
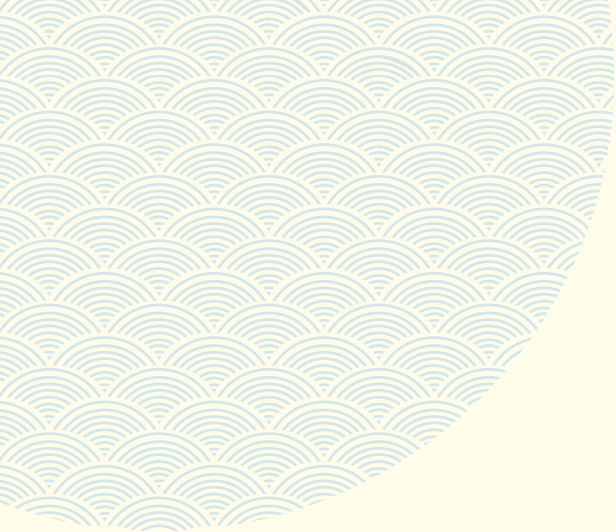
Business overview of the Company and its subsidiaries consists of 2 main businesses, namely beverage business and food business. For the beverage business, OISHI is a manufacturer and distributor of OISHI Green Tea beverages in various groups as follows:

- **OISHI Green Tea Products** produced from three-leaf tips that are meticulously selected for its quality.
- **OISHI Gold Products** premium ready-to-drink green tea beverage brewed from young tea leaves sourced from a The Emperor's Cup award-winning plantation in Japan, which received the "Healthier Choice" logo
- **OISHI Chakulza** sparkling green tea innovation with its uniqueness

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: HOU YUU, SAKAE, Shabu By OISHI, OISHI RAMEN, KAKASHI, and OISHI Biztoro. Home delivery services include OISHI KITCHEN. As of September 30, 2022, OISHI has 266 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 KANI, OISHI EATO READY MEAL (such as Ramen and Donburi) and also new products as OISHI dipping sauces and seasonings; Sukiyaki Sauce, Teriyaki Sauce, Shoyu Sauce, Concentrated Sukiyaki Soup, Yakiniku Sauce, Yuzu Ponzu Sauce, and Gyoza Sauce.







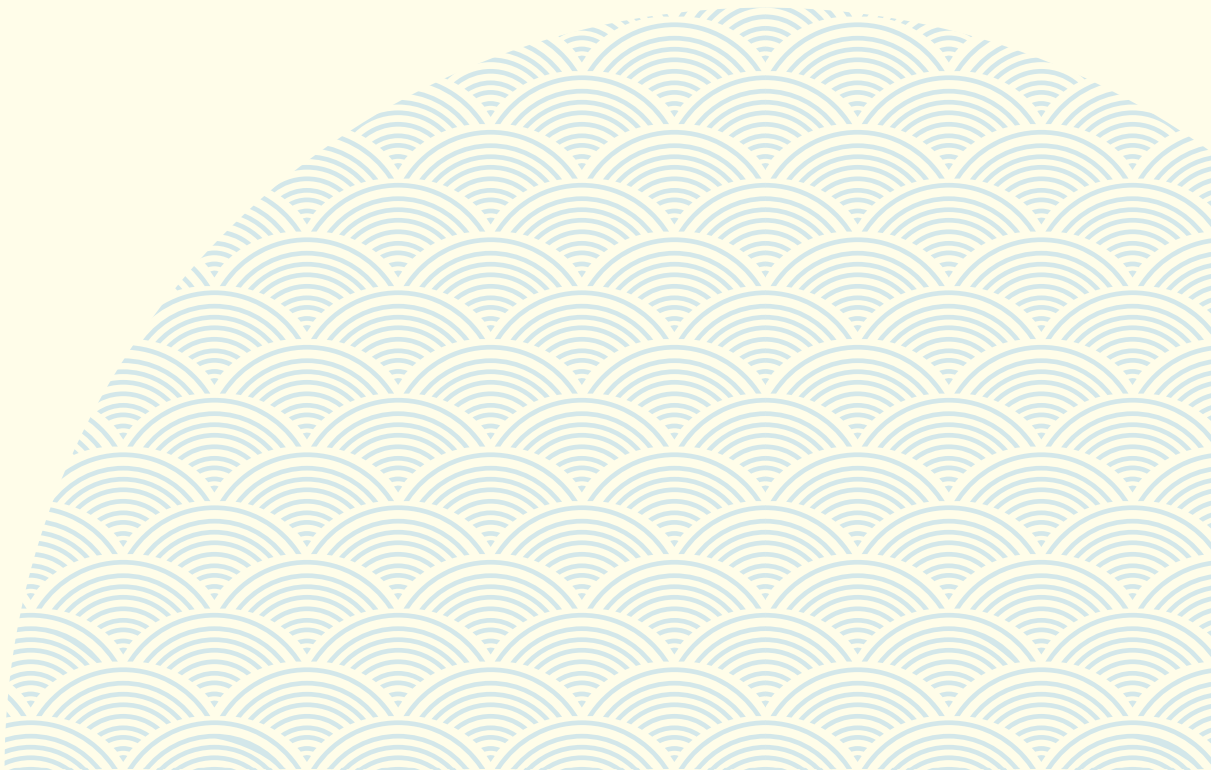
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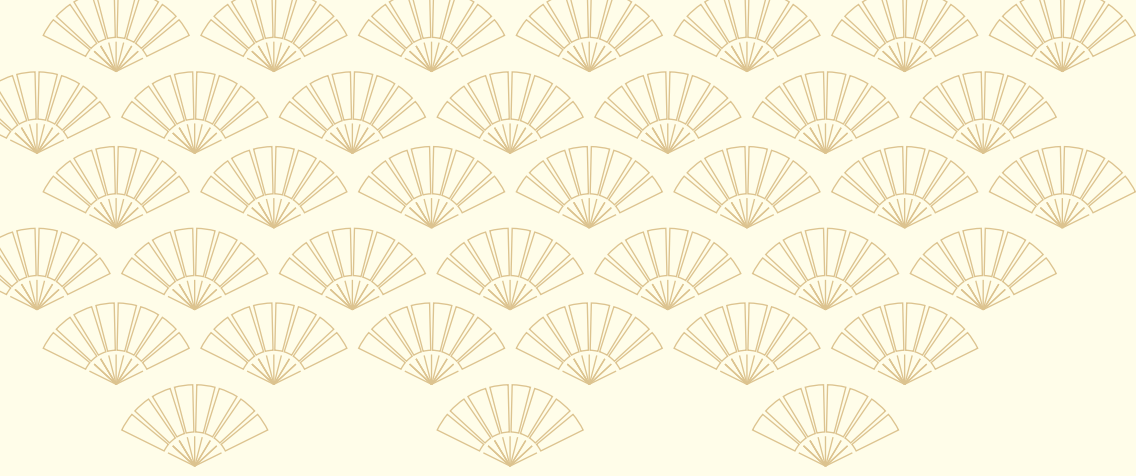
## Thoughtfulness

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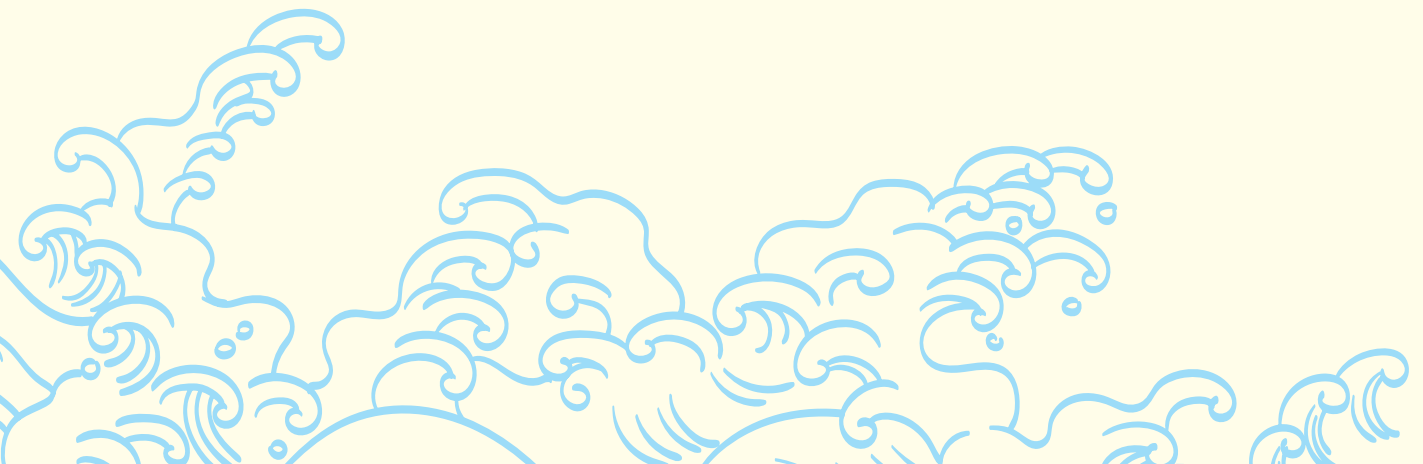
Because there is only one planet earth, the OISHI Group is committed to strengthening the Company as a socially responsible citizen and working towards the future of sustainability in all aspects from purchasing and manufacturing to sales and the management of post-consumer waste.

We are determined to play our part in helping restore the balance to our planet earth in a sustainable way.





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# OISHI's 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 governance. 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.

## SUSTAINABLE DEVELOPMENT GOALS



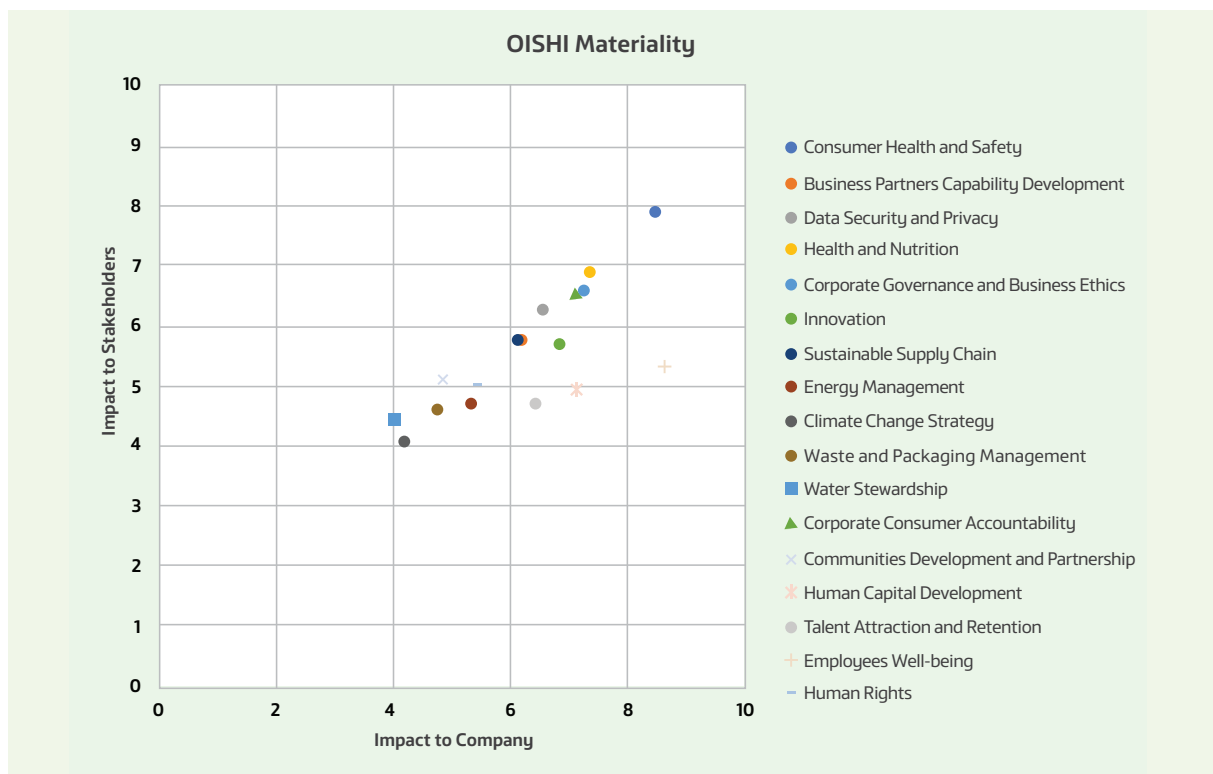
## OISHI's Sustainability Approach

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. Adheres to good business practices 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 and the 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 2022, 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.

## Our Contribution to the UN SDG Targets





Through our sustainability framework and targets, our business contributes to the UN Sustainable Development Goals (SDGs), across our value chain on these targets:

### OISHI Group and UN SDGs

Material Topics	SDGs	SDG Targets
<b>Environment</b>		
<b>Climate Change</b>		<p>9.4 By 2023, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action in accordance with their respective capabilities</p> <p>9.5 Enhance scientific research, upgrade the technological capabilities of industrial sectors in all countries, in particular developing countries, including, by 2030, encouraging innovation and substantially increasing the number of research and development workers per 1 million people and public and private research and development spending</p>
		<p>12.2 By 2030, achieve the sustainable management and efficient use of natural resources</p>
<b>Energy Management</b>		<p>7.2 By 2030, increase substantially the share of renewable energy in the global energy mix</p> <p>7.3 By 2030, double the global rate of improvement in energy efficiency</p>
		<p>8.2 Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high-value added and labour-intensive sectors</p> <p>8.4 Improve progressively, through 2030, global resource efficiency in consumption and production and endeavour to decouple economic growth from environmental degradation, in accordance with the 10-year framework of programmes on sustainable consumption and production, with developed countries taking the lead</p>

Material Topics	SDGs	SDG Targets
Water Stewardship	 6	<p>6.3 By 2030, improve water quality by reducing pollution, eliminating dumping and minimizing release of hazardous chemicals and materials, halving the proportion of untreated wastewater and substantially increasing recycling and safe reuse globally</p> <p>6.4 By 2030, substantially increase water-use efficiency across all sectors and ensure sustainable withdrawals and supply of freshwater to address water scarcity and substantially reduce the number of people suffering from water scarcity</p> <p>6.6 By 2030, protect and restore water-related ecosystems, including mountains, forests, wetlands, rivers, aquifers and lakes</p> <p>6.b Support and strengthen the participation of local communities in improving water and sanitation management</p>
	 8	<p>8.2 Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high-value added and labour-intensive sectors</p> <p>8.4 Improve progressively, through 2030, global resource efficiency in consumption and production and endeavour to decouple economic growth from environmental degradation, in accordance with the 10-year framework of programmes on sustainable consumption and production, with developed countries taking the lead</p>
	 9	<p>9.2 Promote inclusive and sustainable industrialization and, by 2030, significantly raise industry's share of employment and gross domestic product, in line with national circumstances, and double its share in least developed countries</p> <p>9.4 By 2023, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action in accordance with their respective capabilities</p>
	 12	<p>12.2 By 2030, achieve the sustainable management and efficient use of natural resources</p> <p>12.4 By 2020, achieve the environmentally sound management of chemicals and all wastes throughout their life cycle, in accordance with agreed international frameworks, and significantly reduce their release to air, water and soil in order to minimize their adverse impacts on human health and the environment</p>
	 17	<p>17.6 Enhance North-South, South-South and triangular regional and international cooperation on and access to science, technology and innovation and enhance knowledge sharing on mutually agreed terms, including through improved coordination among existing mechanisms, in particular at the United Nations level, and through a global technology facilitation mechanism</p>

Material Topics	SDGs	SDG Targets
Biodiversity		<p>15.2 By 2020, promote the implementation of sustainable management of all types of forests, halt deforestation, restore degraded forests and substantially increase afforestation and reforestation globally</p> <p>15.5 Take urgent and significant action to reduce the degradation of natural habitats, halt the loss of biodiversity and, by 2020, protect and prevent the extinction of threatened species</p>
		<p>17.6 Enhance North-South, South-South and triangular regional and international cooperation on and access to science, technology and innovation and enhance knowledge sharing on mutually agreed terms, including through improved coordination among existing mechanisms, in particular at the United Nations level, and through a global technology facilitation mechanism</p>
Waste and Packaging Management		<p>8.2 By 2030, improve water quality by reducing pollution, eliminating dumping and minimizing release of hazardous chemicals and materials, halving the proportion of untreated wastewater and substantially increasing recycling and safe reuse globally</p> <p>8.2 Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high-value added and labour-intensive sectors</p> <p>8.4 Improve progressively, through 2030, global resource efficiency in consumption and production and endeavour to decouple economic growth from environmental degradation, in accordance with the 10-year framework of programmes on sustainable consumption and production, with developed countries taking the lead</p>
		<p>9.4 By 2023, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action in accordance with their respective capabilities</p>
		<p>12.2 By 2030, achieve the sustainable management and efficient use of natural resources</p> <p>12.3 By 2030, halve per capita global food waste at the retail and consumer levels and reduce food losses along production and supply chains, including post-harvest losses</p> <p>12.5 By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse</p> <p>12.8 By 2030, ensure that people everywhere have the relevant information and awareness for sustainable development and lifestyles in harmony with nature</p>

Material Topics	SDGs	SDG Targets
		<p>15.2 By 2020, promote the implementation of sustainable management of all types of forests, halt deforestation, restore degraded forests and substantially increase afforestation and reforestation globally</p> <p>15.5 Take urgent and significant action to reduce the degradation of natural habitats, halt the loss of biodiversity and, by 2020, protect and prevent the extinction of threatened species</p>
		<p>17.6 Enhance North-South, South-South and triangular regional and international cooperation on and access to science, technology and innovation and enhance knowledge sharing on mutually agreed terms, including through improved coordination among existing mechanisms, in particular at the United Nations level, and through a global technology facilitation mechanism</p>
<b>Social</b>		
<b>Human Rights</b>		<p>5.5 Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision making in political, economic and public life</p>
		<p>8.7 Take immediate and effective measures to eradicate forced labour, end modern slavery and human trafficking and secure the prohibition and elimination of the worst forms of child labour, including recruitment and use of child soldiers, and by 2025 end child labour in all its forms</p> <p>8.8 Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment</p>
		<p>10.2 By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status</p>

Material Topics	SDGs	SDG Targets
Corporate Consumer Responsibility		3.4 By 2030, reduce by one third premature mortality from non-communicable diseases through prevention and treatment and promote mental health and well-being
		8.4 Improve progressively, through 2030, global resource efficiency in consumption and production and endeavour to decouple economic growth from environmental degradation, in accordance with the 10-year framework of programmes on sustainable consumption and production, with developed countries taking the lead
		9.4 By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action in accordance with their respective capabilities
		12.2 By 2030, achieve the sustainable management and efficient use of natural resources 12.3 By 2030, halve per capita global food waste at the retail and consumer levels and reduce food losses along production and supply chains, including post-harvest losses 12.5 By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse 12.8 By 2030, ensure that people everywhere have the relevant information and awareness for sustainable development and lifestyles in harmony with nature
Consumer Health and Safety		2.2 By 2030, end all forms of malnutrition, including achieving, by 2025, the internationally agreed targets on stunting and wasting in children under 5 years of age, and address the nutritional needs of adolescent girls, pregnant and lactating women and older persons
		3.4 By 2030, reduce by one third premature mortality from non-communicable diseases through prevention and treatment and promote mental health and well-being
		12.3 By 2030, halve per capita global food waste at the retail and consumer levels and reduce food losses along production and supply chains, including post-harvest losses 12.8 By 2030, ensure that people everywhere have the relevant information and awareness for sustainable development and lifestyles in harmony with nature


Material Topics	SDGs	SDG Targets
Employee Well-being		<p>8.7 Take immediate and effective measures to eradicate forced labour, end modern slavery and human trafficking and secure the prohibition and elimination of the worst forms of child labour, including recruitment and use of child soldiers, and by 2025 end child labour in all its forms</p> <p>8.8 Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment</p>
		<p>17.6 Enhance North-South, South-South and triangular regional and international cooperation on and access to science, technology and innovation and enhance knowledge sharing on mutually agreed terms, including through improved coordination among existing mechanisms, in particular at the United Nations level, and through a global technology facilitation mechanism</p>
Human Resource Development		<p>4.4 By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship</p> <p>4.7 By 2030, ensure that all learners acquire the knowledge and skills needed to promote sustainable development, including, among others, through education for sustainable development and sustainable lifestyles, human rights, gender equality, promotion of a culture of peace and non-violence, global citizenship and appreciation of cultural diversity and of culture's contribution to sustainable development</p>
		<p>5.5 Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision making in political, economic and public life</p>
		<p>8.1 Sustain per capita economic growth in accordance with national circumstances and, in particular, at least 7 per cent gross domestic product growth per annum in the least developed countries</p> <p>8.2 Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high-value added and labour-intensive sectors</p>
		<p>10.2 By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status</p>

Material Topics	SDGs	SDG Targets
Talent Attraction and Retention		<p>4.4 By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship</p> <p>4.7 By 2030, ensure that all learners acquire the knowledge and skills needed to promote sustainable development, including, among others, through education for sustainable development and sustainable lifestyles, human rights, gender equality, promotion of a culture of peace and non-violence, global citizenship and appreciation of cultural diversity and of culture's contribution to sustainable development</p>
		<p>5.5 Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision making in political, economic and public life</p>
		<p>8.6 By 2020, substantially reduce the proportion of youth not in employment, education or training</p>
		<p>9.2 Promote inclusive and sustainable industrialization and, by 2030, significantly raise industry's share of employment and gross domestic product, in line with national circumstances, and double its share in least developed countries</p>
		<p>10.2 By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status</p>
Community Development		<p>1.4 By 2030, ensure that all men and women, in particular the poor and the vulnerable, have equal rights to economic resources, as well as access to basic services, ownership and control over land and other forms of property, inheritance, natural resources, appropriate new technology and financial services, including microfinance</p>
		<p>2.1 By 2030, end hunger and ensure access by all people, in particular the poor and people in vulnerable situations, including infants, to safe, nutritious and sufficient food all year round</p> <p>2.2 By 2030, end all forms of malnutrition, including achieving, by 2025, the internationally agreed targets on stunting and wasting in children under 5 years of age, and address the nutritional needs of adolescent girls, pregnant and lactating women and older persons</p>

Material Topics	SDGs	SDG Targets
		3.4 By 2030, reduce by one third premature mortality from non-communicable diseases through prevention and treatment and promote mental health and well-being
		<p>4.4 By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship</p> <p>4.7 By 2030, ensure that all learners acquire the knowledge and skills needed to promote sustainable development, including, among others, through education for sustainable development and sustainable lifestyles, human rights, gender equality, promotion of a culture of peace and non-violence, global citizenship and appreciation of cultural diversity and of culture's contribution to sustainable development</p> <p>4.b By 2020, substantially expand globally the number of scholarships available to developing countries, in particular least developed countries, small island developing States and African countries, for enrollment in higher education, including vocational training and information and communications technology, technical, engineering and scientific programmes, in developed countries and other developing countries</p>
		8.6 By 2020, substantially reduce the proportion of youth not in employment, education or training
		9.2 Promote inclusive and sustainable industrialization and, by 2030, significantly raise industry's share of employment and gross domestic product, in line with national circumstances, and double its share in least developed countries
		10.2 By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status
		12.8 By 2030, ensure that people everywhere have the relevant information and awareness for sustainable development and lifestyles in harmony with nature
		17.6 Enhance North-South, South-South and triangular regional and international cooperation on and access to science, technology and innovation and enhance knowledge sharing on mutually agreed terms, including through improved coordination among existing mechanisms, in particular at the United Nations level, and through a global technology facilitation mechanism

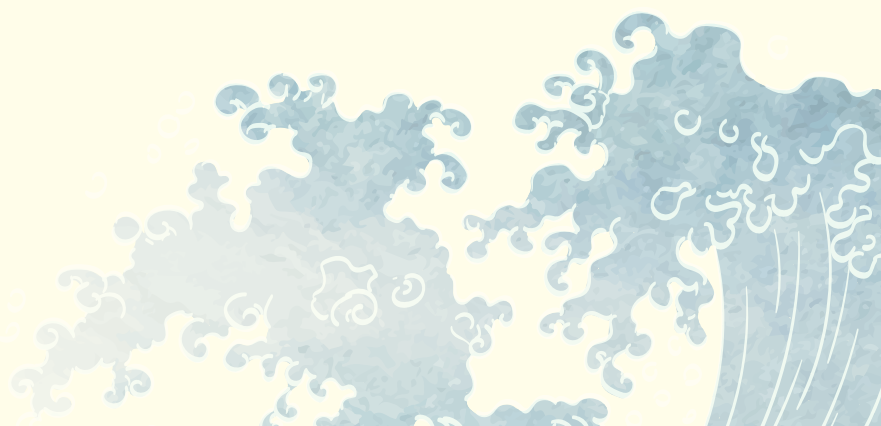
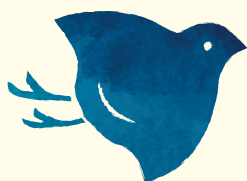
Material Topics	SDGs	SDG Targets
<b>Governance</b>		
<b>Value Chains</b>		<p>2.3 By 2030, double the agricultural productivity and incomes of small-scale food producers, in particular women, indigenous people, family farmers, pastoralists and fishers, including through secure and equal access to land, other productive resources and inputs, knowledge, financial services, markets and opportunities for value addition and non-farm employment</p> <p>2.4 By 2030, ensure sustainable food production systems and implement resilient agricultural practices that increase productivity and production, that help maintain ecosystems, that strengthen capacity for adaptation to climate change, extreme weather, drought, flooding and other disasters and that progressively improve land and soil quality</p>
		<p>8.2 Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high-value added and labour-intensive sectors</p> <p>8.4 Improve progressively, through 2030, global resource efficiency in consumption and production and endeavour to decouple economic growth from environmental degradation, in accordance with the 10-year framework of programmes on sustainable consumption and production, with developed countries taking the lead</p>
		<p>9.2 Promote inclusive and sustainable industrialization and, by 2030, significantly raise industry's share of employment and gross domestic product, in line with national circumstances, and double its share in least developed countries</p> <p>9.4 By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action in accordance with their respective capabilities</p>
		<p>12.2 By 2030, achieve the sustainable management and efficient use of natural resources</p> <p>12.3 By 2030, halve per capita global food waste at the retail and consumer levels and reduce food losses along production and supply chains, including post-harvest losses</p>
		<p>15.2 By 2020, promote the implementation of sustainable management of all types of forests, halt deforestation, restore degraded forests and substantially increase afforestation and reforestation globally</p> <p>15.5 Take urgent and significant action to reduce the degradation of natural habitats, halt the loss of biodiversity and, by 2020, protect and prevent the extinction of threatened species</p>
		<p>17.6 Enhance North-South, South-South and triangular regional and international cooperation on and access to science, technology and innovation and enhance knowledge sharing on mutually agreed terms, including through improved coordination among existing mechanisms, in particular at the United Nations level, and through a global technology facilitation mechanism</p>

Material Topics	SDGs	SDG Targets
Good Governance		<p>16.5 Substantially reduce corruption and bribery in all their forms</p> <p>16.6 Develop effective, accountable and transparent institutions at all levels</p>
Business Ethics		<p>16.5 Substantially reduce corruption and bribery in all their forms</p> <p>16.6 Develop effective, accountable and transparent institutions at all levels</p> <p>16.7 Ensure responsive, inclusive, participatory and representative decision-making at all levels</p>
Anti-Corruption / Internal Audit		<p>16.5 Substantially reduce corruption and bribery in all their forms</p> <p>16.6 Develop effective, accountable and transparent institutions at all levels</p> <p>16.7 Ensure responsive, inclusive, participatory and representative decision-making at all levels</p>
Risk Management		<p>12.2 By 2030, achieve the sustainable management and efficient use of natural resources</p> <p>12.4 By 2020, achieve the environmentally sound management of chemicals and all wastes throughout their life cycle, in accordance with agreed international frameworks, and significantly reduce their release to air, water and soil in order to minimize their adverse impacts on human health and the environment</p> <p>12.7 Promote public procurement practices that are sustainable, in accordance with national policies and priorities</p>
		<p>13.b Promote mechanisms for raising capacity for effective climate change-related planning and management in least developed countries and small island developing States, including focusing on women, youth and local and marginalized communities</p>
		<p>16.5 Substantially reduce corruption and bribery in all their forms</p> <p>16.6 Develop effective, accountable and transparent institutions at all levels</p>
Business Partner Capability Development		<p>2.3 By 2030, double the agricultural productivity and incomes of small-scale food producers, in particular women, indigenous people, family farmers, pastoralists and fishers, including through secure and equal access to land, other productive resources and inputs, knowledge, financial services, markets and opportunities for value addition and non-farm employment</p> <p>2.4 By 2030, ensure sustainable food production systems and implement resilient agricultural practices that increase productivity and production, that help maintain ecosystems, that strengthen capacity for adaptation to climate change, extreme weather, drought, flooding and other disasters and that progressively improve land and soil quality</p>

Material Topics	SDGs	SDG Targets
		<p>8.2 Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high-value added and labour-intensive sectors</p> <p>8.4 Improve progressively, through 2030, global resource efficiency in consumption and production and endeavour to decouple economic growth from environmental degradation, in accordance with the 10-year framework of programmes on sustainable consumption and production, with developed countries taking the lead</p>
		<p>9.2 Promote inclusive and sustainable industrialization and, by 2030, significantly raise industry's share of employment and gross domestic product, in line with national circumstances, and double its share in least developed countries</p> <p>9.4 By 2023, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action in accordance with their respective capabilities</p>
Sustainable Supply Chain		<p>2.4 By 2030, ensure sustainable food production systems and implement resilient agricultural practices that increase productivity and production, that help maintain ecosystems, that strengthen capacity for adaptation to climate change, extreme weather, drought, flooding and other disasters and that progressively improve land and soil quality</p>
		<p>8.2 Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high-value added and labour-intensive sectors</p> <p>8.4 Improve progressively, through 2030, global resource efficiency in consumption and production and endeavour to decouple economic growth from environmental degradation, in accordance with the 10-year framework of programmes on sustainable consumption and production, with developed countries taking the lead</p>
		<p>9.2 Promote inclusive and sustainable industrialization and, by 2030, significantly raise industry's share of employment and gross domestic product, in line with national circumstances, and double its share in least developed countries</p> <p>9.4 By 2023, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action in accordance with their respective capabilities</p>

Material Topics	SDGs	SDG Targets
		<p>12.2 By 2030, achieve the sustainable management and efficient use of natural resources</p> <p>12.3 By 2030, halve per capita global food waste at the retail and consumer levels and reduce food losses along production and supply chains, including post-harvest losses</p>
Data Security and Privacy / Cybersecurity		<p>16.6 Develop effective, accountable and transparent institutions at all levels</p>
		<p>17.6 Enhance North-South, South-South and triangular regional and international cooperation on and access to science, technology and innovation and enhance knowledge sharing on mutually agreed terms, including through improved coordination among existing mechanisms, in particular at the United Nations level, and through a global technology facilitation mechanism</p>
Stakeholders Engagement		<p>15.4 By 2030, ensure the conservation of mountain ecosystems, including their biodiversity, in order to enhance their capacity to provide benefits that are essential for sustainable development</p> <p>15.5 Take urgent and significant action to reduce the degradation of natural habitats, halt the loss of biodiversity and, by 2020, protect and prevent the extinction of threatened species</p> <p>15.a Mobilize and significantly increase financial resources from all sources to conserve and sustainably use biodiversity and ecosystems</p> <p>15.b Mobilize significant resources from all sources and at all levels to finance sustainable forest management and provide adequate incentives to developing countries to advance such management, including for conservation and reforestation</p>
		<p>16.2 End abuse, exploitation, trafficking and all forms of violence against and torture of children</p> <p>16.3 Promote the rule of law at the national and international levels and ensure equal access to justice for all</p> <p>16.5 Substantially reduce corruption and bribery in all their forms</p> <p>16.6 Develop effective, accountable and transparent institutions at all levels</p> <p>16.7 Ensure responsive, inclusive, participatory and representative decision-making at all levels</p>

# かんきょう



# Environment

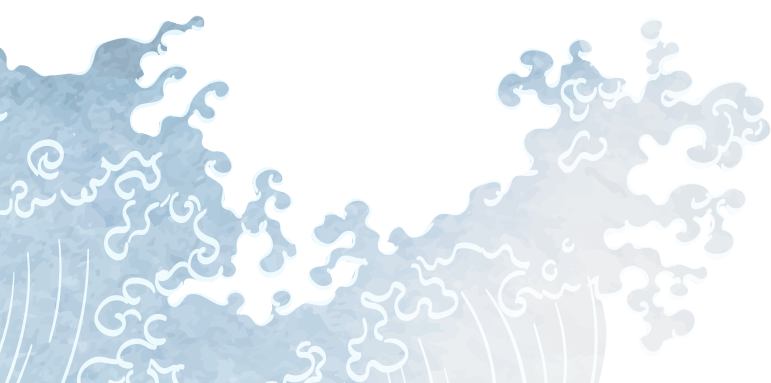
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We all live on this planet together and human beings do not have another world to live in or replace. So it is essential for us to help each other to conserve the environment as best we can. This is because without a good environment, human beings will not be able to live a normal life, while business itself will be affected in many ways. Therefore, a good environment leads to the well-being of people in the society and affects the economy as a whole. OISHI is aware of the impact on the environment and considers the efficient use of natural resources. The company therefore places importance on and manages to develop environmental sustainability as follows:



## Climate Change

OISHI has a goal to reduce greenhouse gas emissions both direct and indirect (Scope 1 and 2) to be zero by 2040. To achieve the goal, OISHI has set measures to reduce greenhouse gas emissions as follows:



Factory	Management Approach	2022 Results
<b>Beverage Factory Navanakorn Industrial Estate Pathum Thani Province</b>	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 the use of electricity by 134,822 Kilowatt hours per year and reduce greenhouse gas emissions by 56,706 kg. of carbon dioxide equivalent per year or equivalent to 3,296 trees planted.
	Improve power system by installing a high-efficiency motor in the water cooling system.	Reduce the use of electricity by 506,590 Kilowatt hours per year and reduce greenhouse gas emissions by 213,071 kg. of carbon dioxide equivalent per year or equivalent to 12,387 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 the use of electricity by 665,000 Kilowatt hours per year and reduce greenhouse gas emissions by 279,699 kg. of carbon dioxide equivalent per year or equivalent to 16,261 trees planted.
	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 the use of electricity by 525,000 Kilowatt hours per year and reduce greenhouse gas emissions by 220,815 kg. of carbon dioxide equivalent per year or equivalent to 12,838 trees planted.
<b>Beverage Factory Wang Muang District Saraburi Province</b>	Bring renewable energy from the sun to generate electricity for using in the factory.	Reduce the use of electricity by 1,258,564 Kilowatt hours per year and reduce greenhouse gas emissions by 629,156 kg. of carbon dioxide equivalent per year or equivalent to 36,579 trees planted.
	Improve the residual air flow from the bottle blowing process, by bringing the remaining air from the bottle-blowing process recycled back into the power system.	Reduce the use of electricity by 192,000 Kilowatt hours per year and reduce greenhouse gas emissions by 95,981 kg. of carbon dioxide equivalent per year or equivalent to 5,580 trees planted.
<b>Beverage Factory Amata Nakorn Industrial Estate Chonburi Province</b>	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 the use of electricity by 98,400 Kilowatt hours per year and reduce greenhouse gas emissions by 49,190 kg. of carbon dioxide equivalent per year or equivalent to 2,860 trees planted.
<b>OISHI Food Service Factory (Central Kitchen) Ban Bueng District Chonburi Province</b>	Bring renewable energy from the sun to generate electricity for using in the factory.	Reduce the use of electricity by 1,177,895 Kilowatt hours per year and reduce greenhouse gas emissions by 588,829 kg. of carbon dioxide equivalent per year or equivalent to 34,324 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.
- Certificate of Responsibility Leadership in Sustainability under the "PackBack: Taking Back the Packaging for Sustainable Days" project by the Minister of Natural Resources and Environment.** This certificate is obtained by managing packaging in order to achieve circularity in accordance with the Circular Economy (CE) with the principle of Extended Producer Responsibility (EPR) through the work of the Thailand Institute of Packaging and Recycling Management for Sustainable Environment, The Federation of Thai Industries, or TIPMSE, and a network of 66 organizations.



- Greenhouse gas emission certificate from the Ministry of Natural Resources and Environment:**  
 OISHI's factories emit appropriate and reduced greenhouse gas emissions as follows: The beverage factory in Navanakorn Industrial Estate, Pathum Thani Province, has reduced greenhouse gas emissions to 25,022 tons of carbon dioxide equivalent per year, down from the previous 25,848 tons of carbon dioxide equivalent per year; The beverage factory in Amata Nakorn Industrial Estate, Chonburi Province, emits approximately 1,577 tons of carbon dioxide equivalent per year, down from the previous 1,329 tons of carbon dioxide equivalent per year; The Wang Muang beverage factory in Saraburi province reduced its greenhouse gas emissions to approximately 17,907 tons of carbon dioxide equivalent per year, down from the previous 19,699 tons of carbon dioxide equivalent per year; and OISHI Food Service (central kitchen), Ban Bueng District, Chonburi Province, with greenhouse gas emissions reduced to about 8,335 tons of carbon dioxide equivalents per year, down from the previous 9,140 tons of carbon dioxide equivalents per year. All factories have ECEE Co., Ltd. that has passed the criteria and is certified by Thailand Greenhouse Gas Management Organization (TGO) to verify the organization's carbon footprint.



Table showing the amount of greenhouse gas emissions

Factory	Year 2021 : The amount of greenhouse gas emissions (carbon dioxide equivalent per year)	Year 2022 :The amount of greenhouse gas emissions (carbon dioxide equivalent per year)	% change
Beverage factory in Navanakorn Industrial Estate, Pathum Thani Province	25,848	25,022	Down 3.2%
Beverage factory in Wang Muang District, Saraburi Province	19,699	17,907	Down 9.1%
OISHI Food Service Factory (Central Kitchen) in Ban Bueng District, Chonburi Province	9,140	8,335	Down 8.8%

## Energy Management

OISHI has efficient energy management that aims for all factories in the group to use renewable energy for more than 50% of total energy use by 2030. Therefore, OISHI has operated both electrical systems and air conditioning systems by installing and maintaining related electrical system control equipment to effectively reduce electrical energy consumption in compliance with ISO 14001 Environmental Management Standard. All of OISHI's beverage factories have already been certified with such standards and have complied with the energy management standard ISO 50001 version 2018 to increase energy efficiency with the following details:

Factory	Management Approach	2022 Results
<b>Beverage Factory Navanakorn Industrial Estate Pathum Thani Province</b>	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 electricity consumption by 134,822 kilowatt-hours per year.
	Improve power system by installing a high-efficiency motor in the water cooling system.	Reduce electricity consumption by 506,590 kilowatt-hours per year.
	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 electricity consumption by 665,000 kilowatt-hours per year.
	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 electricity consumption by 525,000 kilowatt-hours per year.
	The UHT packaged beverage production line has been modified to install a new Chiller 38TR for use in the low load period.	Reduce electricity consumption by 126,154 kilowatt-hours per year.
	The UHT packaged beverage production line has been improved by replacing the impeller of the high-efficiency cooling tower.	Reduce electricity consumption by 43,353 kilowatt-hours per year.
<b>Beverage Factory Wang Muang District Saraburi Province</b>	Improve the residual air flow from the bottle blowing process, by bringing the remaining air from the bottle-blowing process recycled back into the power system	Reduce electricity consumption by 151,452 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 1,258,564 kilowatt-hours per year.
	The UHT packaged beverage production line has been improved by replacing the impeller of the high-efficiency cooling tower.	Reduce electricity consumption by 1,016,064 kilowatt-hours per year.
	Improve the power system by installing a high-efficiency motor.	Reduce electricity consumption by 233,218 kilowatt-hours per year.

Factory	Management Approach	2022 Results
<b>Beverage Factory Amata Nakorn Industrial Estate Chonburi Province</b>	Upgrade and replace high-energy incandescent bulbs with low-energy LED ones.	Reduce electricity by 219,138 kilowatt hours per year.
<b>OISHI Food Service Factory (Central Kitchen) Ban Bueng District Chonburi Province</b>	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 1,177,895 kilowatt hours per year.
	Improve the power system by installing a high-efficiency motor.	Reduce electricity by 214,270 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 4 from the Ministry of Industry, which is the level indicating that OISHI makes efficient use of resources and everyone in the company works toward the same goal to be environmental-friendly company and makes this part of the company's culture.



## Water Stewardship

Water is an important factor in production for food and beverage businesses. OISHI is therefore committed to developing and improving the management of water resources to be more efficient for sustainable growth, as well as reducing the cost of doing business and reducing the risk of shortage of quality water resources in the future. OISHI also complies with regulations and laws and has an international standard system to supervise and verify the accuracy of business operations related to water use, including controlling the discharge standards of wastewater until the quality is better than the determined standard before releasing into natural water sources without affecting key stakeholders. OISHI also set a goal to return water to nature to achieve 100% of the water content in finished products within 2040 according to the water management goal of Thai Beverage Public Company Limited.

Factory	Management Approach	2022 Results
<b>Beverage Factory Navanakorn Industrial Estate Pathum Thani Province (Production Line: CAF, UHT, HF)</b>	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 91,030 cubic meters per year.
<b>Beverage Factory Amata Nakorn Industrial Estate Chonburi Province</b>	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 581 cubic meters per year.
<b>OISHI Food Service Factory (Central Kitchen) Ban Bueng District Chonburi Province</b>	Improve and install the treated water system to be reused for watering plants.	Reduce the amount of water by 39,353 cubic meters per year.

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 addition, OISHI has started a feasibility study on the use of treated water for treatment by dividing used water into three groups: The Black group is water that, when treated, can be released to the outside according to standards; The Brown group is water that, after being treated, can be reused in various production processes, and; The Yellow group is water that after treatment can be reused for consumption. The company is also looking at ways to reduce water consumption in its production processes, further preparing itself to meet the target.

## Biodiversity

Global loss of biodiversity is increasingly recognized as one of climate change's most significant consequences. To make sure ecosystems remain resilient and minimize any disruption to the environmental balance society relies on, OISHI recognizes biodiversity as a material issue and is committed to a net positive impact on biodiversity across its operations. OISHI understands the need to be proactive on this issue, starting with OISHI's biodiversity action plan by performing a systematic screening of operations to identify the company's impacts on biodiversity.

OISHI has set biodiversity management goals as follows:

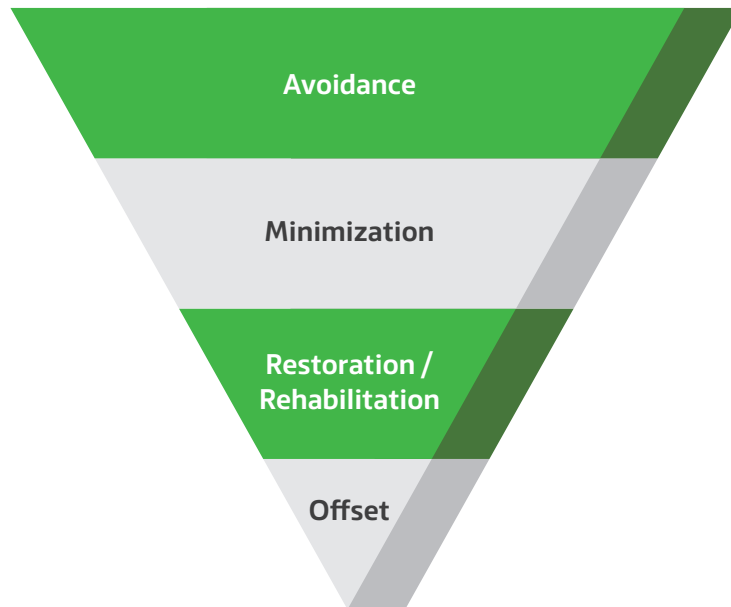
- A net positive impact on biodiversity by 2030
- No gross deforestation in OISHI's operations by 2030

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

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

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





### Avoidance

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

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

### Minimization

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

### Restoration / Rehabilitation

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

### Offset

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

## Critical Habitats and Species Assessments

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

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

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

to local residents so they could be aware of the critical species present within their communities.

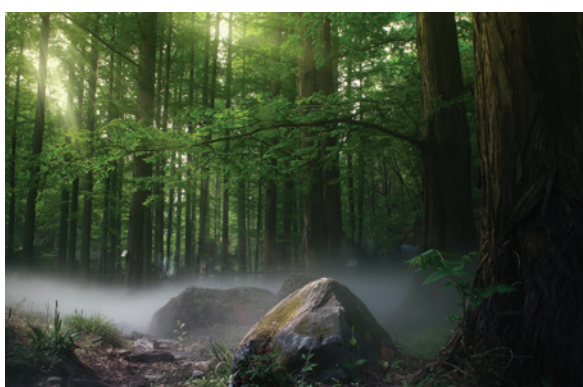
In parallel, OISHI refined the results for sites that were flagged as <5 km from KBAs. Key stakeholders such as the Key Biodiversity Area Secretariat, Birdlife local partners, and others were consulted to further understand the site and the surrounding region.

## Key Projects

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

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

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



## 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'. 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:

### 1. Food Waste Management Projects

- **"Raks Arhaan" (Food Rescue Project)**

**Operation:** OISHI joined 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 in 2021, consisting of SHABUSHI Shop, Central Ladprao Branch; SHABUSHI Shop, Samyan Mitrtown Branch; and OISHI EATERIUM, Samyan Mitrtown Branch, expanded to 24 restaurants in 2022, consisting of 16 branches of Shabushi, 6 branches of OISHI Buffet and 2 branches of Nikuya, 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 October 2021 to September 2022 totaled 9,264.07 kilograms, or equal to 76,336 meals valued at 938,932.80 baht.



- **#Kin Mod Klieng (Eat Up) Challenge**

**Operation:** OISHI organizes the #Kin Mod Klieng Challenge campaign through 160 branches of Shabushi and 5 branches of Nikuya, totaling 165 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 take at proper portion. 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 362,420 customers who joined the program to help reduce food waste from October 2021 to September 2022.



- **“Mai Kin Bork Aow Ork Hai” Campaign (“Tell Us What You Don’t Want”)**

**Operation:** The campaign launched on July 1, 2022 at OISHI Ramen, Kakashi and OISHI Biztoro with the objective to raise customers’ awareness on food waste from their dishes. Customers can inform the staffs to omit some ingredients from the dish, so those ingredients don’t become food waste afterwards.

**Result:** Though the volume is not significant, the project raises awareness effectively since all customers has been asked and contemplated seriously on this issue.



- **Recycling Old Vegetable Oil from Cooking**

**Operation:** The Company sells old vegetable oils obtained from cooking at OISHI restaurants and from OISHI Food Service plant to contracted companies that are certified and are effective in handling used oils, which will be then 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 160,236 kilograms of old vegetable oil that has been used between October 2021 and September 2022 into the recycling process that can be converted to other uses.

- **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 and OISHI Beverage Factory, Navanakorn Industrial Estate, Pathum Thani Province forwarded 4,380,940 kilograms of tea waste to the contracting company to make fuel.

## 2. Packaging Management

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.

In 2022, OISHI Group's restaurants and OISHI EATO ready-to-cook and ready-to-eat food products can achieve the goal, and from such guidelines, OISHI restaurants can reduce the use of plastics by 7.59 tons from the following actions:

- Use packaging that can be recycled, such as sponge-ball bags with the 'Recycle' symbol on the packaging to communicate to consumers. This bag is provided for high-volume delivery order since the bag can take the weight better than plastic bag.

- Raise consumers' awareness in reusing plastic bag, instead of one-time use, by communicating via "This bag can be reused" message printed on plastic bag.
- Use only garbage bags that are made from recycled materials.
- Campaign to stop using straws. OISHI cooperates with the government in implementing the policy to eliminate the use of 4 types of single-use plastics, namely Styrofoam boxes, plastic bags, plastic cups and plastic straws by 2022. The Company has organized a campaign to reduce the use of straws to make customers aware and participate in environmental conservation by creating public relations signs asking for cooperation in refraining from using straws installed at straw distribution points in 170 OISHI buffet restaurants nationwide, starting from July 2022 onwards. This creates awareness



among customers about the importance of the environment and how to easily play a part in conserving it.

- Reuse used plastic bags as garbage bags. OISHI has foreseen that the plastic bags that suppliers use to pack raw materials in large quantities to restaurants are plastic bags of a size and thickness that can be used as a replacement for garbage bags. The Company therefore initiated a project to change the plastic bags containing those raw materials into garbage bags since May 2022. Since delivering ingredients to restaurants requires cleanliness, safety and quality standards, OISHI has to use plastic bags to pack ingredients during transportation from different suppliers. By selecting bags that are still in good condition to be used as garbage bags in restaurants instead of discarding them.

Since the start of the project, OISHI restaurants have reduced the amount of garbage bags purchased for both sizes (25x28 inches and 36x45 inches) down to an average of 16 packs per branch per month, which is a downward trend from the period before the start of the project that used an average of 19 packs per branch per month.

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:

- Decrease the thickness of the packaging to reduce the amount of plastic used, but still maintain the quality of food delivery to consumers by reducing the thickness of:

- 2-layer rice bowl set from 42 grams to 38.3 grams
- Bento set by reducing the thickness of the tray from 0.7 mm. to 0.6 mm. and the lid from 0.5 mm. to 0.3 mm.

In addition, the SKU management of the rice bowl set has been newly separated to suit the food characteristics.

- Changed plastic bags and trays for salmon nigiri from PS Polystyrene to PP Polypropylene, which can be reused over and over again and can be 100% recyclable.
- Change the method of attaching clear scotch tape to new packaging so that customers can open it easily but still maintain the quality of the product. This method can reduce the use of scotch tape as well. The scotch tape used is made from cellulose film, which is naturally biodegradable and environmentally friendly.
- 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 500 ml. plastic bottles

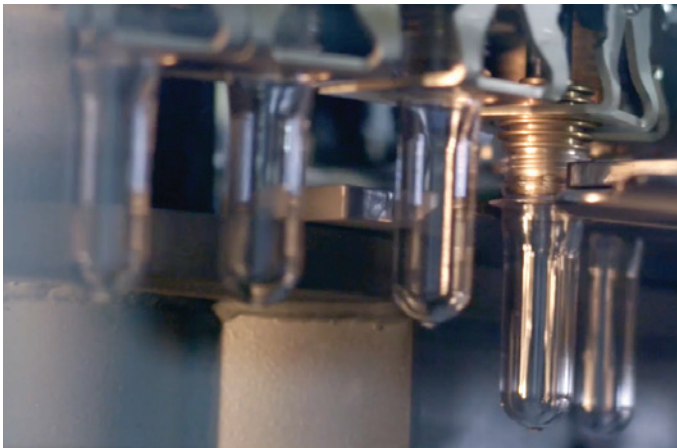
Each year, OISHI uses more than 567 million preforms per year. It consists of preforms weighing 17 grams, approximately 317 million pieces per year, or approximately 55%, and preforms weighing 18.5 grams, approximately 188 million pieces per year, or approximately 33% of the total volume of preforms. Therefore, preform weight reduction is an alternative to plastic reduction.

In 2022, after the trial project of reducing the weight of preform from 17 grams to 15.89 grams in the first quarter of 2022, the volume of lower-weight preform was 240 million pieces, which compared to its original weight, OISHI decreased the plastic usage approximately 266,636 kilograms.

As for the preform weighing 18.5 grams, which is used in blowing into 500 ml plastic bottles for packaging green tea products with aseptic systems, the Company is currently able to reduce the amount

of plastic used by about 86,516 kilograms, from approximately 4.7 million kilograms of plastic required when using the previous weight of the preform. This project has been completed and the preform weighing 18.16 grams has been used since June 2021 until now.

- **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, since 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. From the studies, it can be concluded that PET plastic labels can be used with machines without problems and have good and consistent shrinkage. The PET plastic labels are available in May 2022 starting from OISHI factory in Navanakorn Industrial Estate, Pathum Thani Province, for CAF1 and 3 production lines, and OISHI factory in Wang Muang District, Saraburi Province, for CAF2 and 4 production line respectively. The Company is also in the process of expanding its PET labeling capabilities to other flavored beverages. The goal is to completely change the use of labels to PET plastic within the fourth quarter of 2024.





- There are quite a variety of OISHI Green Tea products that use paper packaging such as UHT box type green tea products, corrugated boxes used to transport green tea units, as well as other packaging made of paper used in the factory. The Company focuses on and is aware of the selection of packaging materials from partners in terms of using recycled paper as a component in the production of packaging. This also includes the selection of partners that have been certified by the FSC, which is the global forest management organization that promotes environmentally friendly, properly managed forests, does not harm the environment, and replaces resources by reforestation of used wood. This ensures that OISHI's suppliers are also aware of environmental issues from the sourcing of raw materials to the end of the production process, and also contributes to reforestation back to nature.





- Recycling of aluminum cans (Aluminum Loop)** In 2022, OISHI Trading Co., Ltd. has joined forces with Thai Beverage Can Co., Ltd. in a project called “Can to Can Journey” The Endless Journey of Aluminum Cans to bring cans of OISHI Chakulza beverages to be 100% reused. The amount of aluminum cans of OISHI Chakulza reached 874,538 kilograms during January - July 2022. The production of aluminum cans from recycled cans can reduce energy in the can production process by up to 95% and reduce CO<sup>2</sup> emissions compared to the production of regular aluminum cans. Nowadays, OISHI Chakulza cans are marked with the Aluminum Loop logo due to renewable aluminum.

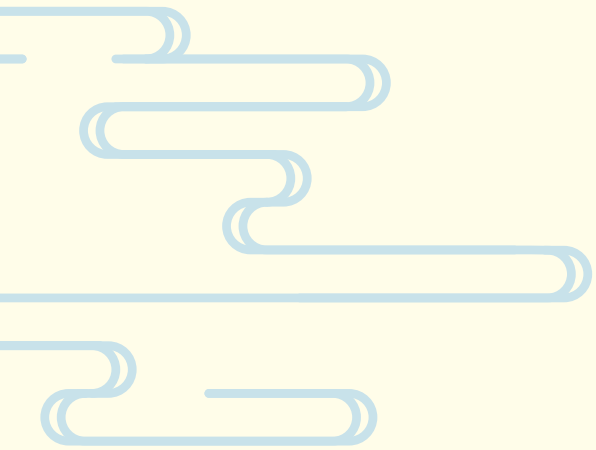
From various efforts in the field of packaging, OISHI Group Public Company Limited received a pin of honor and a certificate of leadership for sustainable responsibility from Mr. Varawut Silpa-archa, Minister of Natural Resources and Environment, as OISHI Trading Co., Ltd., the producer of OISHI Green Tea beverages, participated in the “PackBack: Taking Back the Packaging for Sustainable Days” project at the ceremony at the Queen Sirikit National Convention Center on September 29, 2022. The concept of Extended Producer Responsibility or EPR is quite important in driving the circular economy according to the BCG (Bio Economy, Circular Economy, Green Economy) economic model, which the government has announced as a national agenda to drive Thailand towards a low-carbon society in accordance with the goal of carbon neutrality, and Thailand’s goal of net zero greenhouse gas emissions. The EPR concept guides packaging management throughout the product life cycle with the principle of extending the responsibility of producers to different stages of the packaging life cycle, to achieve packaging recycling after consumption. This will reduce negative impacts on the environment and ensure sustainable development. If manufacturers can accept returns of goods or products back from consumers or buyers, it will be another key to enable Thailand to realize the Circular Economy under the coordination and integration of joint operations from all sectors.

In order to achieve the goal of zero food waste to landfill, OISHI has continuously planned to achieve a goal of no more than 2% of food waste to landfill by 2022. OISHI food business can be managed efficiently. As a result, only 0.49% of food waste was sent to landfill, which is considered to be above the target.

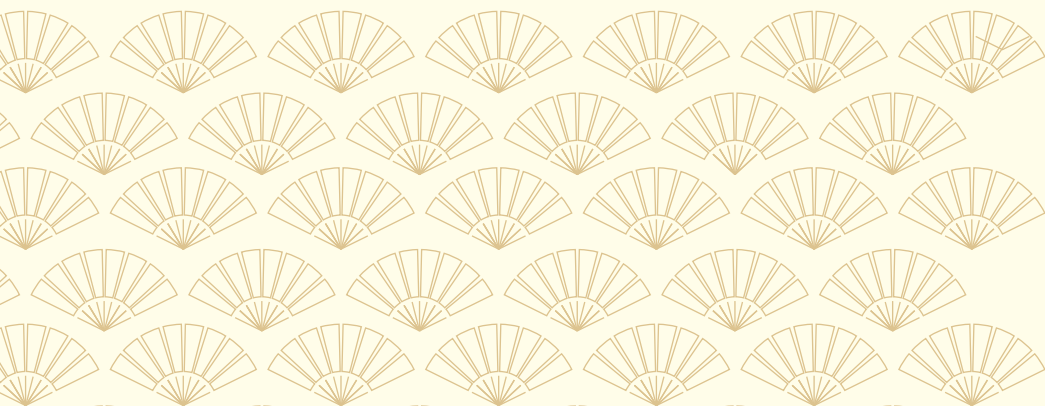
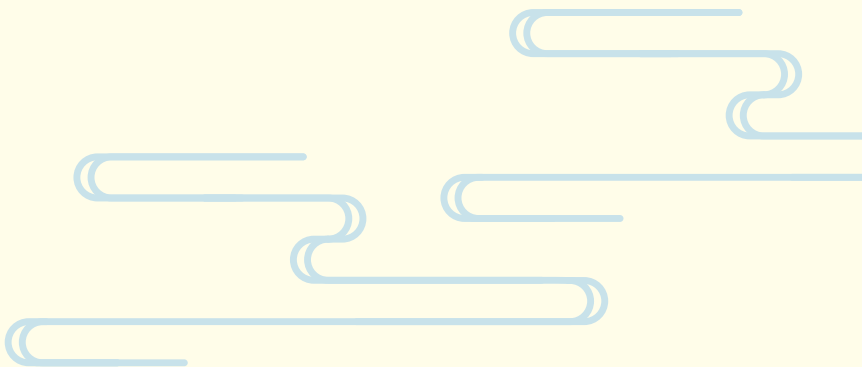
Table showing the amount of food waste

October 2021 - September 2022	Production volume (kg.)	Amount of food waste (kg.)	Amount of food waste that have been utilized (kg.)	Amount of food waste sent to landfill (kg.)	As a percentage of food waste sent to landfill
OISHI Food Service Factory (Central Kitchen), Ban Bueng District, Chonburi Province	11,448,848.00	437,846	437,846	0	0.00%
All restaurants in the OISHI chain	16,929,808.29	247,623.60	165,066.96	82,556.67	0.49%*

\* Amount of food waste that has been utilized is included the volume of restaurants’ used oil which was recycled effectively.



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# Social

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Since business is part of society, business operations must interact with relevant society, including stakeholders and the general public. In OISHI's business operations, in addition to producing good quality products, we also take into account the responsibility toward society and all stakeholders. This is to drive society to be strong which will result in strong business and sustainable growth in parallel.

## 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.
- Demand 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.

OISHI has also established guidelines for managing human rights throughout the entire value chain as follows:

- Respect human rights by treating all parts of the business equally.
- Proactively operate on human rights issues through the Human Rights Due Diligence Process on a continuous basis.
- Responsible and committed to instilling in every part of the organization respect for the human rights of all sectors, especially stakeholders of the Company, as well as supervising the Company's business not to be involved in human rights violations.
- Educate, train and support employees, suppliers and customers to strictly respect the human rights of stakeholders in their business.



## 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. Safe Service

Due to the situation of the COVID-19 pandemic that continues through 2022, which became concerns for customers, OISHI has adjusted the model of services to suit the situation to create confidence and safety for customers and OISHI's employees 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 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.



## 2. Quality and Worthwhileness of Products and Services

Both OISHI's Beverage and Food Factories have received the production standards and quality control standards, such as ISO9001: 2015, ISO14001: 2015, ISO22000: 2018, FSSC22000, GHPs, HACCP, Global Standard for Food Safety. These standards are in line with OISHI's production process objective to be clean, safe and standardized.

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 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.

## Providing Modern and Convenient Services

- Increase access to customers and facilitate with OISHI Food Truck :** Mobile food trucks that combine different brands in the OISHI group to reach customers more easily, conveniently, quickly and move according to the changing situation. OISHI Food Truck stops for service at various points in Bangkok, its vicinity, and major provinces. There are a variety of menu items such as salmon bento set, mackerel rice, fried gyoza, etc.
- Launched "OISHI BIZTORO", an easy delicious alternative in modern Japanese style,** responding to customers in terms of price and value to places that are easier to access and more convenient, such as gas stations and community malls. Under the concept "An easy delicious alternative in modern Japanese style", OISHI BIZTORO serves new generations who want convenience, delicious, and quick meals and most importantly, offer a variety of menus at affordable prices and can be eaten often.



### Develop and expand sales channels for home delivery

- Add an online food ordering system WWW.OISHIDELIVERY.COM to make it more convenient to order food from Japanese restaurants in the OISHI chain, including OISHI Grand, OISHI Eaterium, OISHI Buffet, Nikuya, Shabushi, Hou Yuu, OISHI Ramen, Kakashi and OISHI Kitchen.
- The online food ordering system has been made in conjunction with WWW.SHOPTEENEE.COM, an online product and food distribution website of the ThaiBev food business group to increase distribution channels of products, as well as food and beverages under the OISHI group through this channel.
- Japanese restaurants in the OISHI chain join forces with Shopee Food, a food delivery application, as an additional alternative to previously opened business partners, to provide food ordering services for the group's Japanese restaurants, namely OISHI Grand, OISHI Eaterium, OISHI Buffet, OISHI Ramen, Kakashi, Hou Yuu and OISHI Kitchen.
- Adding premium Japanese food delivery formats and channels to facilitate and meet the needs of customers who like a variety of premium Japanese menus, emphasizing serving in a full course, both savory and sweet, and with many price levels to choose from. Customers can order from OISHI Grand and OISHI Eaterium via the Hungry Hub website and application.

### 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. Products that received Healthier Choice Logo are included: OISHI Gold, OISHI Green Tea Original Flavor, OISHI Green Tea Genmai Flavor, OISHI Green Tea Plus C Orange Flavor with Nata De Coco, OISHI Green Tea Watermelon Flavor, OISHI Green Tea Apple Honey Flavor No Sugar and OISHI Chakulza Kyoho Grape Flavor.



#### 4. Marketing Communications and Customer Privacy

OISHI Food Business Group cooperates with CMKL University, a university formed by a collaboration 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 every channel to analyze and create sales strategies to satisfy the target group in each group. The main objective is to maintain the existing customer base and expand the base to create new customers through the delivery of privileges with personalized marketing strategies through the form of displaying messages on the customer's mobile phone (Push Notification) to members of the BevFood application and/or e-Coupon. The special privileges can be sent to all member bases or to specific individuals/groups that match the target group of each marketing promotion, along with setting rights and usage periods, according to the consent of customers. There is also a system to monitor the acceptance of promotional activities in order to analyze data to develop various activities in order to achieve higher utilization rates and satisfaction. At the same time, there is a centralized database system to support the Personal Data Protection Act (PDPA) where customer information will be kept confidential and not disclosed to outsiders and unrelated persons, and do not use the customer's personal information in a way that is inappropriate or not beneficial to the consumer.

In addition, customers participating in activities with OISHI Green Tea through the OISHI Club application that collect points to win various prizes, will also receive the protection of personal information as well according to the law.

#### 5 Satisfaction Surveys and Receiving Feedback from Customers

The label of OISHI Green Tea products contains the call center number for any complaints/suggestions and further information on the products, as well as the Company's website and social media channels.

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. The company's sustainability goals are stated to continue to monitor and review customer satisfaction on an annual basis, surveying through sales operations on a monthly basis to ensure that it maintains a customer satisfaction score of more than 90 percent.



## 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, and has set a goal for the health and safety of consumers that by 2030, 80% of sales in the non-alcoholic beverage business will come from healthy beverages, and 75% of non-alcoholic beverage products must be certified as “Healthier Choice” products with the following actions:

### 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.



### 2. Research and Development for Good Health and Nutrition

- World-class standard production system and machinery to ensure its quality and safety in all of OISHI's beverages and food factories.
- OISHI Green Tea products aim to be healthy products for consumers, which many products have received Healthier Choice Logo, such as OISHI Gold products.
- OISHI restaurants have created food menus that take into account good nutritional benefits. It is a healthy alternative food group that can control the amount of nutrients in order to be a healthy choice for consumers and to gain the certification of the “Healthier Choice Logo” from the Institute of Nutrition in the future.
- Choose raw materials for cooking that do not contain trans fats.
- Communicate nutrient and nutritional information



to create awareness of healthy products to consumers through GDA labeling, Nutrition Table, nutrient benefits, and Healthier Choice Logo.

- Choose plastics for packaging that are in direct contact with food that comply with specific packaging legislation, such as plastics according to MOPH 295/2548.
- Use natural cleaning products to clean the restaurant, including kitchen equipment cleaners, floor cleaners, hand soaps, disinfectant sprays, air-circulation system cleaners, to ensure the safety of users who use the service. This is because it is a natural extract that is effective in cleaning and disinfecting well, environmentally friendly and without residue that is harmful to health. In 2022, the cleaning solution was used at 47 OISHI chain restaurants in Bangkok and its vicinity, comprising 33 OISHI Ramen restaurants and 14 Kakashi restaurants. In addition, cleaning manuals are also available in QR Code format to reduce paper consumption.
- 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.



### 3. 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 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 Factories received the ISO 14001:2015 certification for environmental management system from SGS (Thailand) CO., LTD.
- OISHI TRADING CO., LTD.'s Navanakorn and Wang Muang Factories 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 Factories 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 2017-2019) from the Food and Drug Administration.
- OISHI TRADING CO., LTD.'s Navanakorn and Wang Muang Factories 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 2021 (Gold level) from the Ministry of Labor as its 4th consecutive year.
- OISHI Trading Co., Ltd.'s Amata Nakorn factory has been certified for normal temperature production processes, GHP and HACCP systems from SGS (Thailand) for the production of various bottled sauces.

**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 GHP 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 GHP 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 2022 as a brand that is reliable and the number 1 green tea brand in consumers' hearts in the ready-to-drink tea category for 11 consecutive years (2012-2022) 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.

#### 4. 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 :

##### 4.1 Sugar Reduction

OISHI Green Tea drinks have reduced its sugar content, 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. The latest healthy products are:

- **OISHI Honey Lemon Green Tea 0% Sugar:** OISHI Honey Lemon Green Tea is a very popular and familiar flavor that customers have been familiar with for a long time. Therefore, OISHI has developed a new alternative product that is healthier, OISHI Green Tea, Honey Lemon, 0% sugar, responding to the trend of health-conscious consumers and those who are concerned about sugar consumption. The product features a delicious, refreshing and healthier taste without sugar, so customers can drink it often without having to worry about sugar. OISHI Green Tea Honey Lemon 0% sugar is made from high quality young tea leaves and is rich in the benefits of catechins. It has the unique scent of real Hyakkamitsu honey from Japan, perfectly matched with the sourness of a fine lemon. Most importantly, there are catechins from quality tea leaves that help fight free radicals, enhance immunity and slow down the deterioration of the body.
- **OISHI Green Tea Original Flavor with 0% Sugar** provides refreshing deliciousness without sugar with a familiar taste. It allows consumers to easily take care of themselves with a bottle full of benefits, both quality catechins from quality tea leaves that help fight free radicals and boost immunity, good for health guaranteed by the Healthier Choice mark. Health consumers can be confident.



- **OISHI Gold Wakoucha:** A rare and short-lived premium grade Japanese tea, selected only the youngest tea leaves that have been completely naturally fermented, giving a unique aroma and flavor that is intense and deep smooth, and easy to drink. The product has less sugar. It contains ‘Theaflavins’ that stimulate fat burning and contains fiber that increases waste in the digestive tract, thereby stimulating the excretion. OISHI Gold Wakoucha comes in two flavors: Lemon Delight formula, which is sour, less sweet, and low in calories, and Sugar Free formula.
- **OISHI Chakulza Kyoho Grape Flavor:** Green Tea Soda adds a delicious, fizzy, aromatic, from Kyoho Grape scent without worrying about sugar, guaranteed by receiving the Healthier Choice logo.

Products that have received the “Healthier Choice” certification include: OISHI Green Tea Original Flavor, OISHI Green Tea Japanese Rice Flavor, OISHI Gold Gyokuro Green Tea No Sugar and Delight Formula, OISHI Green Tea Gold Genmaicha Sugar Free and Delight Formula, OISHI Gold Kabusecha Green Tea Sugar Free and Delight Formula, OISHI Gold Sencha Green Tea with Matcha Sugar Free and Delight Formula, OISHI Gold Wakocha, OISHI Green Tea Plus C Orange Flavor with Coconut Jelly, OISHI Green Tea Watermelon Flavor, OISHI Green Tea Honey Apple Flavor Sugar Free formula, and OISHI Green Tea, Chakulza, Kyoho Grape Flavor.



#### 4.2 Sodium reduction

OISHI EATO ready-to-eat food products, including gyoza, miso soup and gyoza, sukiyaki soup, have been reduced in sodium content from the original recipe. In addition, the company also invented and developed ready-to-eat recipes for the bento group (ready-to-eat ramen) to be free from MSG and preservatives, and ready to expand to other products in the future.

#### 4.3 Increase nutrients and nutritional value

- **OISHI Plus C Green Tea** responds to the new lifestyle and health trend by adding 200% vitamin C benefits, which is the same amount as other vitamin C-containing beverages available in the market. Vitamin C strengthens the immune system while green tea provides antioxidants with the delicious and fun flavor of coconut jelly. OISHI Plus C Green Tea comes in 2 flavors: Kyoho grape flavored green tea mixed with coconut jelly and vitamin C, and orange green tea mixed with coconut jelly and vitamin C.
- **OISHI Gold Genmaicha Green Tea High Vitamin B1, B6 and B12:** Japanese roasted rice tea that combines the benefits of Japanese roasted rice tea and B vitamins, which contributes to the normal functioning of the nervous system and brain along with the benefits of stress relief from L-Theanine benefits found in green tea. OISHI Gold Genmaicha Green Tea comes in 2 flavors: No sugar and Delight (less sweet).
- **Plant-Based Protein:** OISHI has developed a healthy menu made from Plant-Based Protein

such as golden peas, soybeans (Non-GMO), shiitake mushrooms and high-protein rice, to serve customers during the Vegetarian Festival, such as the Vegetarian Basil Stir-Fried Ramen menu sold at OISHI Ramen.

- **Special Menu that used ZEA Tuna Essence Soup** as ingredients in the ZEA Tuna Essence Soup menu, Yuzu and Zaru Ramen, and Tempura, which are special menu available at OISHI Ramen only during August – September 2022.
- **Cereal Sandwiches:** OISHI EATO continues to create a range of healthy products, especially cereal sandwiches, such as wheat, barley, soybean, malt, including Smoked Chicken Breast Sandwich with BBQ Sauce; Tuna Sandwich with Sweet Egg and Nori Seaweed; Smoked Chicken Breast Cereal Sandwich with Whey Egg Salad; Chicken Breast Tonkatsu Mixed Grain Sandwich; and Tuna Wasabi Mayo Mixed Grain Sandwich. These healthy products provide a full range of benefits from multigrain sandwich bread (produced from a wide range of specially selected grains, wheat, barley and soybeans). They come to the latest products, including Japanese-style sauce chicken breast mixed grain sandwich, that comes with a dense filling of tender chicken breast mixed with a unique Japanese style sauce, which is suitable for morning or snack during the day.

#### 4.4 Trans Fat Avoidance

OISHI selects and uses ingredients without trans fat in all food production.

## 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:

#### 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.
- As for factories, in 2022, all 4 factories had a total of 15 work-related accidents resulting in lost time. OISHI therefore sets measures to prevent such accidents, such as reviewing and defining safer work measures and procedures by assessing risks and reviewing existing measures.
- 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.

## 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 if risks remain despite corrective action, 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.
- The Company subsidizes outpatient medical expenses (OPD) in addition to the social security subsidy that the company legally pays. This also includes accident insurance and inpatient illness insurance (IPD) for all employees.

## 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 room, 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.





#### 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 affects 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.

## 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 2022, 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.
- Determine the form of training and development of personnel by using technology and digital systems, together with the development of a variety of courses. The programs are designed in line with the organization's goals, individual development plans. (IDP) and a plan to upgrade knowledge and skills according to the competency of each professional field (Functional Competency) through the management of mixed learning in various forms such as Virtual Training, Hybrid Training and Classroom Training by internal speakers and external experts. This also includes learning from online courses (E-training) through partnerships with relevant educational institutions or agencies. However, under the support of Thai Beverage Public Company Limited and the cooperation of affiliated companies, an online learning system (LMS: Learning Management System) has been jointly developed to be a channel and online learning resources to cover even more employees.



## 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.

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

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

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

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

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

## 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 2022 include:

### “Clean Drinking Water” Project – 5<sup>th</sup> Year

OISHI runs the “Clean Drinking Water” Project for the 5<sup>th</sup> 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. By helping schools that are facing a shortage of clean drinking water by sending a team of engineers and quality assurance departments with expertise to the area to survey problems and install clean drinking water systems. They consist of standardized RO water purifiers, water pumps, large water tanks and water coolers, and provide training on how to use, clean and maintain them for personnel in charge. The Company also inspects the water quality to meet the standards regularly so that students and school personnel have access to clean, hygienic drinking water continuously.

In 2022, OISHI went to improve the drinking water system to be clean and meet the sanitary standards for Special Education Center, Educational Area 12, Chonburi Province, which is a school for children with all types of physical disabilities, located in the area close to OISHI Ban Bueng Central Kitchen, Nong Chak Subdistrict, Ban Bueng District, Chonburi Province. Organizing this project has resulted in approximately 450 students and school personnel benefiting, which is another project that OISHI has joined forces to develop a sustainable quality of life for the community.



### “Clean Drinking Water” Project Overview



Participating schools	Number of students - personnel who benefit (person)
Ban Manee Chot Samakkee School, Wang Muang District, Saraburi Province	400
Wat Phuet Nimit School (Navanakorn Industrial Zone), Khlong Luang District, Pathum Thani Province	450
Ban Nong Chak School, Ban Bueng District, Chonburi Province	500
Wat Samnak Bok School (Amata Nakorn Industrial Zone), Mueang District, Chonburi Province	250
Special Education Center, Educational Area 12, Ban Bueng District, Chonburi Province	450
Total 2,050	



### Supporting the Mulberry Lemon Green Tea innovation project to turn Mulberry milk tea for Ban Nong Chak School (Prayoch Buppakaree Uthit).

OISHI Food Service Co., Ltd., which is a food factory, has sent a team of personnel with expertise in product and packaging development as speakers to share knowledge on “Food preservation and use of packaging” with 60 students and 10 teachers at Ban Nong Chak School (Prayoch Buppakaree Uthit), Nong Chak Subdistrict, Ban Bueng District, Chonburi Province, which is a school that is close to the factory area. The objective is to allow students and teachers to apply the knowledge to develop various food products of the school cooperative to have a higher quality. This is another activity that OISHI is committed to and works together to develop and promote strength and sustainability with the community on an ongoing basis.



### “Scholarship for Employees’ Children” Project

Reinforcing our commitment of being a good corporate citizen through supporting and promoting education for children and youth with the “Scholarships for Employees’ Children” project, which has reached its 15<sup>th</sup> year. This year’s highlight, OISHI had the opportunity to participate in the funding ceremony with Thai Beverage Public Company Limited through organizing a hybrid event on Zoom Webinar (live broadcast to more than 1,200 employees and children across the country) and on ground activities bringing children and children of employees who receive scholarships to attend the event at the Queen Sirikit National Convention Center. For 14 years from 2008 to the present, OISHI has continuously created educational opportunities for employees’ children at all levels, realizing the importance of promoting education for employees’ children with good grades and behaviors, and also relieving the burden of expenses for parents who are employees of the Company. In 2022, 133 scholarships have been awarded, worth more than 800,000 baht, consisting of 65 primary school scholarships, 29 junior high school scholarships, 24 scholarships at the high school level and vocational certificate, 6 scholarships for advanced vocational certificates, and 9 scholarships for bachelor’s degree.



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

OISHI restaurants have joined the Food Conservation Project of the Scholars of Sustainance Foundation (SOS Thailand) with the aim of helping to reduce environmental problems by reducing food waste and not turning food into waste. This is because organic wastes cause global warming, which is a serious problem in the world today, as well as helping to share food with those in need in society. Currently, there are 4 OISHI restaurants participating in the project: Shabushi, OISHI Buffet, Nikuya and OISHI Eaterium, totaling 24 branches in Bangkok, its vicinity and Chiang Mai. As for the operation model, the restaurant will bring food left over from use, which is food that can still be eaten or cooked, such as meat, seafood, crab sticks, meatballs, vegetables, fruits and fried food, to be properly stored under the supervision of OISHI Quality Assurance (QA) to help keep the food quality and safe for consumption. After that, the food will be donated to the SOS Thailand Foundation, which is a center for delivering food to communities in need, such as Wat Ruak Bangkok Noi Community, Khlong Toei Railway Junction, Mercy Center Khlong Toei, Pathum Homeless Community, etc.

### Supporting the 22<sup>nd</sup> “ThaiBev Unites to Fight the Cold” project

OISHI, under the “Give” project, supports the “ThaiBev Unites to Fight the Cold 22” project where Thai Beverage Public Company Limited has passed on green blankets, while OISHI has supported Green Tea drinks to be given to cold victims in remote areas in the north and northeast, including 15 provinces, which are: Ubon Ratchathani, Amnat Charoen, Roi Et, Yasothon, Sisaket, Surin, Buriram, Nakhon Ratchasima, Uttaradit, Kamphaeng Phet, Lampang, Lamphun, Mae Hong Son, Chiang Rai and Chiang Mai.



### Supporting the “December 5<sup>th</sup>, Doing Good for Father, Following the Royal Wisdom in the Reign of King Rama IX” activity

OISHI supports green tea drinks for the “December 5<sup>th</sup>, Doing Good for Father, Following the Royal Wisdom in the Reign of King Rama IX” organized by Green Life Plus magazine with the objective of preserving the natural environment and instilling consciousness in Thai people to be aware of environmental preservation. There were approximately 450 people participating in the activity on December 5, 2021.



### Supporting forest planting activities

OISHI Wang Muang Factory, Saraburi Province, participated in the forest planting activity in honor of Her Majesty Queen Sirikit the Queen Mother and on the auspicious occasion of the Queen Mother's 90<sup>th</sup> Birthday Anniversary under the project, namely “Nuay Bumbudtuk, Bumrungsuk... Srang Roi Yim Hai Kub Prachachon” (Cure Suffering, Bring Happiness Unit... Make People Smile) organized by Salaengphan Sub-district Municipality, Wang Muang District, Saraburi Province. OISHI provided green tea drinks to 100 participants, along with volunteer representatives from OISHI Wang Muang Factory to join the forest planting activity held at Phai Charoen Community Forest, Salaengphan Subdistrict, Wang Muang District, Saraburi Province on August 24, 2022.



### Support snacks and beverages for COVID-19 patients

OISHI takes part in caring for communities affected by the COVID-19 outbreak, especially those in the neighborhood of the factory by donating OISHI Green Tea drinks and OISHI EATO sandwiches to the COVID-19 patient waiting center of Nong Chak Subdistrict and Nong Irun Subdistrict, Ban Bueng District, Chonburi Province, with a total of approximately 200 patients, with employees from the Central Kitchen of OISHI being the delivery representative on February 12, 2022.



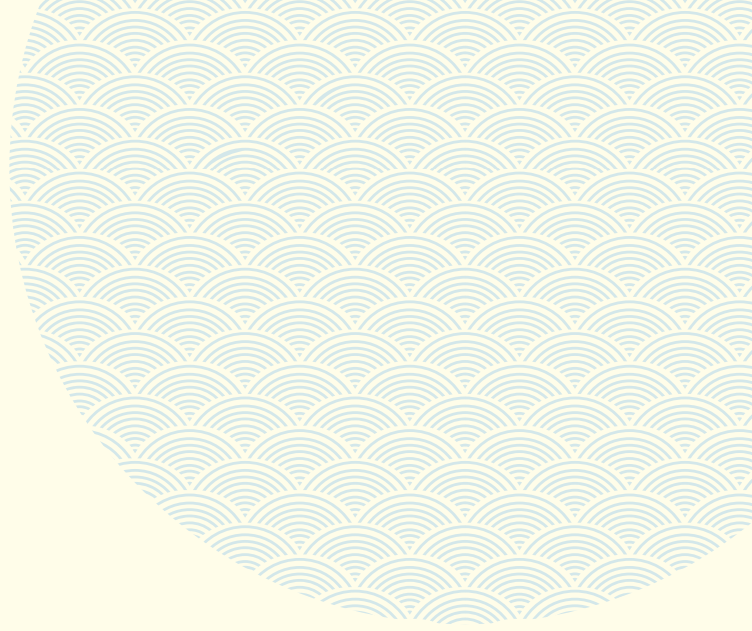
### Supporting the "Giving Life, Forwarding the Future for the Underprivileged and Poor Patients" project

OISHI supports Green Tea drinks to the St. Camillo Foundation of Thailand, which has 12 agencies that help care for people with various health needs, under the "Giving Life, Forwarding the Future for the Underprivileged and Poor Patients" project. The project is to help 3 groups of underprivileged people under the care of the foundation, namely the elderly group, the disabled-orphan group, and the HIV-infected youth group, totaling about 554 people. The company delivered the drink on July 1, 2022.

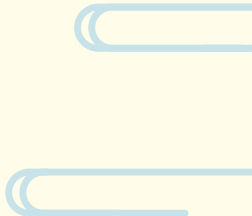
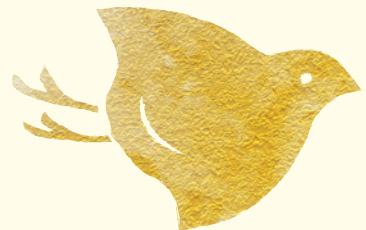
### Overview of OISHI Food and Beverage Product Support

Project	Amount – Product		Amount – Product	
	Green Tea	Value (Baht)	Sandwich	Value (Baht)
Supporting the "ThaiBev Unites to Fight the Cold 22" project	100	36,000	-	-
Supporting the "December 5th, Doing Good for Father, Following the Royal Wisdom in the Reign of King Rama IX" activity	30	14,400	-	-
Supporting forest planting activities	10	2,400	-	-
Supporting snacks and beverages for COVID-19 patients	10	24,00	100	2,600
Supporting the "Giving Life, Forwarding the Future for the Underprivileged and Poor Patients" project	30	14,400	-	-
<b>Total</b>	<b>180 boxes</b>		<b>100 pieces</b>	

**Total Value 72,200 baht**



# コーポレート ガバナンス



# Governance

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OISHI adheres to operating within the framework of business ethics with an efficient management system that is transparent and verifiable, along with conducting business with honesty, responsibility and fairness. This is to build confidence among shareholders and all stakeholders, as well as to promote the Company's ability to compete internationally and perform well with regard to long-term impact that meets the expectations of businesses, investors, as well as the capital market and society as a whole. In this regard, the Board of Directors has established a code of conduct in writing for all directors, executives and employees to acknowledge and understand the standards of conduct and adhere to as the core principles in their work operations, both treatment of the Company, shareholders, partners, the public, and treatment of Company employees, both at the level of supervisors and subordinates, and colleagues. The Company will review and improve the code of conduct to be in line with the changes.

## 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

- 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

- 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

- 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.
- OISHI participated in the “PackBack: Taking Back the Packaging for Sustainable Days” project of the Ministry of Natural Resources and Environment’s Pollution Control Department, and Thailand Institute of Packaging and Recycling Management for Sustainable Environment (TIPMSE), which uses the concept of Extended Producer Responsibility or EPR in driving the circular economy according to the BCG (Bio Economy, Circular Economy, Green Economy) economic model. The EPR concept guides packaging management throughout the product life cycle with the principle of extending the

responsibility of producers to different stages of the packaging life cycle, to achieve packaging recycling after consumption. This will reduce negative impacts on the environment and ensure sustainable development. If manufacturers can accept returns of goods or products back from consumers or buyers, it will be another key to enable Thailand to realize the Circular Economy under the coordination and integration of joint operations from all sectors and drive Net Zero Emission goal that the government has set.

#### 4. Marketing and Sales

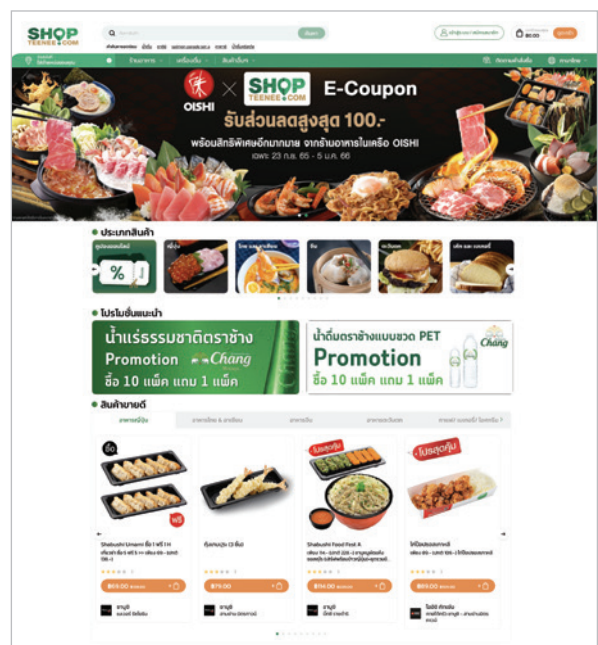
- Strategic plans have been adjusted in accordance with the current situation and to accommodate the changing consumer behavior from the COVID-19 crisis in order to maintain market leadership and create growth.
- Expand service coverage, for example, increasing the variety of food menus by using the 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

- 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.
- The label of OISHI Green Tea products contains call center number for any complaints/ suggestions and further information of the products, as well as the Company's website and social media channels.
- 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.

## 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 2022 (CGR) rated OISHI Group "EXCELLENT" for the fifth consecutive year. The Thai Institute of Directors (IOD) carried out the assessment.

## 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.

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

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

This will result in

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

## Anti-Corruption

OISHI has a clear policy against corruption, whether bribery or corruption, by engaging with various anti-corruption agencies as appropriate. At the same time, the Company has also determined that all directors, executives and employees must not participate in corruption, giving or accepting bribes from public and private officials both directly and indirectly in order to obtain or maintain a business or competitive advantage. The use of donations and charitable contributions to support corruption is also strictly prohibited. The Company also provides opportunities for employees to report clues of fraudulent acts. This is to make all employees aware of the importance and adhere to honesty, do not act with negligence or lack of duty, which will open up opportunities and facilitate the act of misconduct that may result in serious impact and damage to the Company.

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](http://www.oishigroup.com)

Email : [AuditCommittee@Oishigroup.com](mailto: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.

## 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 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 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.

- **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.

- **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.

- **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.

## 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.

OISHI also set a goal for supply chain management according to Thai Beverage Public Company Limited, which is to assess 100% of its direct selling partners regularly by 2025, and increasing the number of partners conducting online assessments. The Company also sources 100% of its essential agricultural raw materials responsibly (such as malt and hops, sugar, broken rice, tea leaves and palm oil). By 2030, 100% of the Company's strategic suppliers are required to have a Code of Conduct established and enforced for their partners, and 100% of the Company's suppliers are subject to an independent sustainability risk assessment and audit.

- **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.

- **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 incooperating 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 2020-2022, 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.



## 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.

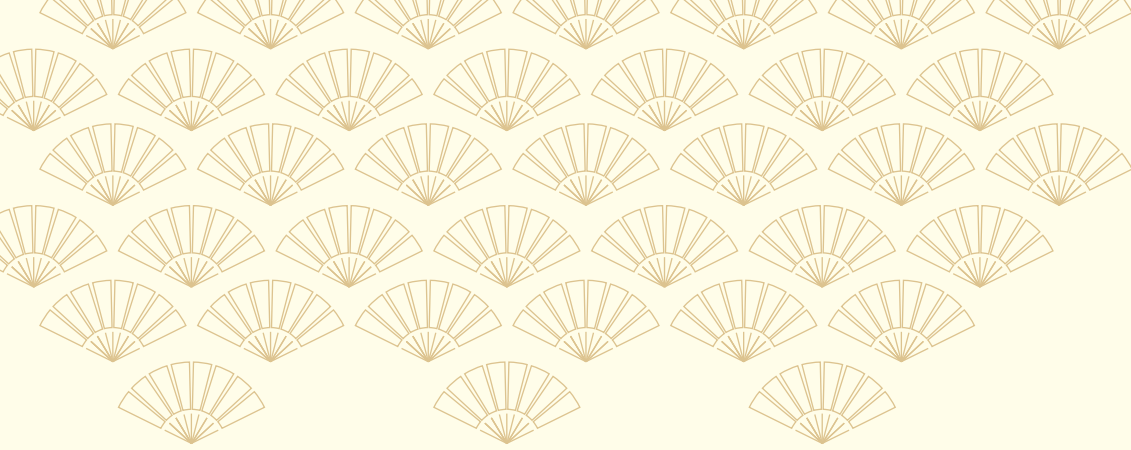
## Stakeholder Engagement

OISHI has created guidelines for appropriate stakeholder engagement that emphasize the promotion of creative engagement through various activities and communication channels. Demands, opinions, concerns, and suggestions may be voiced through these channels. For each stakeholder group, the frequency of communication varies by operation. The feedback is useful in determining the strategy, direction, plans, and guidelines for future business sustainability development and for the prevention of risks or impacts from business operations.

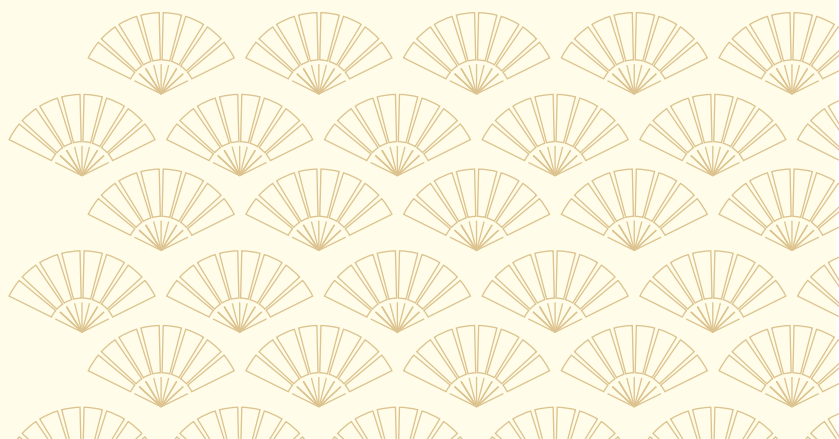
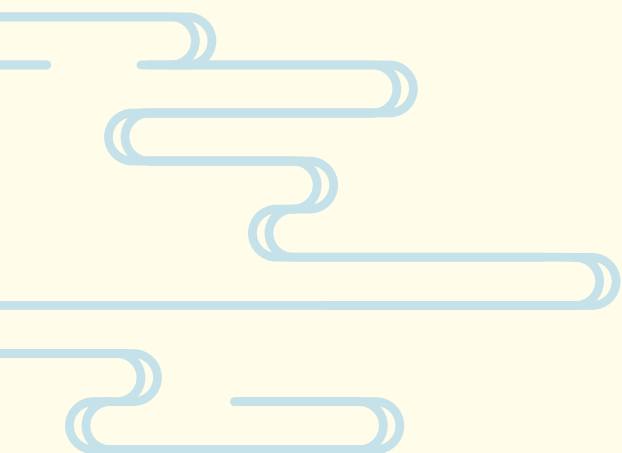
Stakeholder	Stakeholder's Expectation	Response to Stakeholder's Expectation
<b>Employees</b>	<ul style="list-style-type: none"> <li>• Compensation, benefit and welfare</li> <li>• Career stability</li> <li>• Opportunities for advancement in the field</li> <li>• Work safety and occupational health</li> <li>• Promotion of learning and potential development</li> <li>• Respect of human rights</li> </ul>	<ul style="list-style-type: none"> <li>• Evaluate the compensation and benefits given to employees fairly on an annual basis</li> <li>• Motivate and retain talented employees</li> <li>• Add courses to develop potential of employees in various fields</li> <li>• Take care of safety and good hygiene at work</li> </ul>
<b>Suppliers</b>	<ul style="list-style-type: none"> <li>• Flexible and continuity in business operations</li> <li>• Executive vision and business guidelines</li> <li>• Guidelines for partners</li> <li>• Procurement process, which is convenient, fast, accurate, transparent, fair, and nondiscriminatory</li> <li>• Maintaining quality standards, delivery, services, and sustainability of business partners</li> <li>• Collaboration between the Company and business partners in risk management throughout the supply chain</li> <li>• Development of partner potential</li> </ul>	<ul style="list-style-type: none"> <li>• Organizing meetings with partners</li> <li>• Risk assessment on business continuity</li> <li>• Initiating sustainable development projects in various dimensions with partners</li> <li>• Support, share knowledge and develop partners' potential</li> </ul>

Stakeholder	Stakeholder's Expectation	Response to Stakeholder's Expectation
<b>Customers</b>	<ul style="list-style-type: none"> <li>• Consumer safety in consuming products</li> <li>• Clarity of business policy</li> <li>• Business transparency</li> <li>• Responsibility for consumer consumption</li> <li>• Building partnerships and networks to create value for society</li> <li>• Flexible trading operations that meet the needs of market conditions</li> </ul>	<ul style="list-style-type: none"> <li>• Business development activities through sharing knowledge and opinions between OISHI and customers</li> <li>• Factory visit activity</li> <li>• Survey on customer engagement as a stakeholder</li> <li>• Customer relationship management</li> </ul>
<b>Consumers</b>	<ul style="list-style-type: none"> <li>• Product quality and safety</li> <li>• Service before and after-sales</li> <li>• Responsibility for consumer consumption</li> <li>• Fair and reasonable product prices</li> <li>• Ability to respond to consumer demand and market conditions</li> <li>• Clarity of business policies</li> <li>• Business transparency</li> <li>• Responsibility on environmental management</li> <li>• Environmentally friendly products</li> <li>• Creating projects that are beneficial to society</li> </ul>	<ul style="list-style-type: none"> <li>• Continuous development of innovative products and services</li> <li>• Conducting business with transparency and ethics</li> <li>• Efficient environmental management</li> <li>• Creating projects that are beneficial to community and society</li> </ul>
<b>Investors</b>	<ul style="list-style-type: none"> <li>• Company performance</li> <li>• OISHI business information</li> <li>• Goals and vision of the Company</li> <li>• Business transparency</li> <li>• Environmentally and socially responsible operations</li> <li>• Providing transparent business information</li> </ul>	<ul style="list-style-type: none"> <li>• Annual shareholders meeting</li> <li>• Quarterly analyst meeting</li> <li>• Participating in annual activities to meet individual investors with the Stock Exchange of Thailand (Opportunity Day)</li> <li>• Factory visit</li> </ul>

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



# パフォーマンス の概要



# Performance Summary

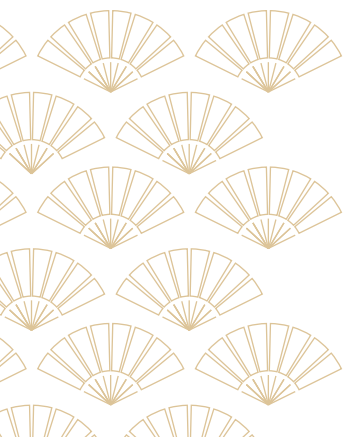
Economic Performance						
Indicators	Performance	Unit	2019	2020	2021	2022

## GRI201-1 Economic Performance

Total Revenue	Million Baht	13,757	11,366	9,896	12,802
Annual Dividend	Million Baht	563	735	465	375
Cost of Sales	Million Baht	12,433	10,352	9,368	11,431
Employee Expenses	Million Baht	2,008	1,735	1,475	1,653

## GRI204-1 Procurement

Procurement from local suppliers					
Total (number of suppliers)	Percent	99	99	99	99
Total (purchase value)	Percent	95	99	99	99
Non-Alcoholic beverages (number of suppliers)	Percent	99	99	99	99
Non-Alcoholic beverages (purchase value)	Percent	95	99	99	99
Food (number of suppliers)	Percent	99	99	99	99
Food (purchase value)	Percent	99	99	99	99



## Environmental Performance

Indicators	Material Aspects	Unit	2019	2020	2021	2022
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## GRI302-1 Energy consumption within the organization

Total energy consumption within the organization	MJ	494,557,810	514,853,186	503,596,354	492,845,604
Total fuel consumption within the organization from non-renewable sources	MJ	180,140,294	188,551,859	193,217,169	152,501,715
• Fuel oil	MJ	117,735,700	128,472,000	113,928,000	110,292,000
• Natural gas	MJ	19,089,673	8,828,762	9,499,832	2,313,555
• Reused oil	MJ	-	-	-	-
• Gasoline	MJ	421,598	392,153	794,013	782,388
• Diesel	MJ	6,217,914	5,251,736	9,477,195	4,413,331
• Bituminous Coal	MJ	-	-	-	-
• LPG	MJ	36,675,409	45,607,208	59,518,130	34,700,441
Electricity and steam purchased for consumption	MJ	314,417,516	326,301,327	303,104,473	331,505,695
• Electricity consumption	MJ	223,030,026	222,924,506	202,687,423	220,959,972
• Steam consumption	MJ	91,387,490	103,376,820	100,417,050	110,545,723
Self-generated electricity from renewable sources	MJ	0	0	7,274,712	8,838,193
• Solar energy	MJ	0	0	7,274,712	8,838,193
Energy intensity (Beverage)	MJ/ hL	130.44	141.05	159.70	128.26
Energy intensity (Food)	MJ/ kg	7.42	9.17	10.16	7.07

## Environmental Performance

Indicators	Material Aspects	Unit	2019	2020	2021	2022
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## GRI303-3 Water Withdrawal

Water Withdrawal	Megaliters	2,067.88	2,163	2,082	2,717.34
• Surface water (Freshwater $\leq 1,000$ mg/L Total Dissolved Solids)	Megaliters	744.55	812.35	775.09	1,384.39
• Third-party water (Freshwater $\leq 1,000$ mg/L Total Dissolved Solids)	Megaliters	1,322.13	1,350.15	1,306.65	1,333.46

## GRI303-4 Water Discharge

Total volume of water discharge	Megaliters	974.35	844.93	829.75	876.39
• Surface water	Megaliters				
• Ground water	Megaliters				
• Seawater	Megaliters				
• Third-party water	Megaliters	974	844.93	829.75	876.39

## GRI303-5 Water Consumption

Total water consumption	Megaliters	1,093	1,318	1,252	1,841
Total water consumption in water stressed areas	Megaliters				
Change in water storage (8) indicates negative change	Megaliters				
Water Intensity					
Water intensity (Beverage)	hL/ hL	2.69	3.54	3.82	4.95
Water intensity (Food)	hL/ kg	0.22	0.26	0.31	0.22

## Environmental Performance

Indicators	Material Aspects	Unit	2019	2020	2021	2022
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## GRI305-1 Direct (Scope 1) GHG emissions

Direct (Scope 1) GHG emissions	Metric tons CO2e	12,737	13,486	13,271	10,905
Gross direct (Scope 1) GHG emissions	Metric tons CO2e	12,737	13,486	13,271	10,905
Biogenic CO2 emissions	Metric tons CO2e				

## GRI305-2 Energy indirect (Scope 2) GHG emissions

Energy indirect (Scope 2) GHG emissions	Metric tons CO2e	46,628	48,125	47,089	47,049
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## GRI305-4 GHG emissions intensity

GHG emissions (Scope 1 and Scope 2)	Metric tons CO2e	59,365	61,611	60,360	57,934
GHG emissions intensity (Beverage)	kg CO2e/ hL	15.73	16.90	19.51	15.22
GHG emissions intensity (Food)	kg CO2e/ kg	0.87	1.09	1.09	0.79

## GRI306-2 Waste by type and disposal method

Total weight of hazardous waste	Metric tons	8.46	2,733.44	2,326.74	2,987.18
• Reuse	Metric tons	-	2.03	101.56	235.59
• Recycling	Metric tons	2.23	280.97	225.37	254.42
• Recovery, including energy recovery	Metric tons	-	2,419.48	8.05	0.04
• Incineration (mass burn)	Metric tons	1.39	8.04	1,979.99	2,495.83
• Landfill	Metric tons	0.54	22.93	11.78	1.30
• Chemical Treatment	Metric tons	-	-	-	-
• Deep Well injection	Metric tons	4.31	-	-	-

Environmental Performance						
Indicators	Material Aspects	Unit	2019	2020	2021	2022
	Total weight of non-hazardous waste	Metric tons	6,707.59	7,416.68	5,854.21	6,590.68
	• Reuse	Metric tons	-	25.80	122.43	301.88
	• Recycling	Metric tons	592.42	1,064.31	831.60	1,046.30
	• Composting	Metric tons	4,773.20	5,183.71	1,845.99	26.51
	• Recovery, including energy recovery	Metric tons	5.43	12.94	1,990.17	4,562.51
	• Incineration (mass burn)	Metric tons	38.35	22.93	-	-
	• Landfill	Metric tons	1,298.19	1,106.99	1,064.03	653.48
	• Chemical treatment	Metric tons	-	-	-	-

### Food Loss and Waste Impact

	Total FLW Volume	Metric tons	886.82	736.21	923.89	685.47
	• Food Loss	Metric tons	886.82	736.21	598.08	437.85
	• Food Waste	Metric tons	-	-	325.81	247.62
	Total FLW Discarded	Metric tons	39.73	39.44	226.76	82.56
	Total FLW for Alternative Purposes	Metric tons	847.09	696.78	697.12	602.91
	• Animal Feed	Metric tons	840.71	660.77	538.78	437.85
	• Fertilizer	Metric tons	-	21.11	30.37	-
	• Biodiesel production	Metric tons	6.38	12.94	120.39	160.24
	• By products	Metric tons	-	1.96	0.40	1.89
	• Food Donation	Metric tons	-	-	7.17	2.95
Finished Goods (Food)		kg	10,364,296.00	8,302,515.00	7,520,595.00	11,448,847.60
Finished Goods (Beverage)		HL	3,201,957.87	3,110,250.20	2,674,903.74	3,209,594.73

Social Performance										
Indicators	Material Aspects	Unit	2019		2020		2021		2022	
			Male	Female	Male	Female	Male	Female	Male	Female

### GRI 102-8 Total number of employees <sup>(1)</sup>

<b>OISHI Group</b>										
Total	Persons		2,555	3,604	2,109	3,111	1,728	2,551	1,781	2,625
Management Level	Persons		111	117	101	110	97	108	89	102
Employee Level	Persons		2,444	3,487	2,008	3,001	1,631	2,443	1,692	2,523

### GRI 401-1 New employee hires and employee turnover

<b>New employee hires</b>										
Total new hires	Persons		561	870	137	260	69	112	270	404
Age under 30 years	Persons		399	513	92	163	49	66	216	296
	Percent		71%	59%	67%	63%	71%	59%	80%	73%
Age 30-50 years	Persons		156	294	43	81	20	38	53	92
	Percent		28%	34%	31%	31%	29%	34%	20%	23%
Age over 50 years	Persons		6	63	2	16	-	8	1	16
	Percent		1%	7%	1%	6%	0%	7%	0%	4%
<b>Total number of employees turnover</b>										
Total Turnover	Persons		572	757	417	669	280	475	296	489
Age under 30 years	Persons		354	384	265	371	165	245	189	263
	Percent		62%	51%	64%	56%	59%	52%	64%	54%
Age 30-50 years	Persons		205	310	142	228	108	163	103	176
	Percent		36%	41%	34%	34%	39%	34%	35%	36%
Age over 50 years	Persons		13	63	10	69	7	67	4	50
	Percent		2%	8%	2%	10%	3%	14%	1%	10%
Total voluntary turnover	Persons		548	733	406	652	272	454	288	466

Social Performance										
Indicators	Material Aspects	Unit	2019		2020		2021		2022	
			Male	Female	Male	Female	Male	Female	Male	Female

### GRI 404-3 Percentage of employees receiving regular performance and career development reviews, by gender, and by employee category

Total employee	Persons	4,355		3,830		3,439		3,419	
Total employee (by gender)	Persons	1,819	2,536	1,597	2,233	1,422	2,017	1,398	2,021
	Percent	41.77%	58.23%	41.70%	58.30%	41%	59%	40.89%	59.11%
Total executive level (level 13 and above)	Persons	17		15		10		15	
	Percent	0.39%		0.39%		0.29%		0.44%	
Total management level (level 8-12)	Persons	228		201		175		167	
	Percent	5.24%		5.25%		5.09%		4.88%	
Total officer level (level 1-7)	Persons	3,867		3,691		2,781		2,917	
	Percent	89%		96.37%		81%		85.32%	

### GRI 413-1 Operations with local community engagement, impact assessments, and development programs

Operations with local community development programs	Percent	100		100		100		100	
Operations with local community engagement	Percent	100		100		100		100	
Operations with impact assessments	Percent	100		100		100		100	

Note:

1. Total number of employees is included all full-time employees only.

## Occupational Health and Safety Summary Reporting Indicator

Indicators	Material Aspects	Unit	2019	2020	2021	2022
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## GRI403-8 (2018) Workers covered by an occupational health and safety management system

	1. Employee <sup>(1)</sup>	Persons	9,826	6,711	5,415	13,683
		Percent	100	100	100	100
	2. Non-Employee Worker	Persons	1,081	9,544	8,615	9,578
		Percent	100	100	100	100

## GRI 403-9 (2018) Work-related injuries

<b>Fatalities</b>						
1. Employee						
Number of cases	Persons	0	0	0	0	0
Rate	Per 1,000,000 Hours	0	0	0	0	0
2. Non-Employee Worker						
Number of cases	Persons	0	0	0	0	0
Rate	Per 1,000,000 Hours	0	0	0	0	0
<b>High-consequence work-related injuries (excluding fatalities)</b>						
1. Employee						
Number of cases	Persons	0	0	0	0	0
Rate	Per 1,000,000 Hours	0	0	0	0	0
2. Non-Employee Worker						
Number of cases	Persons	0	0	0	0	0
Rate	Per 1,000,000 Hours	0	0	0	0	0

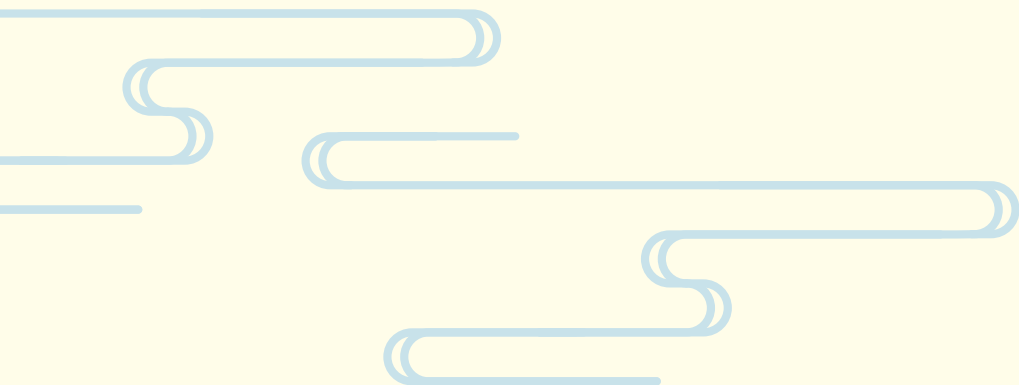
Occupational Health and Safety Summary Reporting Indicator						
Indicators	Material Aspects	Unit	2019	2020	2021	2022
<b>Recordable work-related injuries</b>						
1. Employee						
Number of cases	Persons		41	27	18	12
Rate	Per 1,000,000 Hours		2.18	1.79	1.62	0.87
2. Non-Employee Worker						
Number of cases	Persons		5	14	7	14
Rate	Per 1,000,000 Hours		2.38	6.91	3.91	6.63
<b>Lost Time Injury Frequency Rate (LTIFR)</b>						
Employee	Per 1,000,000 Hours		1.70	1.19	1.35	0.58
Non-Employee Worker	Per 1,000,000 Hours		1.43	5.92	2.79	6.16

### GRI 403-10 (2018) Work-related ill health

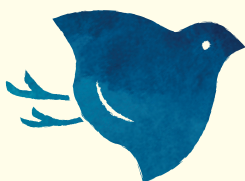
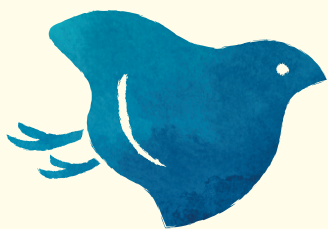
<b>Recordable work-related ill health</b>						
1. Employee						
Number of cases	Persons		0	0	0	0
Rate	Per 1,000,000 Hours		0	0	0	0
2. Non-Employee Worker						
Number of cases	Persons		0	0	0	0
Rate	Per 1,000,000 Hours		0	0	0	0

Note:

1. Employee is included all full-time, part-time and temporary employees at the offices, all 4 factories and all restaurant branches.



# 第三者認証



# LRQA Independent Assurance Statement



## LRQA Independent Assurance Statement Relating to OISHI Trading Company Limited's Sustainability Report for the fiscal year 2022 (1<sup>st</sup> October 2021 – 30<sup>th</sup> September 2022)

This Assurance Statement has been prepared for OISHI Trading Company Limited in accordance with our contract but is intended for the readers of this Report.

### Terms of engagement

LRQA (Thailand) Limited was commissioned by OISHI Trading Company Limited (OISHI), to provide independent assurance on its Sustainability Report ("the report") against the assurance criteria below to a limited level of assurance and at the materiality of the professional judgement of the verifier using LRQA's verification procedure. LRQA's verification procedure is based on current best practice, is in accordance with ISAE 3000<sup>1</sup> and uses the following principles of - inclusivity, materiality, responsiveness and reliability of performance data.

Our assurance engagement covered OISHI's operations and activities in Thailand, specifically the following requirements:

- Confirming that the report is reference to GRI Standards 2021
- Evaluating the reliability of data and information for only the selected environmental and social indicators listed below:
  - *Environmental:* GRI 302-1 Energy consumption within the organization, GRI 302-3 Energy intensity, GRI 303-3 (2018 edition) Water withdrawal, GRI 303-4 (2018 edition) Water discharge, GRI 303-5 (2018 edition) Water consumption, GRI 305-1 Direct (Scope 1) GHG emissions, GRI 305-2 Energy indirect (Scope 2) GHG emissions, GRI 305-4 GHG emissions intensity, GRI 306-3 (2020 edition) Waste generated, GRI 306-4 (2020 edition) Waste diverted from disposal and GRI 306-5 (2020 edition) Waste directed to disposal included food loss and food waste.
  - *Social:* GRI 403-8 (2018 edition) Workers covered by an occupational health and safety management system, GRI 403-9 (2018 edition) Work-related injuries, GRI 403-10 (2018 edition) Work-related ill health, GRI 404-1 Average hours of training per year per employee, GRI 404-3 Percentage of employees receiving regular performance and career development reviews.

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

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

### LRQA's Opinion

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

- Met the requirements above
- Disclosed reliable performance data and information as no errors or omissions were detected

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

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

### LRQA's approach

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

- Auditing OISHI's data management systems to confirm that there were no significant errors, omissions or mis-statements in the data. We did this by reviewing the effectiveness of data handling procedures, instructions and systems, including those for internal verification. We also spoke with those key people responsible for compiling the data and drafting the report.
- Confirming the reliability of the selected specific standards' data by sampling evidence at OISHI Trading Company Limited, Saraburi Province, Thailand

**Note:**

LRQA did not verify the data back to its original sources, nor did it assess the accuracy and completeness of the data reported by individual locations.

<sup>1</sup> GHG quantification is subject to inherent uncertainty.



### Observations

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

- Reliability

Data management systems are established and centralized for the data and information collection and calculation associated with the selected GRI indicators. However, we believe that the periodic internal verification will help improving the quality and reliability of data reported in the future, typically for reporting of water and waste management performance.

### LRQA's standards, competence and independence

LRQA ensures the selection of appropriately qualified individuals based on their qualifications, training and experience. The outcome of all verification and certification assessments is then internally reviewed by senior management to ensure that the approach applied is rigorous and transparent.

This verification is the only work undertaken by LRQA for OISHI and as such does not compromise our independence or impartiality.

Dated: 15 December 2022

A handwritten signature in black ink, appearing to read 'Opart Charuratana'.

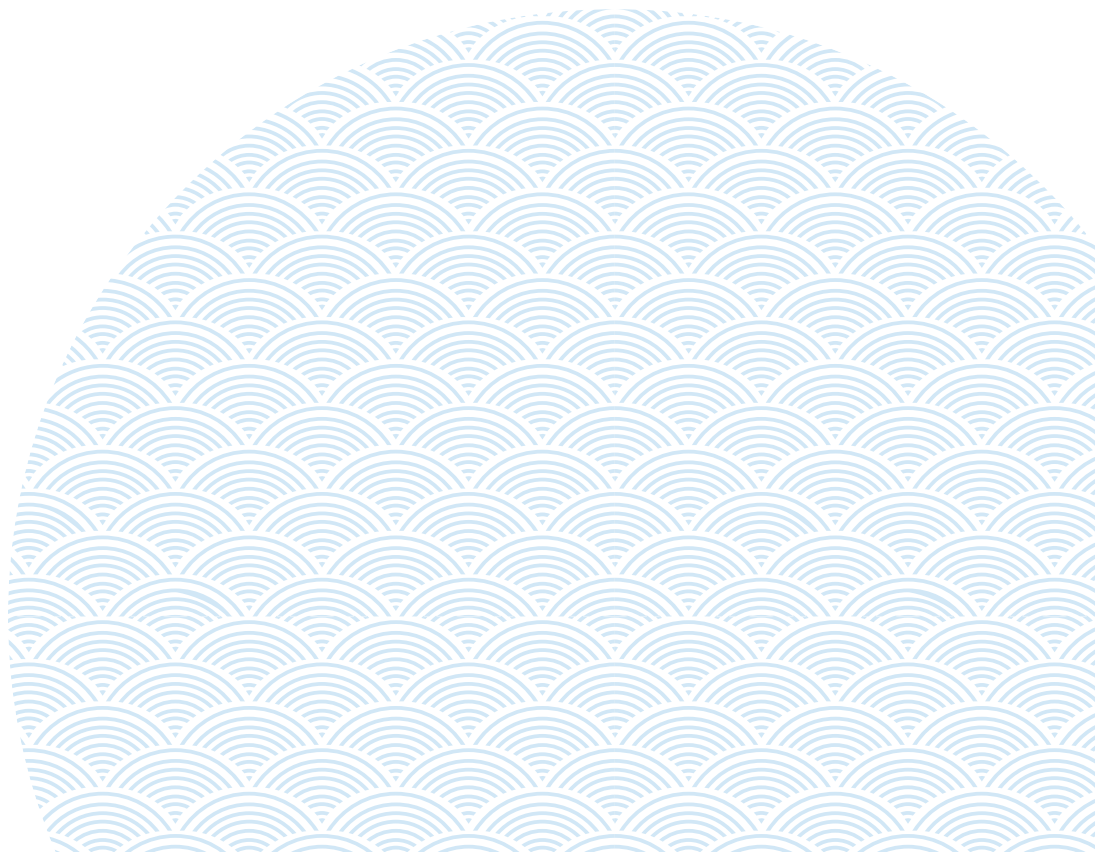
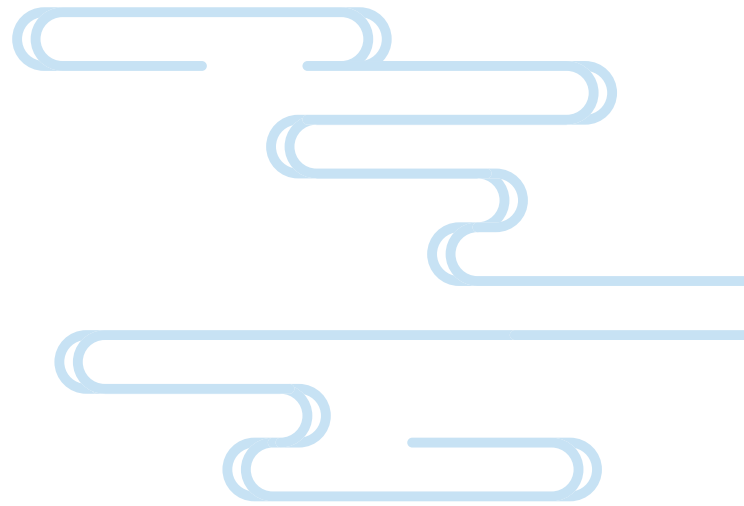
Opart Charuratana  
LRQA Lead Verifier  
On behalf of LRQA (Thailand) Limited  
No.9, G Tower Grand Rama 9, FL. 30, Room H14,  
Rama 9 Rd., HuayKwang, Bangkok, 10310, THAILAND

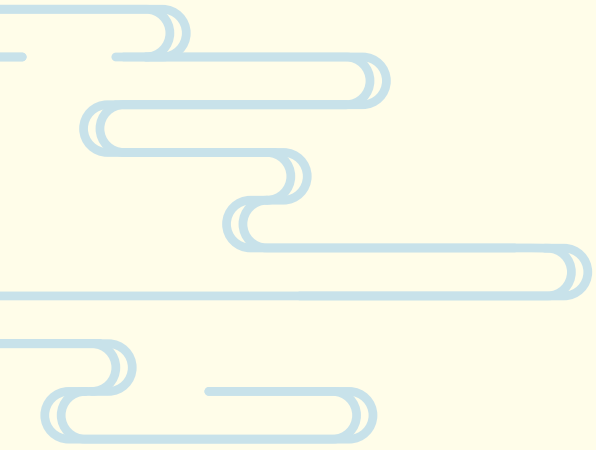
LRQA reference: BGK00000809/E

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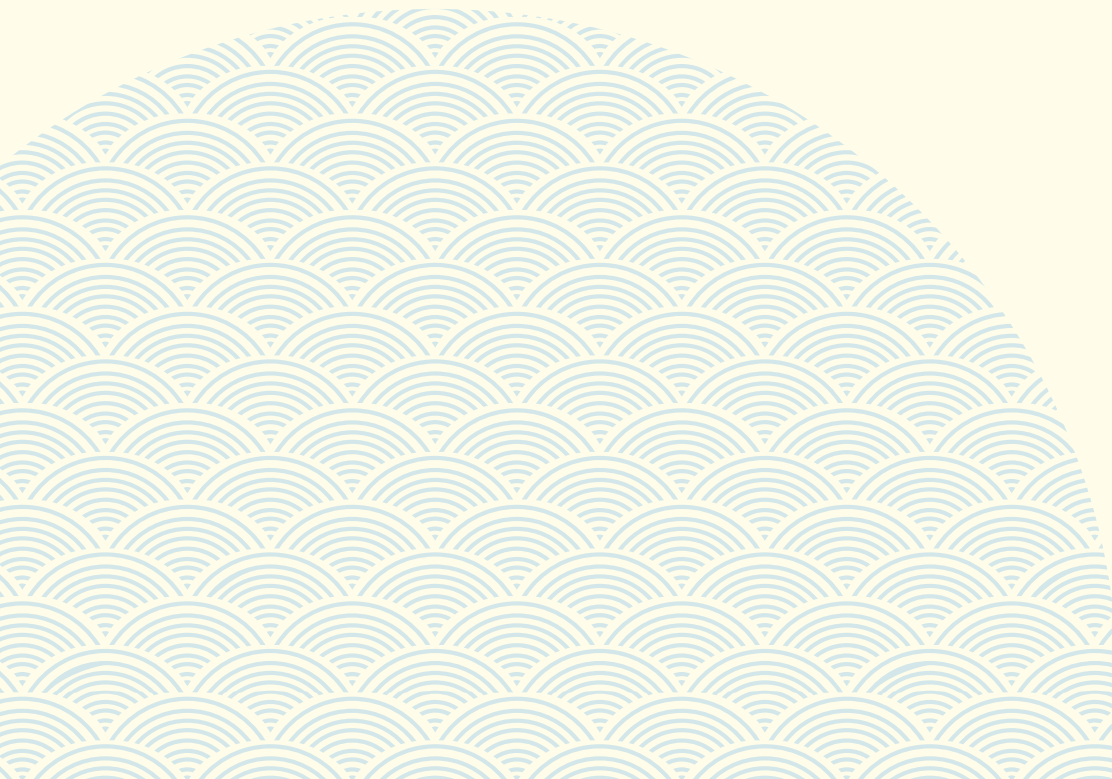
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# GRIスタンダード たいしょうひょう



# GRI Standards Content Index

Profile	Page/Website	External Assurance
<b>GRI 102: General Disclosures 2016</b>		
<b>ORGANIZATIONAL PROFILE</b>		
102-1 Name of the organization	About This Report / About OISHI	
102-2 Activities, brands, products, and services	About OISHI	
102-3 Location of headquarters	About OISHI	
102-4 Location of operations	About This Report / About OISHI	
102-5 Ownership and legal form	Form 56-1 One Report	
102-6 Markets served	Form 56-1 One Report	
102-7 Scale of the organization	Form 56-1 One Report	
102-8 Information on employees and other workers	Form 56-1 One Report / Performance Summary	
102-9 Supply Chain	Supply Chain	
102-10 Significant changes to the organization and its supply chain	Supply Chain	
102-11 Precautionary Principle or approach	Risk Management / Corporate Governance	
102-12 External Initiatives	Sustainability Approaches / Corporate Governance	
102-13 Membership of associations	Form 56-1 One Report	
<b>STRATEGY</b>		
102-14 Statement from senior decision-maker	Message from Board / Message from CEO	
102-15 Key impacts, risks, and opportunities	Risk Management / Materiality	
<b>ETHICS AND INTEGRITY</b>		
102-16 Values, principles, standards, and norms of behavior	Business Ethics	
102-17 Mechanisms for advice and concerns about ethics	Business Ethics	

Profile	Page/Website	External Assurance
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## GOVERNANCE

102-18 Governance structure	Form 56-1 One Report	
102-19 Delegating authority	Form 56-1 One Report	
102-20 Executive-level responsibility for economic, environmental, and social topics	Form 56-1 One Report	
102-25 Conflicts of interest	Form 56-1 One Report	
102-28 Evaluating the highest governance body's performance	Form 56-1 One Report	
102-29 Identifying and managing economic, environmental, and social impacts	Materiality / Corporate Governance	
102-30 Effectiveness of risk management process	Risk Management	
102-32 Highest governance body's role in sustainability reporting	Form 56-1 One Report / About This Report	

## STAKEHOLDER ENGAGEMENT

102-40 List of stakeholder groups	Stakeholders Engagement	
102-41 Collective bargaining agreements	Value Chain	
102-42 Identifying and selecting stakeholders	Stakeholders Engagement	
102-43 Approach to stakeholder engagement	Stakeholders Engagement	
102-44 Key topics and concerns raised	Materiality	

## REPORTING PRACTICE

102-45 Entities included in the consolidated financial statements	Form 56-1 One Report	
102-46 Defining report content and topic boundaries	About This Report / Materiality	
102-47 List of material topics	Materiality	
102-48 Restatements of information	Form 56-1 One Report	
102-49 Changes in reporting	Form 56-1 One Report	

Profile	Page/Website	External Assurance
102-50 Reporting period	About This Report	
102-51 Date of most recent report	About This Report	
102-52 Reporting cycle	About This Report	
102-53 Contact point for questions regarding the report	About This Report	
102-54 Claims of reporting in accordance with the GRI Standards	About This Report / GRI Summary	
102-55 GRI content index	GRI Summary	
102-56 External assurance	External Assurance	

## ECONOMIC

### CONSUMER HEALTH & SAFETY

#### GRI 103: Management Approach 2016

103-1 Explanation of the material topic and its boundary	About This Report / Materiality / Consumer Health & Safety	
103-2 The management approach and its components	About This Report / Corporate Governance / Consumer Health & Safety	
103-3 Evaluation of the management approach	Corporate Governance / Consumer Health & Safety	

#### GRI 416: Customer Health and Safety 2016

416-1 Assessment of the health and safety impacts of product and service categories	Customer Health & Safety	
416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	Customer Health & Safety	

### BUSINESS PARTNERS CAPABILITY DEVELOPMENT

#### GRI 103: Management Approach 2016

103-1 Explanation of the material topic and its boundary	Supplier Development	
103-2 The management approach and its components	Supplier Development	
103-3 Evaluation of the management approach	Supplier Development	

Profile	Page/Website	External Assurance
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## DATA SECURITY & PRIVACY

### GRI 103: Management Approach 2016

103-1 Explanation of the material topic and its boundary	Cybersecurity	
103-2 The management approach and its components	Cybersecurity	
103-3 Evaluation of the management approach	Cybersecurity	

### GRI 418: Customer Privacy 2016

418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Cybersecurity	
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## HEALTH & NUTRITION

### GRI 103: Management Approach 2016

103-1 Explanation of the material topic and its boundary	Materiality / Health & Nutrition	
103-2 The management approach and its components	Materiality / Health & Nutrition	
103-3 Evaluation of the management approach	Corporate Governance	

### GRI 417: Marketing and Labelling 2016

417-1 Requirements for product and service information and labelling	Corporate Accountability	
417-2 Incidents of non-compliance concerning product and service information and labelling		

## CORPORATE GOVERNANCE, BUSINESS ETHICS & RISK MANAGEMENT

### GRI 103: Management Approach 2016

103-1 Explanation of the material topic and its boundary	Corporate Governance / Business Ethics / Risk Management / Materiality	
103-2 The management approach and its components	Corporate Governance / Business Ethics / Risk Management / Materiality / About This Report	
103-3 Evaluation of the management approach	Corporate Governance	

Profile	Page/Website	External Assurance
<b>GRI 201: Economic Performance 2016</b>		
201-1 Direct economic value generated and distributed	Form 56-1 One Report / Performance Summary	
<b>GRI 103: Management Approach 2016</b>		
103-1 Explanation of the material topic and its boundary	Corporate Governance / Materiality / About This Report	
103-2 The management approach and its components	Corporate Governance / About This Report	
103-3 Evaluation of the management approach	Corporate Governance	
<b>GRI 205: Anti-corruption 2016</b>		
205-2 Communication & training about anti-corruption policies & procedures	Anti-corruption / Business Ethics	
205-3 Confirmed incidents of corruption and actions taken	Form 56-1 One Report	
<b>GRI 103: Management Approach 2016</b>		
103-1 Explanation of the material topic and its boundary	About This Report / Materiality / Corporate Governance / Business Ethics / Anti-corruption	
103-2 The management approach and its components	About This Report / Corporate Governance / Business Ethics / Anti-corruption	
103-3 Evaluation of the management approach	Corporate Governance / Anti-corruption	
<b>GRI 415: Public Policy 2016</b>		
415-1 Political contributions	Form 56-1 One Report	
<b>GRI 103: Management Approach 2016</b>		
103-1 Explanation of the material topic and its boundary	Form 56-1 One Report	
103-2 The management approach and its components	Form 56-1 One Report	
103-3 Evaluation of the management approach	Form 56-1 One Report	
<b>GRI 419: Socioeconomic Compliance 2016</b>		
419-1 Non-compliance with laws and regulations in the social and economic area	Form 56-1 One Report	

Profile	Page/Website	External Assurance
<b>INNOVATION</b>		
<b>GRI 103: Management Approach 2016</b>		
103-1 Explanation of the material topic and its boundary	Consumer Health & Safety / Corporate Accountability	
103-2 The management approach and its components	Consumer Health & Safety / Corporate Accountability	
103-3 Evaluation of the management approach	Consumer Health & Safety / Corporate Accountability	
<b>SUSTAINABLE SUPPLY CHAIN</b>		
<b>GRI 103: Management Approach 2016</b>		
103-1 Explanation of the material topic and its boundary	Sustainable Supply Chain	
103-2 The management approach and its components	Sustainable Supply Chain	
103-3 Evaluation of the management approach	Sustainable Supply Chain	
<b>GRI 204: Procurement Practices 2016</b>		
204-1 Proportion of spending on local suppliers	Sustainable Supply Chain	
<b>GRI 103: Management Approach 2016</b>		
103-1 Explanation of the material topic and its boundary	Sustainable Supply Chain	
103-2 The management approach and its components	Sustainable Supply Chain	
103-3 Evaluation of the management approach	Sustainable Supply Chain	
<b>GRI 308: Supplier Environmental Assessment 2016</b>		
GRI 308-1 New suppliers that were screened using environmental criteria	Sustainable Supply Chain	
<b>GRI 103: Management Approach 2016</b>		
103-1 Explanation of the material topic and its boundary	Sustainable Supply Chain	
103-2 The management approach and its components	Sustainable Supply Chain	
103-3 Evaluation of the management approach	Sustainable Supply Chain	

Profile	Page/Website	External Assurance
<b>GRI 414: Supplier Social Assessment 2016</b>		
414-1 New suppliers that were screened using social criteria	Sustainable Supply Chain	

## ENVIRONMENT

### ENERGY MANAGEMENT

#### GRI 103: Management Approach 2016

103-1 Explanation of the material topic and its boundary	Environment	
103-2 The management approach and its components	Environment	
103-3 Evaluation of the management approach	Environment	

#### GRI 302: Energy 2016

GRI 302-1 Energy consumption within the organization	Energy Management	
GRI 302-3 Energy Intensity	Energy Management / Performance Summary	
GRI 302-5 Reductions in energy requirements of products and services	Energy Management / Performance Summary	

### CLIMATE STRATEGY

#### GRI 103: Management Approach 2016

103-1 Explanation of the material topic and its boundary	Climate Change	
103-2 The management approach and its components	Climate Change	
103-3 Evaluation of the management approach	Climate Change	

#### GRI 201: Economic Performance 2016

201-2 Financial implications and other risks and opportunities due to climate change	Climate Change / Performance Summary	
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Profile	Page/Website	External Assurance
<b>GRI 103: Management Approach 2016</b>		
103-1 Explanation of the material topic and its boundary	Environment / Climate Change	
103-2 The management approach and its components	Climate Change	
103-3 Evaluation of the management approach	Climate Change	
<b>GRI 305: Emissions 2016</b>		
GRI 305-1 Direct (Scope 1) GHG emissions	Climate Change	✓
GRI 305-2 Energy indirect (Scope 2) GHG emissions	Climate Change	✓
GRI 305-3 Other indirect (Scope 3) GHG emissions	Climate Change	
GRI 305-4 GHG emissions intensity	Climate Change	✓
<b>WASTE, PACKAGING &amp; THE CIRCULAR ECONOMY</b>		
<b>GRI 103: Management Approach 2016</b>		
103-1 Explanation of the material topic and its boundary	Waste & Packaging	
103-2 The management approach and its components	Waste & Packaging	
103-3 Evaluation of the management approach	Waste & Packaging	
<b>GRI 301: Materials 2016</b>		
301-2 Recycled input materials used	Waste & Packaging	
301-3 Reclaimed products & their packaging materials	Waste & Packaging	
<b>GRI 103: Management Approach 2016</b>		
103-1 Explanation of the material topic and its boundary	Waste & Packaging / Materiality	
103-2 The management approach and its components	Waste & Packaging / Materiality	
103-3 Evaluation of the management approach	Waste & Packaging / Materiality	

Profile	Page/Website	External Assurance
<b>GRI 306: Waste 2020</b>		
GRI 306-3 Waste generated	Waste & Packaging / Performance Summary	✓
GRI 306-4 Waste diverted from disposal	Waste & Packaging / Performance Summary	✓
GRI 306-5 Waste directed to disposal	Waste & Packaging / Performance Summary	✓

## WATER STEWARDSHIP

### GRI 103: Management Approach 2016

103-1 Explanation of the material topic and its boundary	Water Stewardship / About This Report	
103-2 The management approach and its components	Water Stewardship	
103-3 Evaluation of the management approach	Water Stewardship	

### GRI 303: Water and Effluents 2018

303-1 Interactions with water as a shared resource	Water Stewardship	
303-2 Management of water discharge-related impacts	Water Stewardship	
303-3 Water withdrawal	Water Stewardship / Performance Summary	✓
303-4 Water discharge	Water Stewardship / Performance Summary	✓
303-5 Water consumption	Water Stewardship / Performance Summary	✓

## SOCIAL

### CORPORATE CONSUMER ACCOUNTABILITY

### GRI 103: Management Approach 2016

103-1 Explanation of the material topic and its boundary	Corporate Accountability	
103-2 The management approach and its components	Corporate Accountability	
103-3 Evaluation of the management approach	Corporate Accountability	

Profile	Page/Website	External Assurance
<b>COMMUNITY DEVELOPMENT &amp; PARTNERSHIPS</b>		
<b>GRI 103: Management Approach 2016</b>		
103-1 Explanation of the material topic and its boundary	Community Development	
103-2 The management approach and its components	Community Development	
103-3 Evaluation of the management approach	Community Development	
<b>GRI 203: Indirect Economic Impacts 2016</b>		
203-1 Infrastructure investments and services supported	Community Development	
<b>GRI 103: Management approach 2016</b>		
103-1 Explanation of the material topic and its boundary	Community Development	
103-2 The management approach and its components	Community Development	
103-3 Evaluation of the management approach	Community Development	
<b>GRI 413: Local Communities 2016</b>		
413-1 Operations with local community engagement, impact assessments, and development programs	Community Development	
<b>HUMAN CAPITAL DEVELOPMENT</b>		
<b>GRI 103: Management Approach 2016</b>		
103-1 Explanation of the material topic and its boundary	Employee Development	
103-2 The management approach and its components	Employee Development	
103-3 Evaluation of the management approach	Employee Development	
<b>GRI 404: Training and Education 2016</b>		
404-1 Average hours of training per year per employee	Employee Development	✓

Profile	Page/Website	External Assurance
404-2 Programs for upgrading employee skills and transition assistance program	Employee Development	
404-3 Percentage of employees receiving regular performance and career development reviews	Employee Development	✓

#### GRI 103: Management Approach 2016

103-1 Explanation of the material topic and its boundary	Employee Development	
103-2 The management approach and its components	Employee Development	
103-3 Evaluation of the management approach	Employee Development	

#### GRI 405: Diversity and Equal Opportunity 2016

GRI 405-1 Diversity of governance bodies and employees	Form 56-1 One Report / Human Rights / Performance Summary	
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### TALENT ATTRACTION & RETENTION

#### GRI 103: Management Approach 2016

103-1 Explanation of the material topic and its boundary	Talent Attraction & Retention	
103-2 The management approach and its components	Talent Attraction & Retention	
103-3 Evaluation of the management approach	Talent Attraction & Retention	

#### GRI 401: Employment 2016

401-1 New employee hires and employee turnover	Talent Attraction & Retention / Performance Summary	
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### EMPLOYEE WELL-BEING

#### GRI 103: Management Approach 2016

103-1 Explanation of the material topic and its boundary	Employee Well-being	
103-2 The management approach and its components	Employee Well-being	
103-3 Evaluation of the management approach	Employee Well-being	

Profile	Page/Website	External Assurance
<b>GRI 403: Occupational Health and Safety 2018</b>		
403-1 Occupational health and safety management system	Employee Well-being	
403-2 Hazard identification, risk assessment, and incident investigation	Employee Well-being	
403-3 Occupational health services	Employee Well-being	
403-4 Worker participation, consultation, and communication on occupational health and safety	Employee Well-being	
403-5 Worker training on occupational health and safety	Employee Well-being	
403-6 Promotion of worker health	Employee Well-being	
403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Employee Well-being	
403-8 Workers covered by an occupational health and safety management system	Employee Well-being	✓
403-9 Work-related injuries	Performance Summary	✓
403-10 Work-related ill health	Performance Summary	✓

## HUMAN RIGHTS

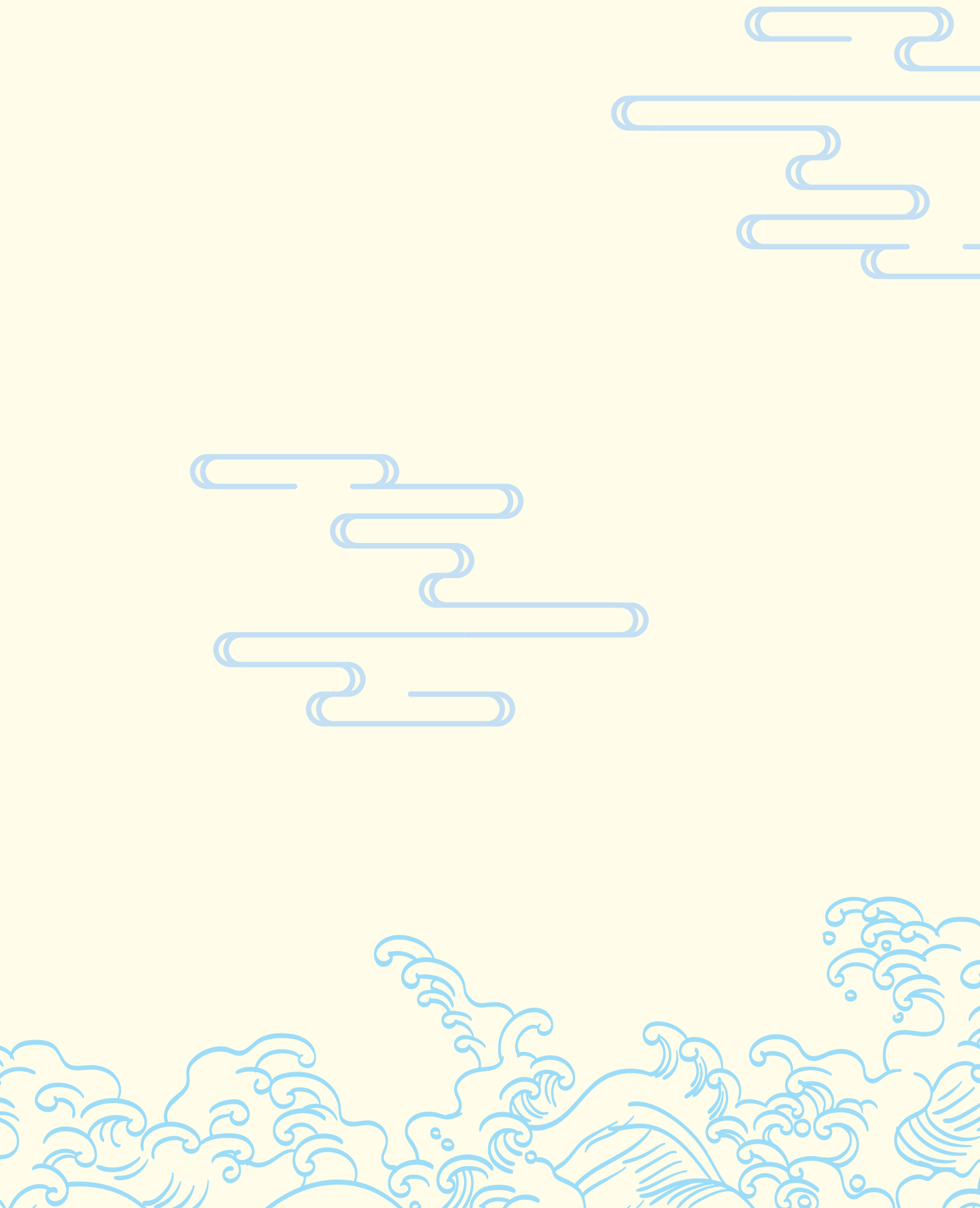
### GRI 103: Management Approach 2016

103-1 Explanation of the material topic and its boundary	Human Rights	
103-2 The management approach and its components	Human Rights	
103-3 Evaluation of the management approach	Human Rights	

### GRI 412: Human Rights Assessment 2016

412-1 Operations that have been subject to human rights reviews or impact assessments	Human Rights	
412-2 Employee training on human rights policies or procedures	Human Rights	







# OISHI Sustainability Report 2022

## Feedback Form

Thank you for your interest in the OISHI's Sustainability Report 2022. 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](mailto: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="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.2 Good Corporate Governance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.3 Economic Sustainability	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.4 Environmental Sustainability	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.5 Social Sustainability	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.6 Other, Please State: .....					

3. Please rate the content and quality of OISHI's Sustainability Report 2022 by the following criteria, where 5 is Excellent and 1 is Poor\*.

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

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

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## Note



Note





**OISHI GROUP PUBLIC COMPANY LIMITED**

Registration No. 0107547000150

Unit B3601 36<sup>th</sup> Floor, CW Tower, 90  
Ratchadaphisek Rd., Huai Khwang,  
Babgkok 10310, Thailand

Tel : (02) 768-8888  
Fax : (02) 768-8889



[www.oishigroup.com](http://www.oishigroup.com)