

Sustainability Report 2020

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COMMERCIAL



Sustainability Report 2020

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About Report

Background

2020 is the year that Frasers Property (Thailand) Public Company Limited (FPT) has been changed significantly by merging the Golden Land Property Development Public Company Limited as an integral part of the Company. This is considered as the complete application of international experiences in real estate development in Thailand. And it is a business milestone that will drive the organization to become Thailand's First Fully Integrated Real Platform in Thailand, covering residential, industrial, and commercial properties.

The preparation of this sustainability report is made on an annual basis. A report is covered the period during October 1, 2019 to September 30, 2020 to disclose the management process and business performance in the areas of economy, society, environment, and governance that are key aspects of the Company and stakeholders in all sectors in the past year. This report has been prepared in accordance with the Global Reporting Initiative Standards (GRI Standards) at the level of Core Option as well as additional indicators for the Company for the Property and Construction Disclosures. Meanwhile, the Company also connects to the performance according to the corporate strategy in response to the United Nations Sustainable Development Goals (SDGs) and criteria of sustainability assessment set by the Stock Exchange of Thailand (SET).

Report Scope

The 2020 performance has been included in this sustainability report, covering the operations of all business units under the Frasers

Property (Thailand) Public Company Limited which has been operating in Thailand including its subsidiaries and other relevant companies in which the Company owns more than half of the investments and possesses management authority in the business group of industrial properties and other businesses. All information of the remaining of the business groups will be covered by 2022.

Report Certification

To ensure that the content of this sustainability report is consistent with the issues that the Company and stakeholders of all sectors considered as priority and to increase the confidence of stakeholders that the information disclosure is correct, adequate, and compliant with GRI Standards. The Company therefore has provided an external assurance for this report by the third party (expert) with the scope of the audit of report certification which are covered the information of energy and greenhouse gas emission of businesses, including the statistics on occupational health and safety. In addition, the Company is continuously taking into account the expansion in the scope of report assurance by the external audits in terms of quantity for both significant issues and business operations in the next report.



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Vision

To be a leading provider of integrated real estate platform with commitment to create memorable and enriching experience to all stakeholders for sustainable growth



▲ Samyan Mitrtown, Bangkok, Thailand

Mission

Our mission is to be the leading operator and developer of an integrated property platform across multi-asset classes spanning residential, industrial, and commercial sectors. We thrive to be at the forefront, driving the industry forward and creating values through technology and innovative solutions that uplift core competencies and long-term competitiveness. Driven by a unifying idea that experience matters, we are committed to deliver customer centric solutions and enriching experiences to our customers.

Business Goals

We aim to strengthen business foundation by delivering a well-balanced portfolio with sustainable recurring income. We are committed to maintain our leading developer in residential property sector with growing revenue and strengthening brand awareness; and continue to expand in the commercial property business with new mixed-use development project in strategic locations. Being a main sponsor of our REITs, we are determined to support and grow our REIT platform with high quality assets for sustainable return to unitholders. We focus on recruiting talents and enhancing overall organizational capability to drive successful execution of corporate strategy over the long term.



Our Purpose

INSPIRING EXPERIENCES, CREATING PLACES FOR GOOD

The Group is committed to inspiring experiences and creating places for good for its stakeholders. By acting progressively, producing and consuming responsibly, and focusing on people, Frasers Property aspires to raise sustainability ideals across its value chain, and build a more resilient business. It has committed to be a net-zero carbon corporation by 2050. Building on its heritage as well as leveraging its knowledge and capabilities, the Group aims to create lasting shared value for its people, the businesses and communities it serves. Frasers Property believes in the diversity of its people and is invested in promoting a progressive, collaborative and respectful culture.

Frasers Property Logistics Center (Banglee 2), Samutprakarn, Thailand



Core Values



We're collaborative

- Collaborate
- Sense of Ownership



We're respectful

- Customer Centric
- Believe in Each Other's Expertise



We're progressive

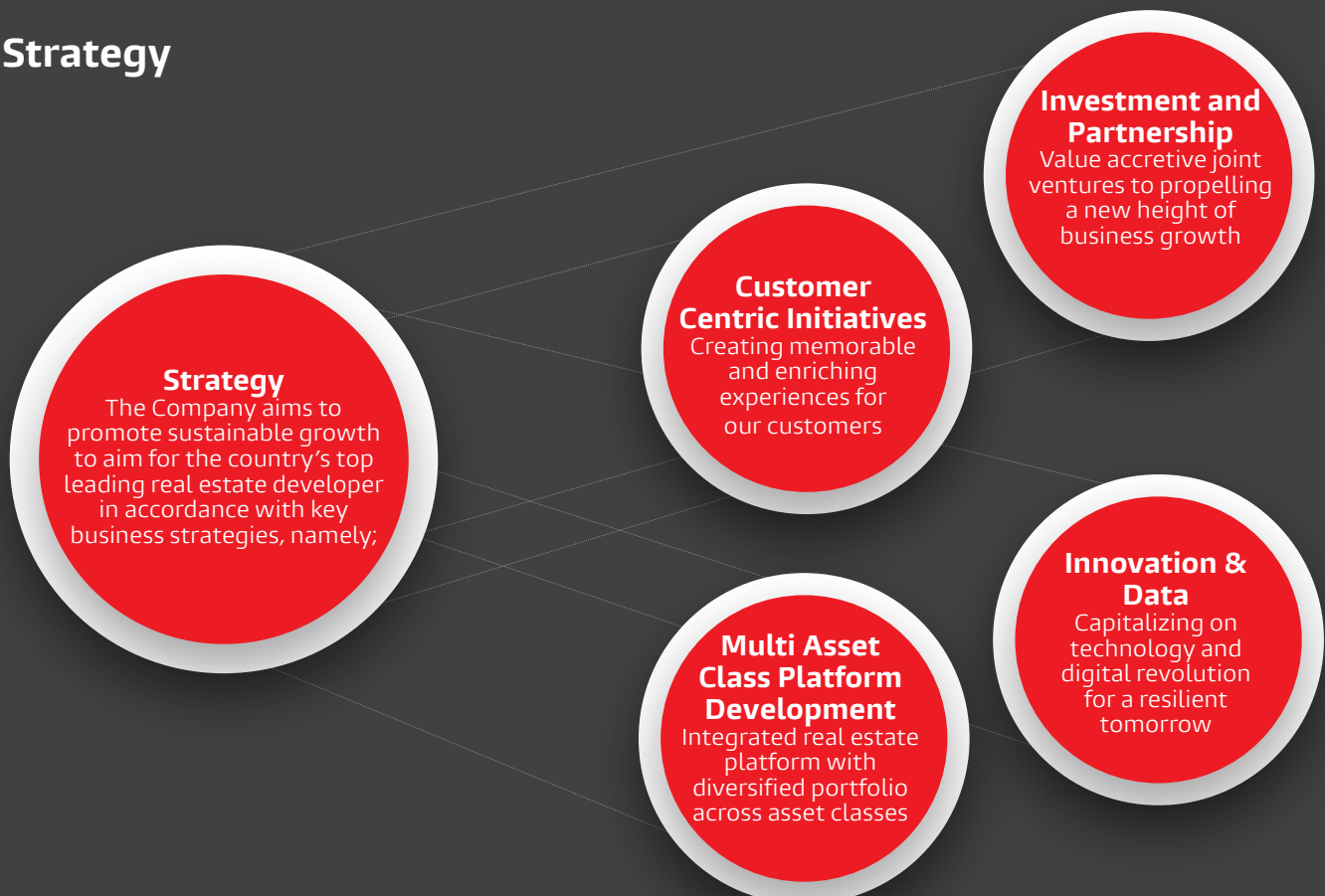
- Drive Result
- Foster New Initiative



We're real

- Commitment
- Adapt to Individual Difference

Strategy





Mr. Chainoi Puankosoom
Chairman of the Board

Message from Chairman of the Board

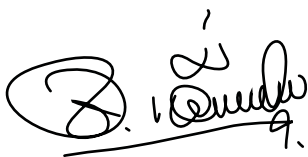
One of the top five real estate developer in Thailand

In 2020, it was the year that the Company has become one of the top five real estate developer in Thailand, covering 3 key property sectors: “Residential Properties”, “Industrial Properties”, “Commercial and Hospitality”, together with the Digital business unit, comprising of Data Center and Building Automation System businesses which are under development and will commence commercial operations by mid-2021.

In 2020, all companies around the world have faced the crisis from the COVID-19 pandemic, spreading quickly and being affected widely and severely worldwide. However, the Company still emphasizes the environmental conservation and the efficient resource consumption in accordance with the principles of Circular Economy and Green Building Standards both at national and international levels and also introduced the concept of sustainability development to be applied with a corporate governance, integrated with the international sustainability development standards such as the Global Reporting Initiative (GRI) Standards and the United Nation Sustainable Development Goals (UNSDGs) with a purpose to become a sustainable organization or a company with zero greenhouse gas emissions or Zero Carbon in the year 2050. As a result of the Company’s sustainability development performance in 2020, the Company has been selected as one of the top twenty ESG emerging companies for the year 2020 by Thaipat Institute.

In addition, the Company stock was also ranked in the Thailand Sustainability Investment (THSI) of the year 2020 by the Stock Exchange of Thailand. This reflects that the Company has focused on a sustainable business development by taking into account the society, environment, and corporate governance (ESG) in the operational processes and the concept of sustainability is applied as the foundation for business management and business conduct. This allows us to deliver a valuable experience to customers and all groups of stakeholders. The Company still continued the business conduct along with cares and restoration of key stakeholders of the Company, namely business partners, suppliers, customers, and society based on the principles of good governance. This allows most of the stakeholders to be able to operate the business with the opportunity to grow their business together with the Company.

Lastly, the Board of Directors of the Company and I would like to thank our stakeholders of all sectors for their trust and support to the Company continuously including the executives and employees of the Company who have contributed their best efforts, resulting in the great success in 2020. The Company is ready to become a model organization for sustainability in Thailand.



Mr. Chainoi Puankosoom
Chairman of the Board

Message from Chairman of the Executive Committee

A business milestone that has driven the organization to become Thailand's First Fully Integrated Real Estate Platform, covering "Residential Properties", "Industrial Properties" and "Commercial and Hospitality"

Frasers Property (Thailand) Public Company Limited has considered the year 2020 as a year for the significant changes. The Company has merged the Golden Land Property Development Public Company Limited as an integral business part. This is fully the complete application of international experience in real estate development in Thailand. It is also a business milestone that has driven the organization to become "Thailand's First Fully Integrated Real Estate Platform", covering "Residential Properties", "Industrial Properties" and "Commercial and Hospitality".

Amid the COVID-19 pandemic that has created an uncertainty in business conduct, the Company therefore emphasized the importance of operational principles, considering all stakeholders to survive together. This led the Company to be a part of the co-creation of sustainable places where are secure and sustainable truly.

In addition, the Company has also developed the corporate sustainability framework in order to ensure that every working process of the Company was taking into account the opportunities and risks, consisting of economic, environmental and social aspects as well as the care of the Company's stakeholders in order to create a good experience and impressions of products and services. The Company also aimed to improve work efficiency through innovation and technology leading to the goal of the Company's business growth along with environmental management, social care, and communities development surrounding the Company's project area in the sustainable ways as well as the development of eco-friendly products and services such as eco-design, LEED, and so forth.



Mr. Panote Sirivadhanabhakdi
Chairman of the Executive Committee

In 2020, the corporate sustainability development performance such as sustainability awards and achievements are the pride of the Company. Details are as follows:

- The Company has been selected as one of the top twenty ESG Emerging companies for the year 2020 by Thaipat Institute.
- The Company has been selected by the Thailand Greenhouse Gas Management Organization (TGO) and the World Bank to be a one of the top six companies to pilot the Carbon Pricing Project.
- The Company has been rated by the GRESB, the Global ESG Benchmark for Real Assets, for the first year and was ranked at A class which was the highest level in the Sustainability Disclosure Category of South-eastern Asia's Diversified Real Estate Companies.
- The Company was ranked in Thailand Sustainability Investment (THSI) 2020 for the first year.
- The Company was evaluated in corporate governance with a result of "Excellence" by The Thai Institute of Directors Association (IOD) and SET.

Lastly, the Board of Directors of the Company and I would like to thank our stakeholders of all sectors for their trust and support to the Company continuously including the executives and employees who have contributed their best efforts in sustainable development by taking into account our stakeholders in the sustainable growth of the Company.



Mr. Panote Sirivadhanabhakdi
Chairman of the Executive Committee

Awards and Achievement



2020

- Thailand Sustainability Investment (THSI) Award 2020 by Stock Exchange of Thailand



- Thaipat ESG Emerging List 2020



- Corporate Governance Report of Thai Listed Companies 2020 : CGR 5 stars "Excellent"



- Thailand's Private Sector Collective Action against Corruption (CAC) : CAC Re-Certified

- International Property Awards – Asia Pacific Property Awards 2020-2021 : Samyan Mitrtown



- Leadership in Energy & Environmental Design - LEED Gold : Mitrtown Office Tower



- Amazing Thailand Safety & Health Administration (SHA) Certification : Samyan Mitrtown



- ISO 9001: 2015 - Maintenance and Property Management Services

2019

- Leadership in Energy & Environmental Design - LEED Certified : W1 TPARK Bangplee 6
- BCI Asia Awards Top Ten Developers 2019 Thailand : Golden Neo 2 Bangna-Kingkaew and Golden Neo Sathon
- FIABCI – Thai Prix D’ Excellence Awards 2019 : The Grand Pinklao
- Inside World Festival of Interiors 2019 - INSIDE Awards, The Winner of Health & Education : Classroom Makeover for the Blind
- Inside World Festival of Interiors 2019 - INSIDE Awards, Interior of the Year Highly Commended : Classroom Makeover for the Blind
- ASA Real Estate Awards 2019 - Winner: Classroom Makeover for the Blind
- Euromoney Real Estate Awards 2019: Best Developers Industrial/Warehouse Sector

2018

- Excellence in Design for Greater Efficiencies - EDGE Green Certification : TPARK Bangplee 4
- BCI Asia Awards Top Ten Developers 2018 Thailand : The Grand and Golden Town
- SET Awards 2018 - Best Deal of the Year Award : Outstanding Award

2017

- Leadership in Energy & Environmental Design - LEED Gold : W1 TPARK Bangplee 4
- BCI Asia Awards Top Ten Developers 2017 Thailand : The Grand, Golden Village and Golden Town
- BCI Asia Top 10 Developer Awards 2016 Thailand : BLISS by The Grand Rama 2
- Leadership in Energy and Environmental Design - LEED Gold : FYI Building
- Leadership in Energy & Environmental Design - LEED Silver : W14 TPARK Bangna and TPARK DC
- Leadership in Energy & Environmental Design - LEED Silver : W16 TPARK Wangnoi 2

2016

- Leadership in Energy & Environmental Design - LEED-Certified : Asia Industrial Estate (Suvarnabhumi) M2/7
- BCI Asia Top 10 Developer Awards 2016 Thailand : The Grand Wongwan-Prachauthit, The Grand Rama 2, ZENITH and TYME Rama -5

2015

- International Property Awards – Asia Pacific Property Awards 2014-2015 Best Hotel Design : W Hotel Bangkok
- Thailand Energy Award 2014 : in a category of Green Building: New and Existing Building: Sathorn Square

2014

- Thailand Energy Award: in a category of Green Building: New and Existing Building: Sathorn Square
- ASEAN Energy Awards 2014 - Energy Efficient Building (New and Existing Category) 2nd Runner-up : Sathorn Square
- Euromoney Awards 2014 - Thailand’s Second Best Real Estate Developers by Euromoney Magazine

2013

- South East Asia Property Awards 2013 - Highly Commended : W Hotel Bangkok
- Thailand Property Awards 2013 - Best Hotel Design : W Hotel Bangkok
- Leadership in Energy and Environmental Design - LEED Gold : Sathorn Square

2012

- Leadership in Energy and Environmental Design - LEED Platinum : Park Ventures Ecoplex
- Euromoney Real Estate Awards 2012 - Thailand Industrial/Warehouse Developers

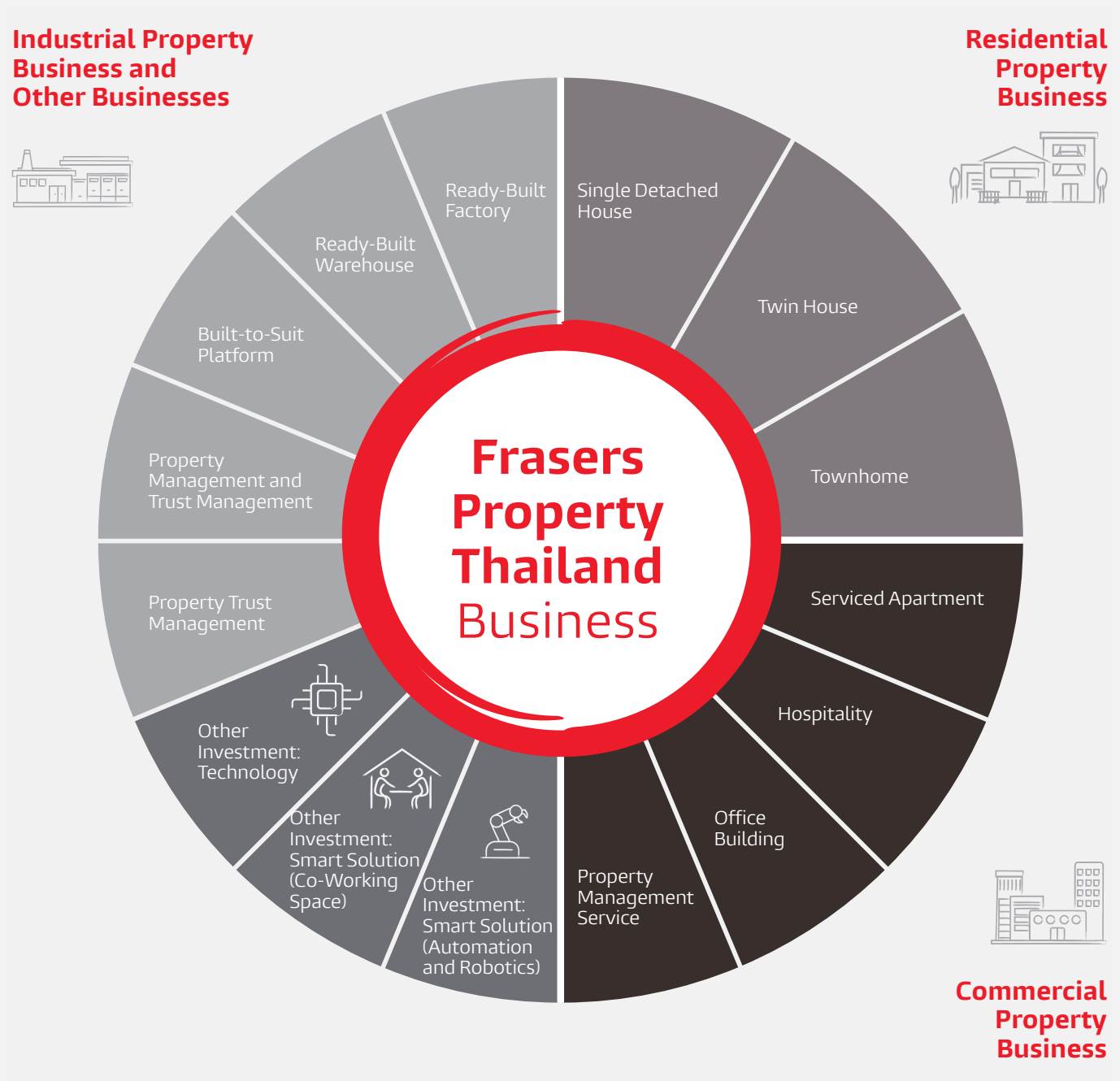
2009

- Euromoney Thai Developer Awards 2009

About Frasers Property Thailand









Businesses Overview

Frasers Property (Thailand) Public Company Limited or FPT engages in real estate business of industrial and residential sectors, based on the strategy of "Integrated Real Estate Platform for Sustainable Growth", covering the following 3 business groups as follows:



Business Overview: Residential Property

The Company and its subsidiaries engage in the real estate development business that offers a wide range of residential products, brands and development styles. The development includes low rise residential projects that offer sales of single-detached houses, semi-detached houses, and townhouses. The development tasks comprise infrastructure work within each development project, and for all product pricing, which are differentiated by product lines under different brand names to cover diverse market segments and different clientele groups.

Type of Product	Brand	Price Range
Single Detached House	 	10 – 40 MB
	 	7 – 10 MB
Twin House		3.5 – 7 MB
Town Home (2 or 3-storey)		3 – 5 MB
Town Home (2-storey)		2 – 3 MB
Commercial Town Home (4-storey)	 <small>BANGNA-KINGKAEW</small>	5 – 7 MB

Business Overview: Commercial Property

For commercial developments, the Company aims to develop management efficiency and quality to better respond to its customer needs consistently. It also promotes activities that encourage growth in its rental occupancy and enable a continual increase in its revenues. At present, the Company has the following commercial developments which are serviced apartments, hotels, and office buildings:

FYI Center

FYI Center is located at the corner of the Rama IV and Ratchadapisek (Phai Sing To) Roads, close to the Queen Sirikit National Convention Center and within a walking distance from the subway station (MRT) which has direct access to the front of the building. This project comprises a 12-story office building and three underground floors with a lettable area of 50,000 square meter, designed with flexibility in space utilization under the "Business + Creativity" concept. The project was completed in the second quarter of 2016 and was awarded the Gold Level certification of Leadership in Energy and Environmental Design (LEED) from the U.S. Green Building Council (USGBC) around the end of 2016 and the Award for Outstanding Quality of Life Project 2018 in the category of office buildings from the Association of Siamese Architects under the Royal Patronage.



FYI Center



Goldenland Building

Goldenland Building

The Goldenland Building is an 8-story office building with one underground floor that lodges a total lettable space of about 11,000 square meters, located near the main shopping area of central Bangkok with shopping places such as Centralworld, Gaysorn Shopping Centre, and Central Chidlom, as well as famous nearby hotels such as the Anantara Siam Bangkok Hotel, the Grand Hyatt Erawan, and the InterContinental Hotel. Located in Soi Mahadlekluang 1, the building is only 400 metres away from the Chidlom and Ratchadamri BTS Skytrain Stations. The building is also designed to afford the occupants' adaptability with flexibility for small and medium enterprise tenants.

Additionally, the Company is the property manager for the following projects:

Park Ventures Ecoplex

Park Ventures Ecoplex is a Grade A office building for lease in the central business district, located at the corner of the Ploenchit and Wireless Roads, with direct passage from the BTS Ploenchit Station. The project was awarded the Platinum Level certification of LEED (Leadership in Energy and Environmental Design Award) from the U.S. Green Building Council (USGBC).



Park Ventures Ecoplex

Sathorn Square

Sathorn Square Office Tower is a 40-story commercial office building with 5 underground floors. It has a rental area of over 73,000 square meters, located in the heart of the central business district, at the Sathorn - Narathivas intersection with a direct passage link to the Chong Nonsi BTS Skytrain Station. The Sathorn Square Office Tower has a unique architectural design. Its rental spaces on each floor is designed to provide more open space, with no pillars, and increased flexibility in space usage and open floor office designs. The tower is an "Energy Conservation Building" that received the LEED Gold Certification (Leadership in Energy and Environmental Design Award) from the U.S. Green Building Council (USGBC). GOLD has sub-leased its leasehold rights to Golden Ventures Leasehold Real Estate Investment Trust (GVREIT) in April 2016.

Samyan Mitrtown

Samyan Mitrtown is a mixed-use complex building. The project is worth more than Baht 9,000 million (which GOLD holds 49% of its share) located at Samyan intersection connecting Phaya Thai Road and Rama IV Road, and connected to the walking tunnel from MRT Samyan Station. Samyan Mitrtown comprises of 1) rental office space 2) hotel and residential area and 3) retail space. The details about the project are as follows:

- Office area: Mitrtown Office Tower is a grade A 31-story office building with a net lettable area of 48,000 square meters. The office area is equipped with turnstile system and the face scan security features. In addition, there are LED lamps in the whole building for energy saving, VAV system (air conditioning system which can adjust the temperature in sub-areas), and column-free office space. The project was awarded the Gold Level certification of LEED from the USGBC in August 2020.



Sathorn Square



Drop-off at Mitrtown Office Tower



Mitrtown Office Tower

- Residential area: Residential tower is a 33-story that consists of Triple Y Leasehold Residence (516-unit condominium) and segregated area for Triple Y Hotel (102-room hotel) with key card security system in all rooms and public areas such as swimming pool, gym, library, etc. Triple Y Residence and Triple Y Hotel initially operated in August 2019 and September 2019 respectively.
- Retail area: Six-story building with a net lettable area of 36,000 square meters. Developed with the concept of 'Urban Life Library', the retail area hosts famous shops from the old Samyan and in-trend shops. There is a 24-hour zone to serve people at all time, and Samyan Mitrtown Hall with a 1,800 square meters space to host events, meetings, seminars, etc. started commencing service in September 2019.



Swimming Pool at 33rd floor, residential area, Triple Y Residence



Samyan Mitrtown Shopping Plaza

W Hotel Bangkok

Nestled in the inner city and adjacent to Sathorn Square office building, W Hotel is a 30-storey luxury haven with five-storey underground floor and boasts a total of 403 sleek, cozy and amenities-filled rooms with reclusive ambience. In addition to all modern comforts on offer, the upscale W Hotel is just a stone's throw from BTS Chong Nonsi Skytrain mass transit system. Managed by the most renowned hospitality conglomerate Marriott International, the five-star hotel garners prestigious accolades, i.e. Best Design Hotel Worldwide 2015, but to name a few. GOLD entered into joint venture agreements, holding 20% of its shares, with foreign entities to develop the project.

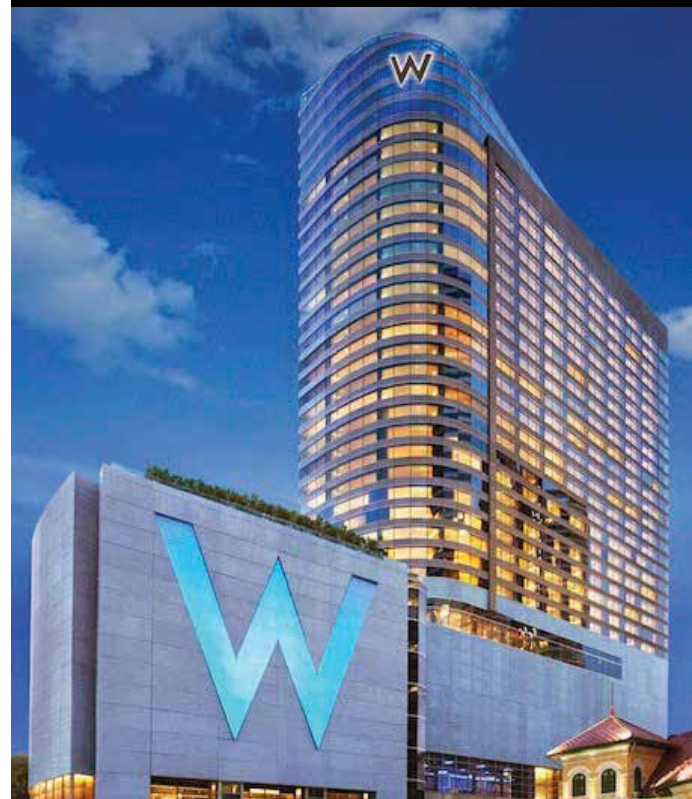
Modena by Fraser Bangkok

Modena by Fraser Bangkok is a 239-room, 14-story hotel with an underground floor, under the management of Fraser Hospitality. The hotel offers an at-home atmosphere and experience. The hotel building is located next to the FYI Center and not far from the Queen Sirikit National Convention Center, and Khlong Toei Port, with access to many commercial areas via the subway line making this hotel especially convenient for business travelers.

Modena by Fraser Bangkok



W Hotel Bangkok

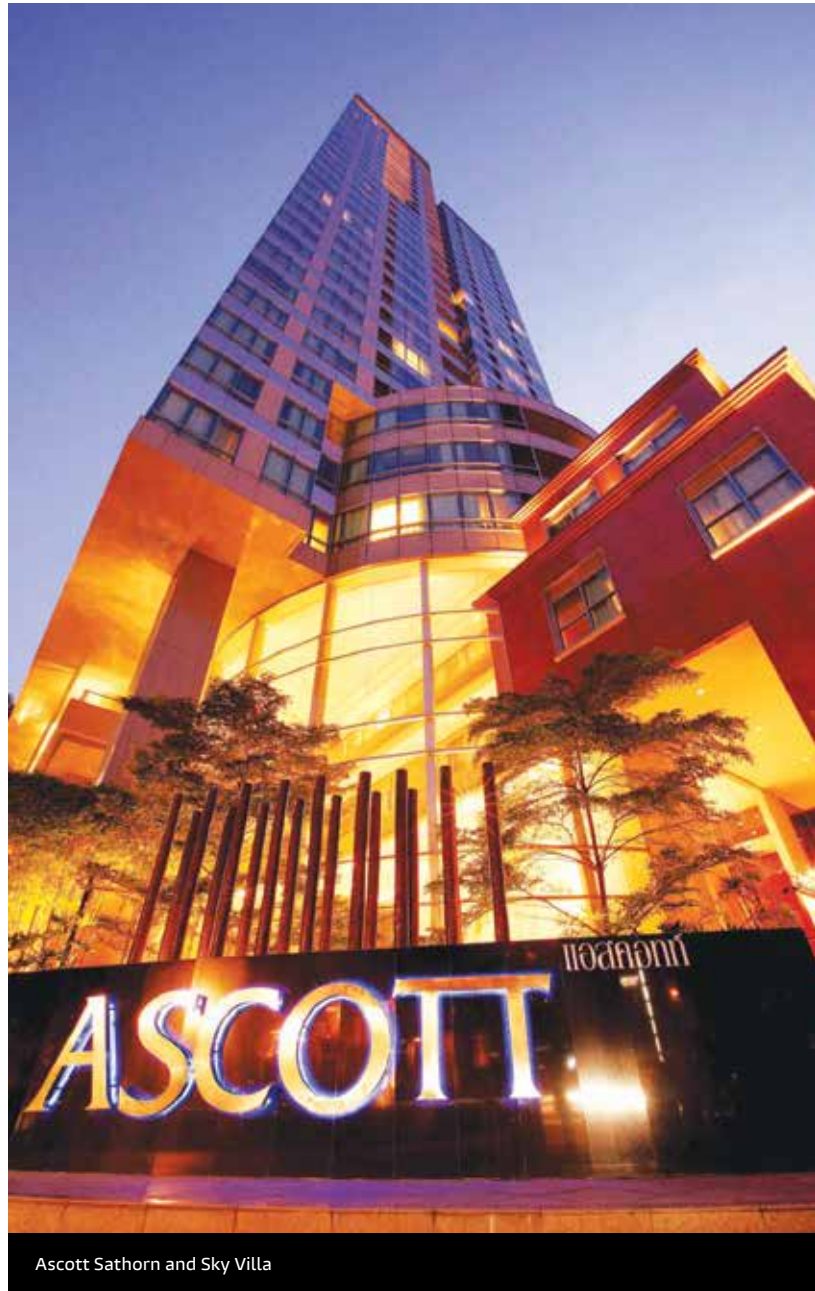


Ascott Sathorn and Sky Villa

The Ascott Sathorn Bangkok is a contemporary serviced apartment building situated amid the central business district of Sathorn Road, near the Chong Nonsi BTS Skytrain Station. This 35-story building houses 177 serviced apartment units, managed by the Ascott Group Limited, a leading serviced residence and hotel operator from Singapore. The 21st to 35th floor of the building locates the "Sky Villas" the luxurious and exclusive residential high-rise apartments decorated by renowned interior designers.



Mayfair Marriott Executive Apartment



Ascott Sathorn and Sky Villa

Mayfair Marriott Executive Apartment

Mayfair Marriott Executive Apartment is designed to be one of the most luxurious serviced apartment buildings in Bangkok, with a height of 25 stories. This development has also been granted a hotel operating license. GOLD sold its leasehold for the building to the Gold Property Fund (in which one-third of the shares belong to GOLD). The building houses 164 apartment units, with various sizes ranging from 1 to 3 bedrooms, and is managed by the Marriott International Inc., a global brand hotel chain and leading hotel management company. The building is located in the middle of Soi Langsuan, not far from the BTS Skytrain Station and adjacent to Lumpini Park which is a famous park within the Bangkok central business district.

Business Overview: Industrial Property and Other businesses

The Company is engaged in the development of fully integrated industrial property. Currently, there are more than 3.0 million square meters of factory and warehouse under management of the Company located on strategic location. The platforms of factories and warehouses are both Ready-Built and Built-to-Suit. The Company also aims to increase the development of Built-to-Suit factories and warehouses. The factory and warehouse of the Company are located in the industrial estate, industrial park, industrial zone, industrial promotion zones, and other potential areas in Thailand.

The company's factories and factories under management of the Company located in 17 different industrial locations* as shown in table below.

Location	Province	Number of factories	
		Company's asset	Assets under the Trust
Bang Pa-In Industrial Estate	Ayutthaya	-	15
Hi Tech Industrial Estate	Ayutthaya	5	39
Rojana Industrial Park	Ayutthaya	21	56
Amata City Industrial Park	Chonburi	11	103
Laem Chabang Industrial Estate	Chonburi	30	-
Hemmaraj Industrial Estate	Chonburi	3	3
Amata City Industrial Estate	Rayong	5	38
Bangpoo Industrial Estate	Samutprakarn	-	13
Asia Industrial Estate	Samutprakarn	28	-
Nawanakorn Industrial Promotion Zone	Pathumthani	2	23
Ladkrabang Industrial Estate	Bangkok	1	-
Kabinburi Industrial Zone	Prachinburi	7	-
Rojana Industrial Park	Prachinburi	8	-
Pinthong Industrial Estate (3 locations)	Chonburi	-	41
Frasers Property Logistics Center (Bangplee 2)	Samutprakarn	2	-

Frasers Property Logistics Park (Sriracha), Chonburi, Thailand



Moreover, there are the Company warehouse and warehouse under the management of the Company are located in 28 different locations* as shown in table below.

Location	Province	Number of factories	
		Company's asset	Assets under the Trust
Frasers Property Logistics Park (Bangna)	Chachoengsao	26	81
Frasers Property Logistics Center (Laem Chabang 1)	Chonburi	-	21
Frasers Property Logistics Center (Laem Chabang 2)	Chonburi	18	26
Frasers Property Logistics Park (Laem Chabang 3)	Chonburi	-	24
Frasers Property Logistics Center (Wangnoi 1)	Ayutthaya	5	13
Frasers Property Logistics Park (Wangnoi 2)	Ayutthaya	12	8
Frasers Property Logistics Center (Eastern Seaboard 1B)	Rayong	4	12
Frasers Property Logistics Center (Eastern Seaboard 1B)	Chonburi	-	7
Frasers Property Logistics Center (Eastern Seaboard 2A)	Chonburi	9	4
Frasers Property Logistics Park (Eastern Seaboard 3)	Chonburi	8	-
Frasers Property Logistics Park (Sriracha)	Chonburi	6	16
Frasers Property Logistics Center (Bo Win)	Chonburi	-	9
Frasers Property Logistics Center (Panthong 1)	Chonburi	10	5
Frasers Property Logistics Center (Bangplee 1-6)	Samutprakarn	20	38
Frasers Property Logistics Center (Rojana Prachinburi)	Prachinburi	-	8
Frasers Property Logistics Center (Rojana Ayutthaya)	Ayutthaya	-	3
Frasers Property Logistics Center (Amata City Chonburi)	Chonburi	-	7
Frasers Property Logistics Park (Khonkaen)	Khonkaen	12	-
Frasers Property Logistics Center (Amata City Rayong)	Rayong	11	-
Frasers Property Logistics Center (Samutsakorn)	Samutsakorn	2	-
Frasers Property Logistics Center (Lamphun)	Lamphun	9	-
Controlled temperature warehouse (Chilling room: CTD)**	Ayutthaya	-	1
Frasers Property Logistics Center (Bangplee 2)	Samutprakarn	3	-

Note * the areas pending for development are not included.
 ** wait for sale and leaseback



Rojana Industrial Park, Ayutthaya, Thailand

1) Ready-Built Factory

The Company develops Ready-Built Factory of international standard in order to facilitate demand of manufacturers and companies who want to set up a business in Thailand but do not want to own the factories in order to reduce investment cost and avoid downside risk from uncertainties. The Company develops factories in many strategic locations of Thailand that can cater for manufacturers of different industries. The Company also provides other services related to setting up a business in Thailand since more than 80% of tenants are foreign companies.

The factories have been developed in both Export Processing Zone, General Industrial Zone as well as other areas as required by the tenants. The demand from tenants can be specific, for example, manufacturer who wants factories in Export Processing Zone (Laem Chabang Industrial Estate) would also prefer to be within proximity of deep sea port.

Factories of the Company is a single storey building with mezzanine office, proper fencing and landscaping, and with attached guard house, parking spaces and truck loading area. In this regard, The factories are of international quality and can be customized to the tenants' specific requirement. The size of the factory ranges from 550 to 12,000 square meters. Typical sizes of the factories have been smaller over the years given rising demand of tenants with smaller-sized business operations. The factories have 1 to 3 tons floor load and is built on steel portal frame which does not require support from structural columns and hence provides more usable areas.

Leases between the Company and tenants are largely within 3 years. The Company will approach tenants for renewal closer to expiry date. Tenants also have an option to re-locate to other factory locations offer by the Company or purchase factories.

The Company also develops Built-to-Suit factories for tenants who want customized designs. Such tenancy is beneficial to the Company as the rental period is longer at around 5 to 10 years.

2) Ready-Built Warehouse

The Company's wholly owned subsidiary Frasers Property Industrial (Thailand) Co., Ltd. or "FPIT" (previously known as TICON Logistics Park Co., Ltd. or "TPARK") is a leading developer in ready-built warehouses of international quality. Logistics is an essential business to distribute goods and supplies to other parts of the country and is a key to develop Thailand to become ASEAN hub. Presently, majority of logistics providers prefer to invest in technological software and logistics system rather than developing brick-and-mortar infrastructure. This creates an ideal opportunity for the Company to lease warehouses to these logistics providers.

The Company's warehouses are located in strategic locations that are ideal for distribution centers. The warehouses are designed to suit modern logistics management systems, with clear heights, wide column spans, dock levelers, and sufficient floor loads.

Typically, warehouse leases are around 3 years with option to renew. Going forward, the Company expects more contribution of Built-to-Suit warehouses which has leases of more than 3 years. The average term of Built-to-Suit contracts is 10 years. The Company also offers Sale and Leaseback option for its customers.

3) Built-to-Suit Warehouse and Factory

The Company develops industrial property of which its design meet customer's requirement by focusing on the usage of each business operator in different industry. In addition, Built-to-Suit project could maximize factory and warehouse efficiency including cost saving and enhancing productivity of business production as well as warehouse storage. The Company has a strategic location ready to develop Built-to-Suit project under industrial estates, industrial parks, industrial promotion zones and others zone in Thailand.



Bangkok Free Trade Zone (BFTZ), Samutprakarn, Thailand

Built-to-Suit project has a long-term contract between 10 to 15 years which positively affect occupancy rate in terms of driving a sustain revenue stream whilst reducing expenses and advertisement costs.

During the year of 2020, The Company built-to-suit portfolio has gained traction especially regarding the completion and handover of large-scale Built-to-Suit warehouses well catered to customer requirements in strategic locations. The Company continued to secure a strong pipeline for further project development.

4) Investment and Property Management

The Company has a policy to invest in real estate investment trust for not less than 20% of total investment units to receive recurring investment return which is in form of annual dividend payment. In addition, the Company is also a property manager who manages property assets owned by FTREIT. This provides another source of income resilience to the Company in form of property management fee.

5) Trust Management

The Company operates and manages real estate investment trust through its 70% owned subsidiary, Frasers Property Industrial REIT Management (Thailand) Co., Ltd. or "FIRM" (previously known as TICON Management Co., Ltd. or "TMAN"). The Company converted 3 property funds; TFUND, TLOGIS and TGROWTH into Frasers Property Thailand Industrial Freehold and Leasehold REIT or "FTREIT" (previously known as TICON Freehold & Leasehold Real Estate Investment Trust or "TREIT") on 28 December 2017. Additionally, FTREIT acquired assets from FPT by 112,525 square meters in 2020, FTREIT has become the largest industrial real estate investment trust in Thailand with total assets value of more than Baht 41 billion. FIRM, as a REIT Manager, receives management fee on an annual basis and pays dividend to the Company.



Frasers Property Logistics Park (Bangna), Chacheongsao, Thailand

6) Other Businesses

• Modification of Factory/Warehouse Building

The Company has an in-house design team, project development team and project management team. The Company is well positioned to assist customers in design and modification work of factory/ warehouse as required by the customers.

• Utilities

The Company provides assistance to customers to procure utility services and other related assistance as appropriate.

• License to Operate with Government Agencies

The Company provides assistance to customers to obtain relevant permits and approvals necessary to commence manufacturing operations swiftly such as the Operation Permit. Moreover, the Company also assists the customers to procure work permits for any of their foreign employees and this is deemed as one-stop service to facilitate customers from other countries

• Other Services

As the Company has been in the business for a long time and fostered a good relationship with many business partners in different industrial sectors, the Company is in a unique position to provide other relevant services to the customers e.g. introducing suppliers or potential employees to the customers.



Factories managed by the Company

7
Provinces

17
Location*

Ayutthaya

Bang Pa-In Industrial Estate	-	15
Hi-Tech Industrial Estate	5	39
Rojana Industrial Park - Ayutthaya	21	56

136 Factories

Pathumthani

Navanakorn Industrial Promotion Zone	2	23
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25 Factories

Bangkok

Lat Krabang Industrial Estate	1	-
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1 Factory

Samutprakan

Bangpoo Industrial Estate	-	13
Asia Industrial Estate	28	-
Frasers Property Logistics Center (Bangplee 2)	2	-

43 Factories

Prachinburi

Kabinburi Industrial Zone	7	-
Rojana Industrial Park - Prachinburi	8	-

15 Factories

Chonburi

Amata City Chonburi Industrial Estate	11	103
Laemchabang Industrial Estate	30	-
Hemaraj Chonburi Industrial Estate	3	3
Pinthong Industrial Estates (3 locations)	-	41

191 Factories

Rayong

Amata City Rayong Industrial Estate	5	38
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43 Factories

- FPT
- FTREIT

* Excluding the areas for future development

Warehouses managed by the Company

9
Provinces

28
Location*

Lamphun

Frasers Property Logistics Center (Lamphun) 9 -

9 Units

Ayutthaya

Frasers Property Logistics Center (Wangnoi 1) 5 13
 Frasers Property Logistics Park (Wangnoi 2) 12 8
 Frasers Property Logistics Center (Rojana Ayutthaya) - 3
 Cold Storage (CTD)** - 1

42 Units

Samutsakhon

Frasers Property Logistics Center (Samutsakhon) 2 -

2 Units

Samutprakan

Frasers Property Logistics Center (Banglee 1-6) 20 38
 Frasers Property Logistics Center (Banglee 2) 3 -

61 Units

Chonburi

Frasers Property Logistics Center (Laemchabang 1) - 21
 Frasers Property Logistics Park (Laemchabang 2) 18 26
 Frasers Property Logistics Park (Laemchabang 3) - 24
 Frasers Property Logistics Center (Eastern Seaboard 1 A) - 7
 Frasers Property Logistics Center (Eastern Seaboard 2 A) 9 4
 Frasers Property Logistics Park (Eastern Seaboard 3) 8 -
 Frasers Property Logistics Park (Sriracha) 6 16
 Frasers Property Logistics Center (Bowin) - 9
 Frasers Property Logistics Center (Phan Thong 1) 10 5
 Frasers Property Logistics Center (Amata City Chonburi) - 7

170 Units

● FPT
 ● FTREIT

* Excluding the areas for future development
 ** Sale and leaseback agreement

Khon Kaen

Frasers Property Logistics Park (Khonkaen) 12 -

12 Units

Prachinburi

Frasers Property Logistics Center (Rojana Prachinburi) - 8

8 Units

Chachoengsao

Frasers Property Logistics Park (Bangna) 26 81

107 Units

Rayong

Frasers Property Logistics Center (Eastern Seaboard 1 B) 4 12
 Frasers Property Logistics Center (Amata City Rayong) 11 -

27 Units

Residential and Commercial Properties managed by the Company

11
Provinces

60
Projects

Chiang Rai

Townhome 2 Projects

Chiang Mai

Single-detached house 1 Project
Townhome 1 Project

Ayutthaya

Townhome 1 Project

Nonthaburi

Semi-detached house 1 Project
Townhome 8 Projects

Bangkok

Single-detached house 9 Projects
Semi-detached house 4 Projects
Townhome 13 Projects

Commercial Properties Projects

FYI Center
Goldenland Building
Sathorn Square
Park Ventures Ecoplex
W Hotel Bangkok
Modena by Fraser Bangkok
The Ascott Sathorn and Sky Villas
Mayfair Marriott Executive Apartment
Samyan Mitrtown

Samutprakarn

Semi-detached house 1 Project
Townhome 4 Projects

Nakorn Rachasima

Semi-detached house 1 Project

Pathumthani

Single-detached house 1 Project
Townhome 4 Projects

Chachoengsao

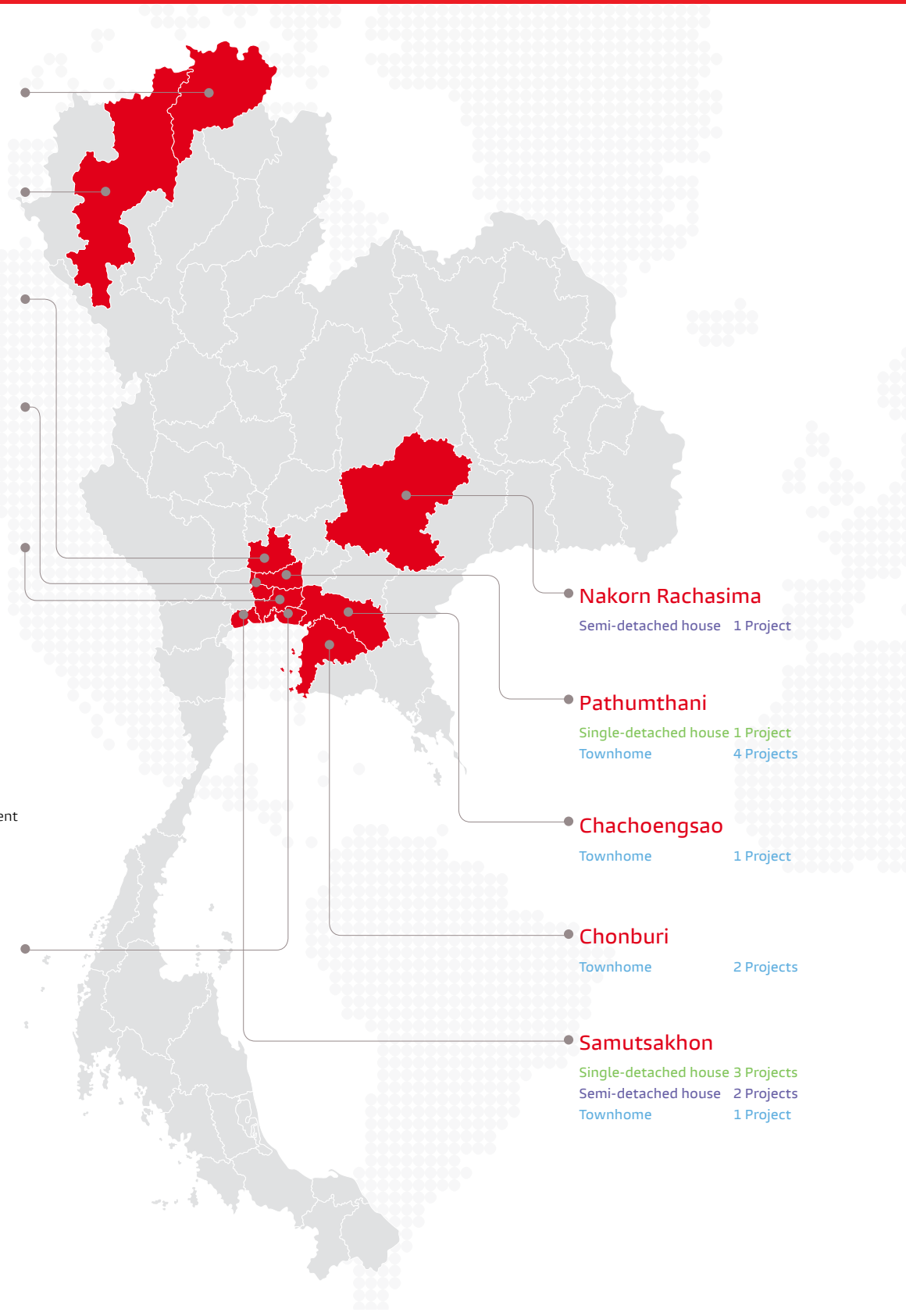
Townhome 1 Project

Chonburi

Townhome 2 Projects

Samutsakhon

Single-detached house 3 Projects
Semi-detached house 2 Projects
Townhome 1 Project





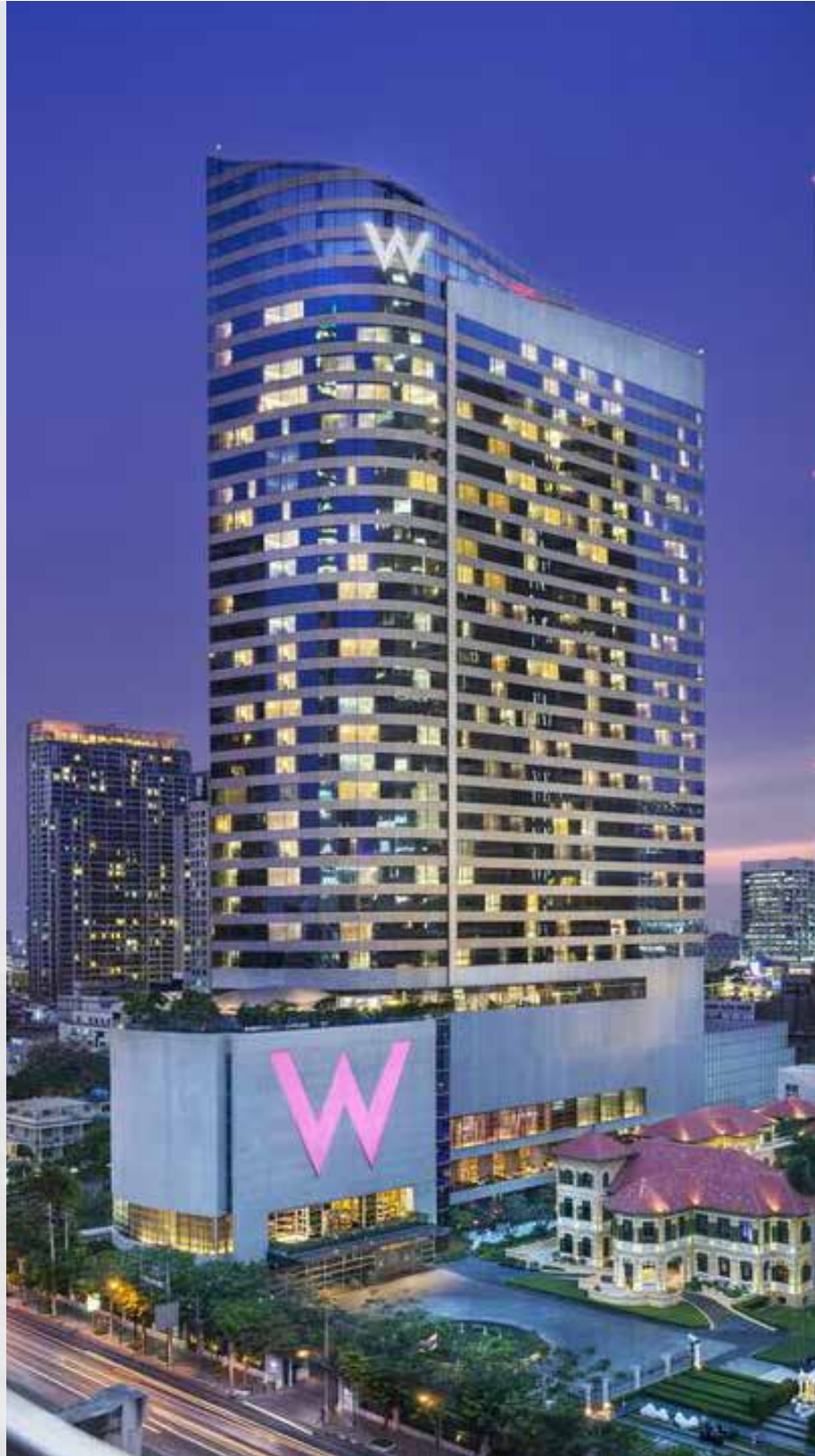
Rojana Industrial Park, Ayutthaya, Thailand

Corporate Governance

Group of Companies under the Frasers Property (Thailand) emphasizes great importance to good corporate governance. This is considered as the basis for business conducts, the Company has therefore established a policy for “Good Corporate Governance” as the practice of directors, executives, and employees in business conduct, covering five key areas, namely shareholder rights, equitable treatment towards shareholders, taking into account the role of stakeholders, disclosure of information and transparency, and accountability of the board through the corporate management system. It consists of the Board of Directors, the Good Corporate Governance Committee, and visionary executives. The duties and the authorities between the board and the executives are clearly separated. In addition, to show balance and transparency, the Chairman of the Board, Chief Executive Officer or President therefore are different persons.

A good corporate governance of the Company is based on the foundation of honesty, transparency, verification, and fairness including a support of anti-corruption to develop and enhance the good corporate governance system of the Company to be efficient in accordance with the principles of good corporate governance, announced by the Securities and Exchange Commission, the Stock Exchange of Thailand, recommendations from Thai Institute of Directors Association (IOD), and other relevant criteria in order to build confidence among all company’s stakeholders as well as developing the Company into a sustainable growth in a long run.

The Board of Directors performs duties in compliance with the laws, objectives, regulations of the Company, and the resolution of the shareholders’ meetings, as well as adhering to the announcement, criteria, and methods set by the Stock Exchange of Thailand, the Office of Securities and Exchange Commission, and the Capital Market Supervisory Board. In this regard, the Board of Director has established a manual for Ethics and Code of Business Conduct of Frasers Property (Thailand) Public Company Limited to be as a guideline for practice and the manual, policy, and guideline for practice are constantly updated, in accordance with the duties, accountabilities, and international practice in order for the development of corporate governance is appropriate to the nature of the business, the changing economic and social conditions. It will be presented to the Board of Directors for approval as well as communicating to the directors, executives, and all employees for acknowledgment and adherence to the practice, including being disclosed to the publics through the Company’s website.



▲ W Hotel Bangkok, Bangkok, Thailand

Performance and Targets

Performance	2018	2019	2020	Target in 2021
Corporate Governance Report (CGR)	Very good	Very good	Excellent	Excellent
Significant number of warnings or audit results from regulatory bodies	None	None	None	None

Activities on Corporate Governance

The Company has provided training to review the compliance with the corporate governance policy, covering Good Corporate Governance Policy, Ethical Standards, and Code of Business Conduct including an anti-corruption policy. The event was held on September 24, 2020, in which the Company has set as the day for communicating ESG issues to employees in the past year under the title of “ESG Sustainability Day 2020”. Due to the current situation of the Company which is in a process of reorganization, the three property business units will be integrated, the

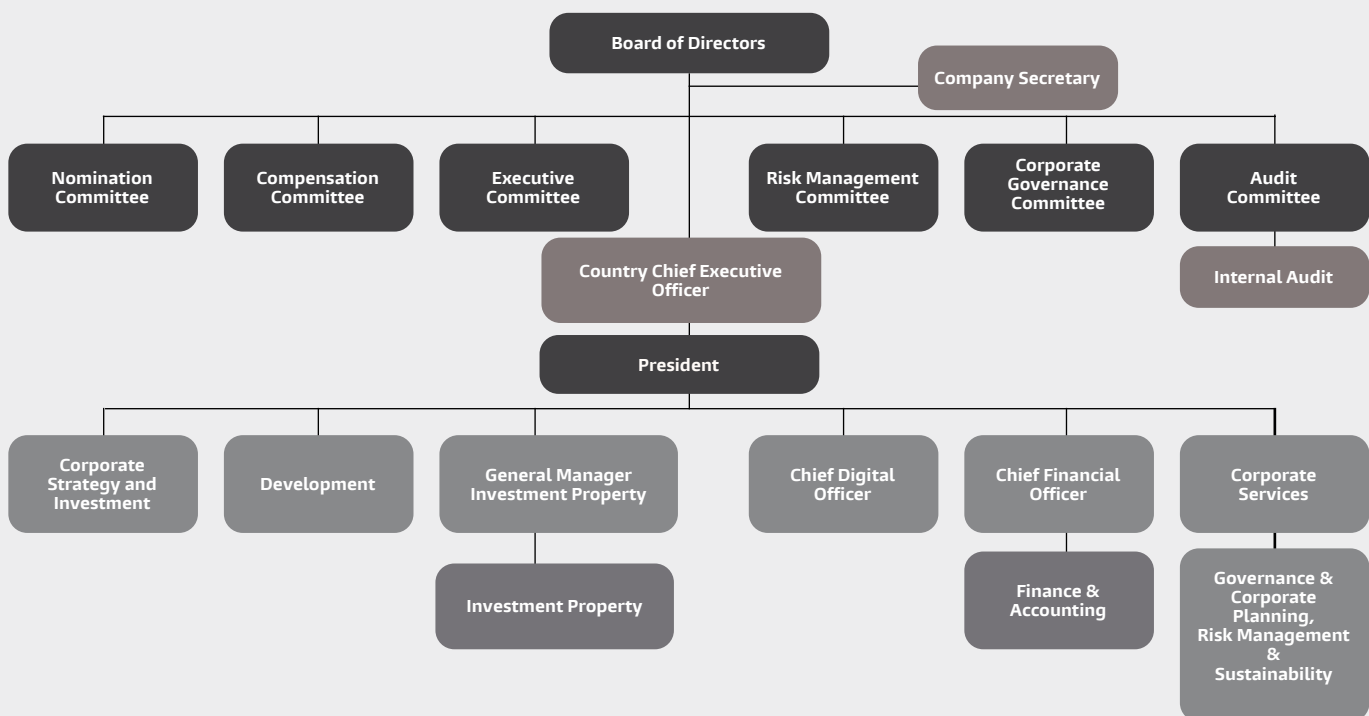
Company is therefor in the process of planning the implementation of corporate governance for 3 business units, together with reviewing and revising policies to be suitable for the nature of the corporate structure that has been changed.

Structure of Corporate Governance

The Board of Directors of Frasers Property (Thailand) Public Company Limited as of September 30, 2020 is consisted of a total of nine experts, three of them are independent directors, representing one-third or 33.33% of the entire board of directors. Duties are clearly separated

in order to create a balance between the administration and good corporate governance. In this regard, all directors do not in charge of the executive positions. The Company therefore does not have the executive directors according to the definition of the Stock Exchange of Thailand.

In addition, six sub-committees are included, namely the Audit Committee, Remuneration Committee, Nominating Committee, Executive Committee, Corporate Governance Committee, and Risk Management Committee. The structure is divided into different departments, which are summarized in the Company’s management structure diagram as follows;





Board Nomination

The principles in nominating and electing persons to be directors of the Company, it will comply with transparent criteria and process for Board nomination, taking into account the diversity of qualification both in terms of independence, knowledge and competency, experiences, and specialist skill, as well as gender, race, and age, to ensure that the qualification of the board of directors are suitable for corporate governance and able to respond to the changes in the global economic, social, and environmental conditions, affecting the growth of the business. The Company has therefore prepared the skills matrix for consideration to gain the maximum benefits towards the organization and the needs of the stakeholders.

Skills Matrix	Number of Directors
Property and Construction Industry	4
Engineering and Architecture	2
Administration	9
Finance and Accounting	5
Marketing and Logistics	4
Business Relation	9
Strategic Planning	8
Environmental and Sustainability Management	2
Legal	2
Economics	3
IT Communication and Digital	3

Proportion of Each Committee's Meeting Attendance

Committee and Sub-Committee	Corporate Committee	Audit Committee	Compensation Committee	Nomination Committee	Corporate Governance Committee	Risk Management Committee	Executive Committee
Mr. Chainoi Puankosoom	100	100	100	-	100	-	-
Assoc.Prof.Tithiphan Chuerboonchai	100	100	-	100	100	100	-
Mr.Chatchaval Jiaravanon	73	80	100	67	-	-	-
Mr.Chali Sophonpanich	82	-	-	-	-	-	-
Mr.Chotiphat Bijananda	82	-	-	100	-	100	-
Mr. Chai Vinichbutr ⁽¹⁾	82	-	-	-	-	-	86
Mr. Panote Sirivadhanabhakdi	100	-	100	-	-	100	100
Mr. Uten Lohachitpitaks	90	-	-	-	100	100	100
Mr. Sithichai Chaikriangkrai ⁽²⁾	86	-	-	-	-	-	100
Mr. Sophon Ratchraksa ⁽³⁾	-	-	-	-	-	-	100
Total proportion	86.33	93.3	100	89.00	100	100	97.2

Note:

- (1) Mr. Chai Vinichbutr has resigned from the position of the Executive Committee since 9 September 2020
 (2) Mr. Sithichai Chaikriangkrai has been appointed and positioned as Committee according to the meeting resolution of Corporate Committee no. 4/2562-63, dated on 13 December 2019 to replace Mr. Trikwon Boonnak. Later, he has been appointed and positioned as the Executive Committee, dated on 9 September 2020
 (3) Mr.Sophon Ratchraksa, positioned as President (not a Corporate Committee)



▲ Frasers Property Logistics Park (Wangnoi 2), Ayutthaya

Performance Appraisal of the Board of Directors

The Board of Directors are responsible of reviewing and recommending procedures for the annual performance evaluation of the Directors to the Board of Directors for approval. It consists of the self-assessment of the Board of Directors as a whole, self-assessment of the Board of Directors on an individual basis, self-assessment of the sub-committee as a whole and self-evaluation of the sub-committee on an individual basis. In addition, the recommendations and the results of the performance appraisal will be used to improve the operations for the best interests of the Company and stakeholders.

The Board of Directors	The Individual Directors	The Entire Sub-Committee	The Individual Sub-Committee
Average at 94.78%	Average at 95.71%	Average at 96.49%	Average at 97.87%
Excellent	Excellent	Excellent	Excellent

For more details on management structure and corporate governance, it can be found in the Company's Annual Report 2020, titled "Management Structure" at pages 56-75 and "Corporate Governance" at pages 141-163, published on the corporate website. www.frasersproperty.co.th



▲ Samyan Mitrtown, Bangkok, Thailand

The Applied “Practice Guideline” according to the Domestic and International Standards

The Company has applied the international practices to develop the management guidelines and corporate sustainability performance as follows:

The Domestic and International Practice



The Implementation of the Company

Undertake sustainability development in accordance with the guidelines set by the Stock Exchange of Thailand in order to be a listed company that has been selected to the list of Thailand Sustainability Investment (THSI).



Conduct a sustainability development reports in accordance with the Global Reporting Initiative (GRI) Standards.



Support the United Nations Sustainable Development Goals (SDGs) by being used to define the Company’s long-term strategies and goals.



Apply the international principles of the United Nations Global Compact or UNGC as a guideline for the activities of business conduct with responsibilities covering four key areas: human rights, labor standards, environmental protection, and anti-corruption.



Conduct business in accordance with the UN Guiding Principle on Business and Human Rights) and the Universal Declaration of Human Rights as a part of human resources management policy and human rights policy.



Conduct business on the basis of good corporate governance in accordance with corporate governance, assessed by the Thai Institute of Directors (IOD) based on the criteria, developed from the good corporate governance principles of the Organization for Economic Cooperation and Development (OECD).



Be a member of Thailand's Private Sector Collective Action Coalition Against Corruption (CAC) in which the Company has established a policy and internal control system to be in line with the risks of corruption in business conduct to be in accordance with the principles of business conduct with integrity, transparency, fairness, based on the framework of the guidelines on laws, ethics, and good corporate governance.



Participate in the Global Real Estate Sustainability Benchmark (GRESB) rating, which is the standard used in the ranking of global real estate companies.

Challenge and Opportunity

Industrial Property and Relevant Businesses

Challenge and Opportunity

The market for industrial factories and warehouses for rent is highly competitive.

FPT's Strategy

- To be a leading provider of smart industrial platform, The Company will continue to develop Ready-Built factories and/or warehouses in strategic locations and will manage speculative risk by securing pre-lease contracts for future projects or project under development. The Company also plans to increase development of Built-to-Suit factory/warehouse by applying knowledge and experiences of the major shareholder Frasers Property Group. Built-to-Suit project requires working closely with the customers starting from the design phase to ensure that customer's specific requirement is met. This includes design which caters for new technology and green building development under world-class standard e.g. LEED and EDGE. Additionally, the Company invested through strategic joint ventures to offer data collocation services along with co-working office in CBD locations to enhance our value proposition to meet the dynamic of industrial customer demand.
- Asset Management Strategy, the Company together with its major shareholder Frasers Property Limited has set up a team to actively manage assets of the Company. This includes a comprehensive analysis of all properties of the Company to assess its return potential. Certain assets of the companies can be modified, or adjusted for different use e.g. converting warehouses into factories or into Built-to-Suit development, adjusting building dimensions to suit market demand, or partnering with other businesses to develop these assets into other real estate types, and sale of selected assets to other developers or industrial estate player. The asset management strategy will help optimize existing assets of the Company and increase revenue to strengthen the liquidity or invest in other future development.
- To improve competitiveness of factories and warehouses, the Company has a plan to improve competitiveness of the Company's factories and warehouses. In addition to simple modification according to customers' request, the Company is studying to apply new technologies and innovations to its factories and warehouses which include automation and Smart Factory. This will also support initiative from the government to promote industrial sector in Thailand or Thailand 4.0 scheme.
- Expanding to adjacent business. The Company understands the importance of expansion into adjacent business and currently studying the technology-related business and data center, robotics and automation, development of industrial-led mixed-used real estate, Business Park, trade center and logistic park. The Company believes that these adjacent businesses will provide a platform that further add value to the Company's portfolio.
- Expanding to other ASEAN countries, the Company has a strategy to expand into other countries in ASEAN in addition to Indonesia, especially in CLMV. These countries have high growth potential while labor cost could be lower than Thailand. There is also strong demand for industrial properties including factories and warehouses where the Company can offer variety of products and services.

Thailand has great potential in the race to digital transformation as demand for data center services grow, which stands at the frontiers of progress towards advanced stages of digitization, in conjunction with broadband technology, cloud computing, big data analytics and Internet of things, which are a group of technologies that identify the growth level of countries in term of digital transformation. However, the country is thriving on other spheres of technology drivers especially the adoption of big data analytics to harness data streams from different sources, run analytics and getting significant value-add to the business from efficient information management.

- The Company set forth an objective to become a data center service provider breaking new ground into Thailand data center market with leading-edge development and operation management to cater for large-scale enterprise demand domestically and internationally. Through a strategic partnership with STT GDC, whose strength lies in world class data center technology and global expertise while adhering to international standards in terms of security and reliability, the Company is committed to lay a solid foundation in state-of-the-art operating system and infrastructure. The project development is administered by the professional partner to build trust and confidence in service quality while sustaining an eco-friendly and energy-efficient solution. By leveraging on the existing business partner network, the pre-marketing strategy has been employed to solicit prospective clients particularly the large local and transnational corporations in data driven service sectors. Those seeking large-scale data center and cloud computing capacity include universities, medical centers, media operators, financial institutions, etc. Alongside strong and expanding demand, the data center market presents a robust future as evident from many key organizations transitioning to digital-centric ways of doing business and increased in focus on efficient data process and data center management, especially for the emerging industrial sectors that utilize advanced digital technologies favored by government policies.

Industrial Property and Relevant Businesses

Challenge and Opportunity

The trend of freelance workforce has continued to increase. The startups that needs creative thinking spaces including small and medium enterprises (SMEs) and many large business organizations that have turned their attention to co-working spaces to empower employees with a more creative and collaborative working environment. It is also able to reduce building management costs by utilizing the most of the space efficiently. As a result, the overall competition between the co-working space providers will be intensified due to the opening of more service areas and expanding the rental area to a larger size, along with expanding business into areas that are prime locations and more prominent lifestyle areas.

FPT's Strategy

- Continuing on enhancement of the shared space experience for the new generation workforce, business traveler and enterprises across all sizes, the co-working platform is designed to provide a lively, energetic environment with a collaborative spirit to encourage interactions and innovations as well as promoting a healthy work-life balance. To remain ahead of the curve, the Company plans for continuous expansion of Co-working spaces in high-profile central business areas, with an ambition to become the leader of Co-working space provider in Thailand and regional ASEAN countries. Through a strategic collaboration with JustCo, the Company enhances its business solution with an integrated platform of facility service for existing industrial property clients, as well as fostering a significant transition toward customer-centric ways of doing business. With an emphasis on customer experience, the Company adopts a functionally responsive system powered by proprietary CRM software and data analytics application to support customer-centric workflow, create exposure and widen networking opportunity for entrepreneurs.

In 2018, the installation of industrial robots in Thailand was ranked the second highest in Southeast Asia and 14th in the world. It is expected to see a continued growth due to government promotion. The industrial robotics and automation is considered as an industry for future (New S-Curve), one of the target industries that the government requires to drive as a mechanism to drive the new age of economy (New Engine of Growth) and it plays an important role in helping to increase production's efficiency in the industrial and service sectors of the country.

- The Company aims to be a leader in automation and robotics services, focusing on solving the needs of delivering solutions. This will help raise customer business models in line with the market direction in the digital age, along with accommodating for the needs of various types of industrial sectors. The target customers are industrial property, commercial property, pharmaceutical industry, and e-commerce, including food and beverage as well through providing services, based on a strong technology ecosystem applying knowledge and experience of PBA group to provide advice, deployment, and post-deployment services in projects according to the specific characteristics of each type of customer. This is supported very well by a group of companies that have a large customer base.

Condition of the housing market: a large number of developers, highly competitive, along with purchasing behavior and decision-making processes by consumers are now more rational.

- Home or products design strategy; the Company also pays continuing attention to behavior research of each consumer segment. The focus is still on a design principle regarding the space utilization; moreover, its competitive edge is to offer outstanding products at appropriate prices for each target niche as its motto of "An Affordable Stylish Living".
- Location strategy; the Company pay attention to the convenience of transportation, accessibility of utilities as well as the convenience of various facilities outside the project. The Company also emphasizes on the locations according to the trend of community expansion and plans of expanding the transportation network in the future.
- Pricing strategy; the selling price will suit to the current markets, taking into account the value perception of the product as opposed to the value that consumers have to pay (Value for Money) and the value-added on more functions or better environments and facilities.
- Marketing promotion strategy; the Company's policy to use various media channels and a combination thereof to disseminate information on its projects to be best accessible by its clientele and general consumers.

Stakeholder Engagement

▼ Mitrtown Office Tower, Bangkok, Thailand



The Management Framework Stakeholder Analysis has been established based on the guidelines set forth in the GRI Standard. Each department performs the duty of stakeholder analysis involved in their own operations and according to the business value chain of the Company. The analysis results obtained from each department will be analyzed for the classification of the Company's stakeholders.

Stakeholder analysis procedure

Identifying the stakeholders

Considered by the engagement relevant to the business chain value of the Company.

Identifying the impacts of the Company towards stakeholders

Evaluated by the impacts and opportunity in term of economy, society, and environment.

Rating the influence level of stakeholders towards the Company

Evaluated by the influence level arising from other factors such as implementation, rules & regulations, and reputation.

Grouping stakeholders

Divided stakeholders into groups according to the level of impact towards the Company and influence level of stakeholders towards the Company.

Prioritizing the importance of stakeholders

Identifying the engagement guidelines appropriate to each group of stakeholders, such as interview, workshop, etc.

In 2020, the Company has classified its stakeholders into 10 groups: employees, customers, suppliers, business partners, creditors, shareholders, communities, government agencies and state enterprises, the media, and business competitors.

Implementations with Stakeholders

Stakeholders	Engagement Approach	Issues on Stakeholders	Issues on Sustainability Development
Employees	<ul style="list-style-type: none"> • Communication between HR department and employees • Meetings between executives and employees (Town hall) • Monthly employee meeting • Online communication, intranet and email • Meeting of Remuneration Committee • Annual employee engagement survey • Providing channels for receiving complaints 	<ul style="list-style-type: none"> • Direction of business conducts and the performance of the Company • Corporate business ethics • Quality of life of employees • Suitable compensation, welfares, and benefits • Progress and stability in the workplace • A good working environment • Development of competency, knowledge, and ability 	<ul style="list-style-type: none"> • Good corporate governance • Challenges and opportunities • Business ethics and anti-corruption • Innovation and process development • Employee care • Human resource development • Occupational health and safety in workplace
Customers	<ul style="list-style-type: none"> • Annual customer satisfaction survey • Organization of customer relations activities/ marketing activities • On-site visits and meetings with customers directly • Online communication / email • Call Center 	<ul style="list-style-type: none"> • After-sales service with quality • Customer Relationship Management • Environmental management • Effective response to customer complaints. • Risk and Crisis Management 	<ul style="list-style-type: none"> • Responsibility towards customers and products • Eco-friendly product design • Greenhouse gas • Environmental management such as energy resources, water resources and waste management
Suppliers	<ul style="list-style-type: none"> • Communication via online media/email • Channels for receiving advice or complaints 	<ul style="list-style-type: none"> • Good corporate governance and business ethics • Equality in doing business • A transparent and fair procurement process 	<ul style="list-style-type: none"> • Supply chain management • Good corporate governance • Anti-Corruption • Human rights • Occupational health and safety in workplace • Legal compliance
Communities	<ul style="list-style-type: none"> • Organizing activities with the community • Communication Online media/ email • Other communication channels to receive advice or complaints 	<ul style="list-style-type: none"> • Good relationship with the community • Compliance with Social Laws and environment • Community economy • Promote the development of a better quality of life in the community and society • Build a network of cooperation to jointly develop communities and society 	<ul style="list-style-type: none"> • Community engagement • Social activities • Legal compliance

Implementations with Stakeholders

Stakeholders	Engagement Approach	Issues on Stakeholders	Issues on Sustainability Development
Shareholders	<ul style="list-style-type: none"> Organizing the Annual General Meeting of Shareholders Board meetings in subsidiaries and joint ventures Investment information presentation at the Stock Exchange of Thailand Investor clarification meeting quarterly Communication via online media/email Channels for receiving advice or complaints Business visits 	<ul style="list-style-type: none"> Stable and profitable performance and business growth Continuous new business development Development of innovation and technology Risk management 	<ul style="list-style-type: none"> Good corporate governance Creating economic value for stakeholders Risk management and business continuity management Innovation and process development Legal compliance
Business Partners	<ul style="list-style-type: none"> Board meetings in subsidiaries and joint venture Meetings with business partners/venture capitalists Communication via online media /email Disclosure of information or reports as required 	<ul style="list-style-type: none"> Business conduct with integrity, fairness, and transparency Engagement of business development and growth together A continuous new business development Development of innovation and technology 	<ul style="list-style-type: none"> Business Code of Conduct Creating an economic value to stakeholders Risk Management and Business Continuity Management Innovation and process development
Creditors	<ul style="list-style-type: none"> Meeting with analyst Meeting with creditor Business visit Communication via online media/email 	<ul style="list-style-type: none"> A practice according to conditions of loan and corporate debenture Risk Management 	<ul style="list-style-type: none"> Business Code of Conduct Creating economic value to stakeholders Risk Management and Business Continuity Management
Government Agencies and State Enterprises	<ul style="list-style-type: none"> Support the activities organized by the government Participate in the working group of government agencies Business visits Information disclosure or reports as required 	<ul style="list-style-type: none"> Legal compliance and relevant regulations Information disclosure of business conduct transparently Creating economic value and social value 	<ul style="list-style-type: none"> Community engagement and social activities Legal compliance Good corporate governance Anti-corruption Occupational Health and Safety
Media	<ul style="list-style-type: none"> PR News/Press Conference Special interview through required media Information disclosure or reports as require 	<ul style="list-style-type: none"> The receipt of complete, correct, updated information Information disclosure that is correct Treat media with good relationship 	<ul style="list-style-type: none"> Good corporate governance Anti-corruption Community engagement and social activities
Competitors	<ul style="list-style-type: none"> Meeting with various organizations relevant to industry Collaborative network according to the government policy 	<ul style="list-style-type: none"> Fair competition and in accordance with laws 	<ul style="list-style-type: none"> Good corporate governance Challenge and Opportunity Business Code of Conduct Anti-corruption

Communication of the Company's Performance to Stakeholders



▲ Town hall at Mitrtown Office Tower, Bangkok, Thailand

In 2020, the Company has conducted a process of stakeholder's engagement, especially the disclosure of information to both internal and external stakeholders, as follows:

- Communicating the Company's performance and business information to executives and employees in corporate activities such as Town hall, CEO Message, and so on.
- Organizing activities for executives to meet investors both in small groups, institutional investors, stock analysts, to describe and provide information on the Company's business performance and the activities to visit the Company's premises to exchange knowledge and experiences together as follows:
 - KTBST Luncheon Talk at Grand Hyatt Erawan
 - Frasers Day Bangkok at Samyan Mitrtown Hall
 - FPT Corporate Day & Open House Site Visit at JustCo 24th FL Mitrtown Office Tower
 - DBS Pulse of Asia Conference at Fullerton Singapore
 - Finansia Syrus Corporate Day at St Regis Hotel Bangkok
- In cooperation with The Thai Real Estate Association, organized an activity to bring students to visit the Company in Singapore.



▲ Frasers Day Bangkok at Samyan Mitrtown Hall



In addition, the Company allocated an area in the Samyan Mitrtown Plaza on 1-4 October 2020 for organizing the Thailand Sustainability Expo 2020 (TSX) held under the concept of “Sufficiency for Sustainability” led by Thai Beverage Public Company Limited, Thai Union Group Public Company Limited (TU), PTT Global Chemical Public Company Limited (PTTGC), and Thailand Supply Chain Network. The Company has presented its sustainability performance in terms of both economic, social, and environmental dimensions in order for stakeholders and interested people to be acknowledged and to seek the opportunities for sustainable development further. In such event, there would be a presentation of activities and sustainability development projects from government, private, and the public sectors to exhibit. The participants were able to learn by introducing the Royal Command of His Majesty King Maha Vajiralongkorn Phra Vajiraklaochaoyuhua, “Continue, preserve, and Build upon the wisdom of the Sufficiency Economic Philosophy” as a guideline for organizing the event according to the royal science and the philosophy of sufficiency economy according to the royal initiatives of the Late King, His Majesty Bhumibol Adulyadej. The event consisted of sustainability activities such as a showcase of sustainability performances from leading organizations in Thailand, the exhibitions raising awareness on sustainability such as photo exhibition of “Sustainability Action Hero”, “Trash to Treasure Art”, Orm-Sin Turtle, and artificial corals, etc. as well as a seminar from leading speakers and young generation, Career Guidance on Sustainability, the opportunities of business for sustainability, and a speech contest on the topic “Sufficiency for Sustainability”, the Trash-to-Treasure Art contest, and other sustainability workshops.



▲ Samyan Mitrtown Hall, Samyan Mitrtown, Bangkok



Materiality Assessment on Sustainable Development

Materiality towards sustainability will be assessed for prioritization in accordance with the administrative framework based on the Global Reporting Initiative (GRI), considered by the impacts towards the Company and its stakeholders, covering economic, environmental, and social issues that stakeholders are interested in and expectable.

The results of materiality assessment on sustainability will be reviewed and approved by the top management and the corporate governance committee on an annual basis.

Procedure of Materiality Assessment

1. Identifying the materiality of stakeholders and the organization, the information on materiality of the Company will be collected from groups of stakeholders, both internal and external through channels suitable for each group of stakeholders such as meetings, questionnaires, engagement survey, etc. In addition, the Company has summarized the materiality towards business conducts from the opinions of the Board of Directors and the executives of the Company at various meetings, especially issues on corporate risk, opportunities and challenges that create both positive and negative impacts on business conduct of the Company including the economic trends of global and regional changes.
2. Summarizing the materiality, the Corporate Governance Committee have assigned to executives and departments of corporate governance and sustainability to perform the relevant actions in conducting development plans, leading to the practice on corporate sustainability, executives, employees, and consultants on corporate sustainability, jointly considered grouping and prioritizing the materiality on sustainable development. The factors to consider depends on the level of impact by business conduct of the Company towards the economy, society, and environment including the degree of influence on assessments and decisions of stakeholders on various issues, based on the guidelines of the

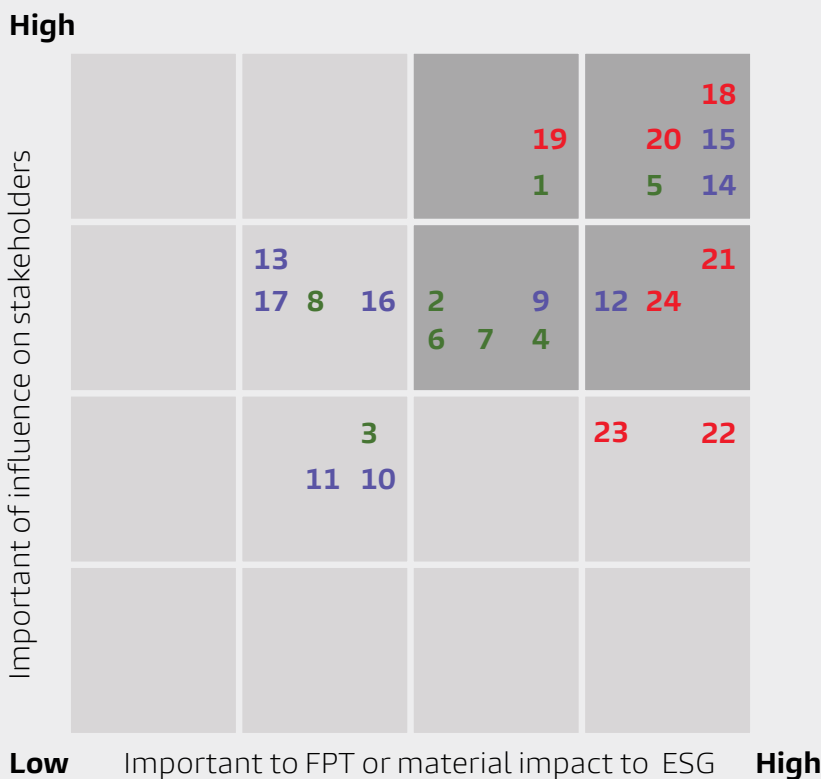
Global Reporting Initiative Standards (GRI Standards). Then, it will be defined in the Materiality Matrix, the horizontal axis (X axis) shows the degree of impact of the Company’s operations towards the economy, society, and environment. While the vertical axis (Y axis) demonstrates the degree of influence towards the assessment and decision-making of stakeholder groups.

The year 2020 is the first year for the Company to identify and prioritize the materiality on sustainability, based on the Sustainable Development Framework of the Frasers Group of companies in conjunction with GRI Standards to achieve the materiality on sustainability that are accurate and

clear, totally 24 materiality.

3. Verification of materiality, the executives of Corporate Governance and Sustainability department, employees, and consultants on corporate sustainability have jointly agreed, approved and prioritized the materiality on sustainability. In addition, the guidelines for responding to stakeholders on various issues have been established. The relevant departments have been assigned to proceed. Moreover, the indicators have been also defined to assess the results in conjunction with the operational performance assessments of the executives and involved employees.

Materiality Matrix



E Environment



Responsible for resource consumption

1. Eco-design
2. Supply Chain Management
3. Restoration of Environment
4. Energy Management
5. Green House Gas Emission
6. Waste Management
7. Water Management
8. Compliance with Environmental Regulations

S Social



Committed on human resource development

9. Customers and Products Stewardship
10. Social Engagement
11. Charity
12. Occupational Health and Safety
13. Human Rights
14. Employee Cares
15. Human Resource Development
16. Corporate Culture
17. Compliance with Social Regulations

G Governance



Continuous progress

18. Innovation and Working Process Improvement
19. Economic Distribution
20. Green Building
21. Risk Management
22. Business Continuity Management
23. Business Ethics
24. Stakeholders' Engagement



Analysis and Planning of Propelled Strategies in accordance with Materiality on Sustainability

The Company has analyzed the materiality on sustainability by the degree of impact from business conduct towards the economy, society, and environment including the degree of influence on assessments and decisions of stakeholders on various issues that is high in order for planning the corporate strategies that can respond to these materiality as follows:

1. Innovation and Technology

As digital technology continues to play an increasingly important role in business, the Company also sees opportunities by bringing innovation and technology to support business operations in order to expand business opportunities and to seamlessly connect business processes as well as to proceed the acting progressively along with delivering memorable and surpassing experiences which make customers feel different and satisfied. As a result, the Company is able to compete with competitors in the same industry, as well as to adopt accurate, reliable, and up-to-date information systems in order to support internal business conduct and making decisions efficiently. In addition, the Company is also aware of information security management and controls the privacy of all stakeholders very seriously and strictly, reflecting the commitment of the Company in adapting to the digital age to promote the business conduct of the Company to achieve the goals and vision as set and to build confidence among stakeholders.



▲ UV-Disinfecting Autonomous Mobile Robots (AMRs)

2. Business practice, taking into account the responsibility towards society and environment

The Company understands the importance of showing responsibility towards society and environment. The compliance with laws only is not enough. It is because the markets or consumers in this era are more susceptible to environmental problems and willing to subsidize the environmentally friendly products, even when they pay more. The leading organizations are turning to proactive social and environmental strategies, focusing on responsibility and cares, minimizing impacts, protection, including social and environmental advantages and stakeholders, such as venture capitalists, employees, and communities, are more concerned

with issues on society and environment and ready to support, accept, including to give a confidence to companies that operate their businesses with cares, transparency, and continuity of practice as a corporate culture, the Company therefore is taking into design and management that are responsible for natural resources consumption, the social cares, and environmental cares (Consuming Responsibly) based on the international standards. The goals are set to reduce the greenhouse gas emissions as well as striving to be a Net Zero Carbon organization.



3. Employee Cares and Human Resource Development

Employees are the most valuable resource of the Company, considered as an important mechanism that drives business growth. In order to meet the goals of the organization and to be an important force that will lead the Company to success in the future with a sustainable business conduct, the Company is therefore committed to human resource management in accordance with the framework of sustainability development and corporate strategy by focusing on people (Focusing on People), taking into account the connection with the community, social values and surrounding

people, employee cares, customers, and communities, with a good environment, a health, and well-being with balance, as well as occupational health and safety, the development of personnel and leadership skills, building a culture of human capital development, and promoting the coexistence of all based on the principle of human rights.



▲ JustCo at Samyan Mitrtown , Bangkok, Thailand

FPT Sustainability Framework

The development framework of the Company has been developed through the stakeholder's engagement of the Company, internal and external risk factors, as well as opportunities and challenge, global trends and directions on sustainability and global changes in technology and innovation, covering economic, social, and environmental dimensions. The Company has also set the priority of materiality on sustainability in accordance with the Frasers Property Group of companies which has defined a framework for driving sustainability development as the goals by 2030. Three strategies have been defined:

- Acting Progressively
- Consuming Responsibly
- Focusing on People

SUSTAINABLE DEVELOPMENT GOALS



All three strategies are combined with the principles of corporate sustainability development, leading to the definition of 13 keys. In 2020, the Company has organized a corporate sustainability development course, focusing on building a foundation of internal understanding of sustainability and workshops for a sustainability development project at the departmental level. In addition, workshops has provided to employees on the understanding regarding report preparation on sustainability project at departmental level according to the Global Reporting Initiative (GRI) guidelines, as well as building an understanding of sustainability based on UNSDG as well.

▲ Corporate Sustainability Program at Mitrtown Office Tower, Bangkok

FPT Sustainability Framework



Acting Progressively



Consuming Responsibly



Focusing on People

Focus Areas

Innovation

Fostering an innovation culture that creates value and strengthens our competitive edge

Materials & Supply Chain

Achieving the sustainable management and efficient use of material along the supply chain

Community Connectedness

Considering social value principles for communities

Resilient Properties

Strengthening the resilience and climate adaptive capacity

Biodiversity

Enhancing the environment and ecosystem through our developments

Health & Well-being

Ensuring healthy and balanced work and community environments

Risk-based Management

Comprehensive assessment to address environment, health and safety risk

Energy & Carbon

Increasing substantially energy efficiency and renewable energy used

Diversity & Inclusion

Empowering and promoting the social inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or others status

Responsible Investment

Incorporating social, environment and governance criteria in the evaluation process

Waste

Reducing substantially waste generation through prevention, reduction, recycling and reuse

Skills & Leadership

Developing skills and leadership programs that support productive activities, creativity and innovation to deliver high-value products and services

Water

Increasing substantially water efficiency and the recycling and safe reused of water discharged

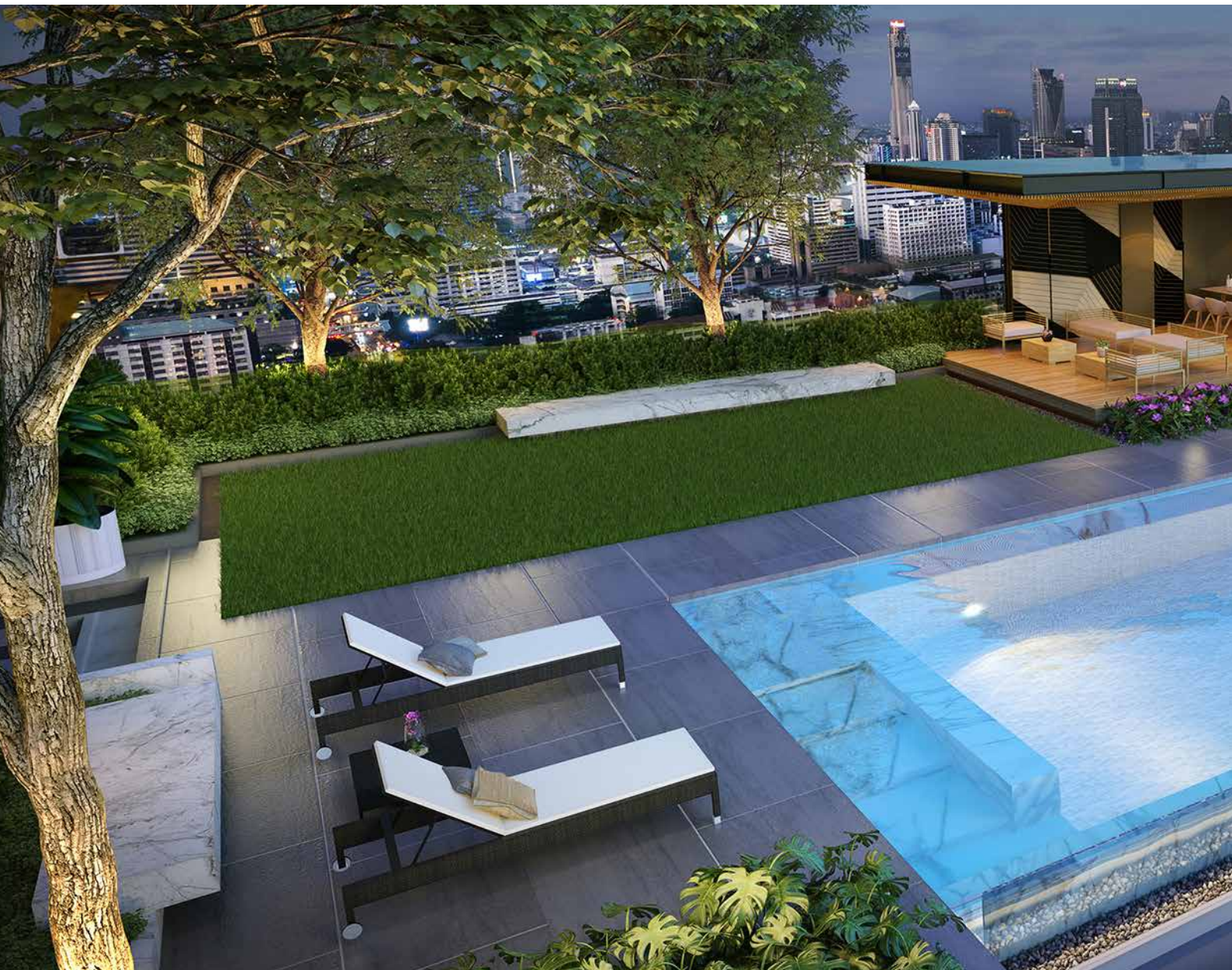
FPT with Sustainability Development Goals

Sustainability Strategy	The Issues on Sustainability Development	The Sustainability Development Issues on ESG
<p>Acting Progressively</p> 	<p>Innovation</p> <hr/> <p>Business Flexibility and Adaptability</p> <hr/> <p>Risk Management</p> <hr/> <p>Responsible Investment</p>	<p>Innovation and Process Improvement</p> <hr/> <p>Creating Economic Value for Stakeholders</p> <hr/> <p>Business Ethics</p> <hr/> <p>Anti-Corruption</p> <hr/> <p>Risk Management</p> <hr/> <p>Business Continuity Management</p> <hr/> <p>Occupational Safety, Health and Environment</p> <hr/> <p>Customers and Products Stewardship</p> <hr/> <p>Law Compliances on Social, Environment, and Corporate Governance.</p>
<p>Consuming Responsibly</p> 	<p>Resource and Supply Chain</p> <hr/> <p>Biodiversity</p> <hr/> <p>Energy and Carbon Dioxide</p> <hr/> <p>Waste</p> <hr/> <p>Water Resource</p>	<p>Supply Chain Management</p> <hr/> <p>Eco-design</p> <hr/> <p>Biodiversity</p> <hr/> <p>Greenhouse Gas (GHG)</p> <hr/> <p>Energy Management</p> <hr/> <p>Waste Management</p> <hr/> <p>Water Management</p>

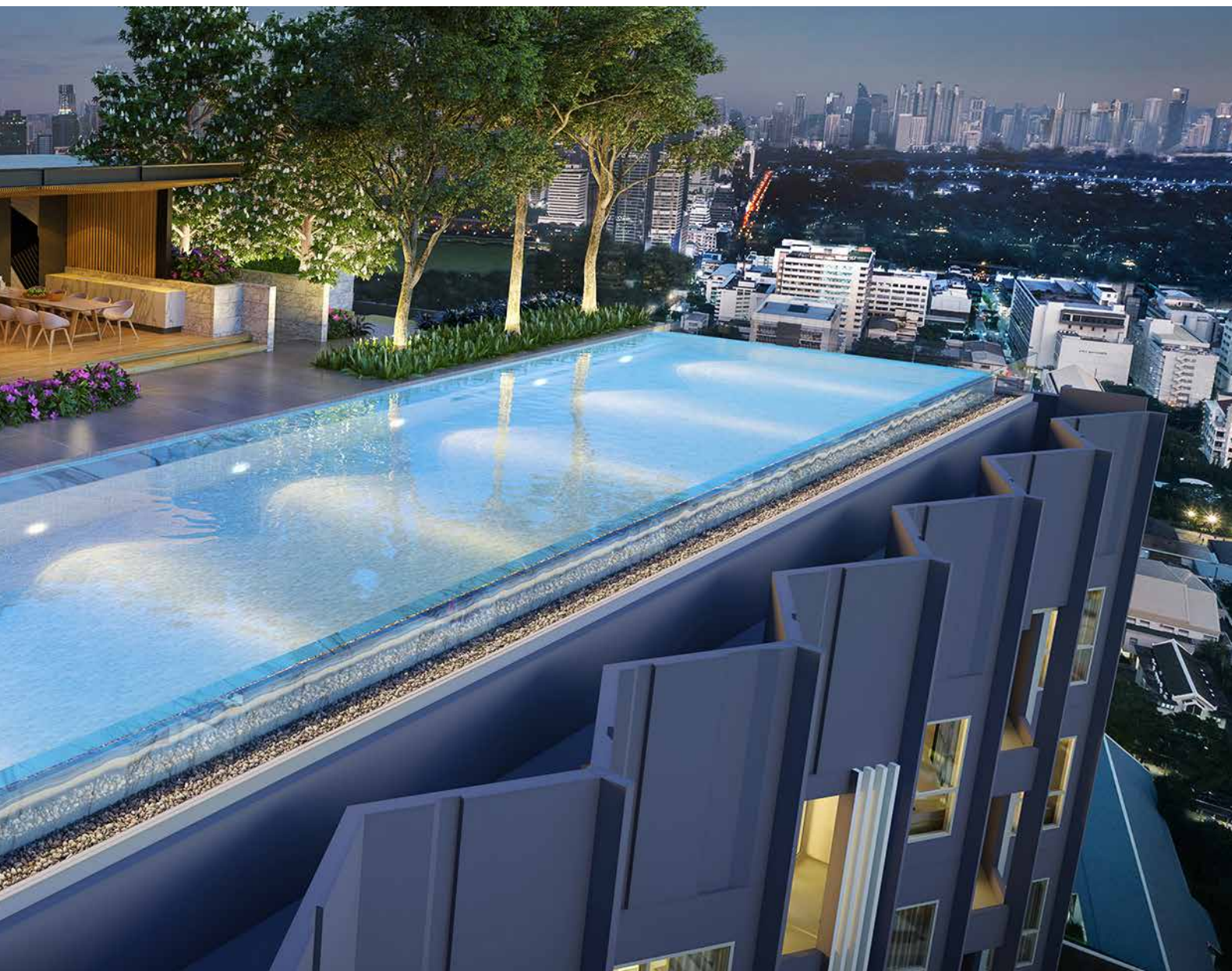
The Corporate KPIs	Scope of impacts towards key stakeholders						GRI Standard	Page	Objectives of UNSDGs
	Employees	Customers	Suppliers	Community	Investor	Shareholders			
The economic value derived from innovation and process improvement of the Company.	✓	✓	✓				201	66-70	8, 9
Dividend Payout Ratio.	✓	✓	✓	✓	✓	✓	201	53-54	8
Number of significant complaints on corporate governance.	✓	✓	✓		✓	✓	206	55-56	8
Number of significant cases on corruption.	✓						205	57	8
Coverage proportion of risk management.	✓	✓	✓		✓	✓	-	58-64	16
Proportion of the corporate business continuity management.	✓	✓			✓	✓	-	65	11
Injury Frequency Rate of the Company's employee and its contractors.	✓		✓	✓			403-9 419-1	121-128, 142-143	8
Customer satisfaction towards products and service of the Company.		✓	✓				417	76-79	8
Number of events for non-compliance of laws on Social, Environment, and Corporate Governance.	✓		✓	✓			307-1	119-120, 139-140	16
Coverage proportion of Corporate Supply Chain Management.	✓		✓				204-1 308-1	71-75	8, 12
Proportion of green products (any single certificate).	✓	✓					301	82-85	8, 9, 12
The increasing proportion in green areas.	✓	✓		✓			304	100-102	11, 15
The reducing proportion in greenhouse gas emission.	✓	✓					305-4	86-91	7, 13
The reducing proportion in energy consumption.	✓	✓					302-4	93-94	7, 13
The increasing proportion in recyclable waste.	✓	✓					306	98-99	11, 12
The reducing proportion in water consumption.	✓	✓					303	95-97	6, 11, 14

Sustainability Strategy	The issues on Sustainability Development	The Sustainability Development Issues on ESG
<p>Focusing on People</p> 	<p>Community Network</p> <hr/> <p>Health and Well-being</p> <hr/> <p>Diversity and Coexistence</p> <hr/> <p>Skill and Leadership</p>	<p>Social Contribution and Social Activities</p> <hr/> <p>Employee Care</p> <hr/> <p>Human Rights</p> <hr/> <p>Corporate Culture and Human Capital Development</p>

▼ Triple Y Residence, Bangkok, Thailand



The Corporate KPIs	Scope of impacts towards key stakeholders						GRI Standard	Page	Objectives of UNSDGs
	Employees	Customers	Suppliers	Community	Investor	Shareholders			
The working hours of employees for voluntary and social activities.	✓	✓		✓			413-1 413-2	129-169, 143	11, 17
The proportion of key positions with succession plan.	✓						404-2	104-112, 116	3, 8, 10
The number of significant complaints on human rights.	✓						-	117-118, 141-142	8, 10
The level of corporate employee engagement.	✓						404-3	106-113	8, 10





Economic Performance

Total Sale Revenue
20,490.37
Million Baht



Distribution of Economic Value

18,853.67
Million Baht



Dividend Payout Ratio

49.85%



Customer satisfaction towards products and services of the Company

86%

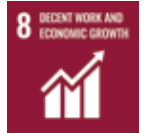


No significant complaints on corporate governance.



▲ Frasers Property Logistics Center (Bangplee 2), Samut Prakan

Economic Distribution



The Company operates its business to create security for stakeholders in all sectors involved in the business conduct, without focusing solely on the pursuit of income. It rather emphasizes on building engagement in communities, society, and stakeholders. The Company believes that true sustainability must arise from the exchange of knowledge and shares with each other.

Report Scope

The management information in this report covers all businesses that the Company has more than half of the investments and management authority in the residential property sector, commercial property sector, and industrial property sector including other businesses. The information of the remaining business groups will be covered by 2022.



▲ Sanyan Mitrtown Hall, Bangkok

Management Guidelines

The principles of the Company focus on responding to the working experiences of employees and customers according to the business philosophy “Experience Matters” to create economic distribution for stakeholders in all sectors such as dividend yields to shareholders, investment in community, and social development, and improving the quality of life of employees, etc. Therefore, in order to create a stable economic distribution for stakeholders, the Company will therefore focus on compliance with rules and regulations at the international, national, and social levels, for example the full payment of taxes or fees to the government sector or local authorities, hiring local labors to distribute income to communities surrounding project areas of the Company, etc. The Company considers the stable economic distribution for stakeholders as follows:

Performance

In 2020, the Company paid a total dividend of 1,391.57 million baht, accounting for 49.85% of net profit. In addition, the Company had performed the total sales of 20,490.37 million baht by distributing the economic value to total stakeholders at 18,853.67 million baht, the Company therefore has remained the economic value of 1,636.70 million baht.

Stakeholders	Economic Distributing to receive
Supplier/Contractor	The operating expense
Employee	Salary, Wage and Welfare
	Provident Fund
	Expenses for human resources development
Financial Institution	Interest
	Financial expenses
Shareholder	Dividend Yield
Government sector	Government fees
	Corporate Income Tax
	Local Maintenance Tax
	Property Tax
	Special Business Tax and other Taxes
Community	Budget for social activities

Economic Distribution	Income from sale (million baht)	20,490.37
Economic Distribution	Dividend (MB)	1,391.57
	Expenses for suppliers and contractors (MB)	13,619.16
	Employee expense (MB) (1)	1,659.00
	Financial cost (MB) (2)	1,131.47
	Government fees (MB) (3)	1,048.09
	Investment in community and social development (MB) (4)	3.18
	Investment in environment (MB) (5)	1.20
Economic Value	Balance (MB)	1,636.70

Remarks

- (1) Composed of salaries, wages, welfare, contributions to the provident fund and human resource development expenses
- (2) It consists of interest expenses, financial cost
- (3) It consists of royalty fee, corporate income tax, local maintenance taxes, property taxes, specific business taxes, and other taxes.
- (4) It consists of expenses for community development and social responsibility activities.
- (5) It consists of expenses for environmental management

Performance

	2020	Target in 2021
Proportion of Dividend Yield	49.85 %	40.00 %

Note: The above proportion of dividend yield depends on the Company's cash flow and investment of the Company and its subsidiaries including any other legal and necessary restrictions

Business Ethics



The business practices according to the business ethics and ethical business code of conduct are taken into account, as an important issue that stakeholders pay attention to. As it can directly affect stakeholders' confidence towards the Company. The Company is therefore committed to conduct business by adhering to the essence of the policy and manual in accordance with the principles of good corporate governance for listed companies in 2017 by the Securities and Exchange Commission under the supervision of the good corporate governance committee. The corporate governance department performs its duties to promote compliance with ethical standards and ethical business code of conduct, along with promoting a corporate culture that does not ignore corruption as well as raising the degree of supervision to meet the international standards to prevent risks that may affect the business conduct.

Report Scope

The management information in this report covers businesses that the Company owns more than half of the investments and possesses management authority in the industrial property and other businesses. The information of remaining business groups will be all covered by 2022.

Management Guidelines

A policy and manual on good corporate governance, Ethical Standards and Ethical Code of Business Conduct have been provided by the Company, covering the corporate governance policy and the business ethics in line with the international and national regulations and requirements such as the ASEAN



▲ Training on Corporate Governance and Business Ethics at Mitrtown Office Tower, Bangkok

Corporate Governance Scorecard (ACGS), Organization for Economic Co-operation and Development or OECD, and the Securities and Exchange Act. The Company continually reviews and improves the aforementioned policies and practice guidelines and promulgates, along with organizing training, communicating to personnel at all levels such as;

- Good Corporate Governance Policy, Ethical Business Code of Conduct
- Anti-Corruption Policy
- Whistleblower Policy
- Policy on Use and Disclosure of Inside Information
- Policy on Giving and Acceptance of Gifts, Entertainment, or Other Benefits
- Human Rights Policy

Currently, the Company has set business ethics as part of corporate culture to allow a corporate

governance of the Company to be efficient. It is also one of the key performance indicators of all executives and employees, as well as promoting the understanding through two-way communication channels such as;

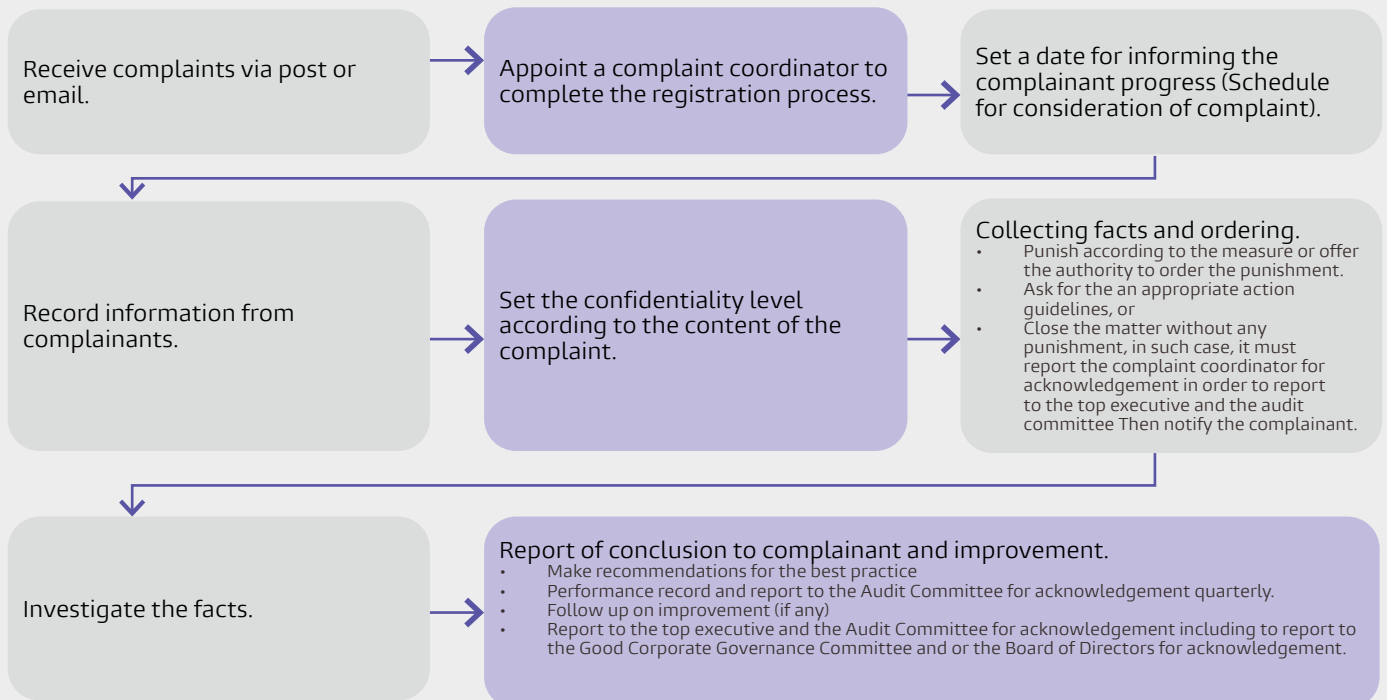
- Training on good corporate governance principles, ethics, and ethical code of business conduct, anti-corruption, whistleblower policy, and sustainability in the annual orientation program for new employee and training for reviewing annually.
- Communication relevant to Best Practices via Intranet, e-mail.
- Communication and listening to the opinions from employees during the training and LINE Application.

Whistleblowing Channel

Whistleblowing Channel	Attention to
Post mail	To: the Audit Committee Frasers Property (Thailand) Public Company Limited Address: No. 944 Mitrtown Office Tower, 22nd-23th Floor, Rama 4 Road, Wang Mai Sub district, Pathumwan District, Bangkok 10330
Intranet	http://fptweb.frasersproperty.co.th/intranet/?pages=corrupt
Online Form	www.frasersproperty.co.th/th/corporate-governance/corporate-governance/whistleblowing
E-mail	FPT.AuditCommittee@frasersproperty.com

All complaints received will be considered and taken into action according to processes and procedures that are independent and in accordance with good practice based on the measure to punish the complainant in bad faith and protect the whistleblower or the complainants in good faith from receiving unfair acts.

Process for Complaints Management



Due to the present, an internal restructuring of the business groups has been implementing, thus the Company is in the process of reviewing details, procedures, approaches, and channels for receiving complaints to suit the nature of the operational structure that covers all business groups of the Company further.

Anti-Corruption



The Company takes into account its business conduct based on the foundation of transparency, ethics, compliance with the policy and relevant laws, with the emphasis on strictly compliance with the principle of anti-corruption as an important issue that stakeholders pay attention to and able to create a negative impact towards a confidence of stakeholders, and in order to prevent the risks that may affect the business conduct.

Report Scope

The anti-corruption management information in this report covers businesses that the Company owns more than half of the investments and possesses management authority in the industrial property and other businesses. The information of the remaining business groups will be all covered by 2022.

Management Guidelines

The Company has taken steps to demonstrate its commitment to anti-corruption as follows:

- **Communicate and provide knowledge:** The Company applies learning channels by providing online training to give the opportunities for employees to access to information of the anti-corruption policy and able to communicate in order to understand the correct policy, causing the effective learning.
- **Anti-Corruption Measures:** The Company communicates “measures to refrain from accepting gifts” during festivals and any other occasions to employees. It also encourages communication with subsidiaries and venture companies as well as campaigning to the external stakeholders in order to demonstrate the intention of the Company’s determination in creating good norms for



▲ Training on Corporate Governance and Business Ethics at Mitrtown Office Tower, Bangkok, Thailand

conducting business with transparency, fairness, and equality. However, in the event that gifts cannot be refused, the Company has established procedures and approaches for handling gifts to prevent circumstances that may lead to conflicts of interest relevant to corruption.

Performance

The Company is one of the companies certified as Thailand’s Private Sector Collective Action Coalition Against Corruption (CAC) in 2017 with the ongoing anti-corruption practices and it has been recently renewed on June 30, 2020.

Summary of performance and targets

Performance	2018	2019	2020	Target in 2021-2023
Number of complaints or violation cases of corporate governance, ethics, and ethical business code of conduct that is significant.	0	0	0	0
Percentage of public relations to suppliers regarding business ethics and anti-corruption	-	-	-	100%
Number of cases on conflict of interest, notified via online channels	0	0	0	0
Number of fraud incidents.	0	0	0	0
Certification as a member of Thailand's Private Sector Collective Action Coalition Against Corruption	-	-	Certification has been renewed.	The certification will be renewed in 2023.

For more details on the manual of Corporate Governance Policy, Ethical Governance Policy, Ethical Standards, and Ethical Business Code of Conduct of the Company, it can be found in the corporate website. Details regarding the policy and practice on social responsibility and anti-corruption was in the Annual Report 2020, entitled “Corporate Social Responsibility and Sustainability Development” at pages 120-140 and “Corporate Governance” at page 148, which have been published on the website. www.frasersproperty.co.th

Risk Management



In the present, the business is changing rapidly both in terms of strategy, finance, operation, regulations and related laws including the emerging changes that occur throughout the business, therefore, the internal and external management of various factors that occur should be executed. It is necessary to incorporate more risk management principles into current business management. The effective risk management helps reduce any damages that may occur and increase business opportunities as well.

Report Scope

The management information in this report covers all businesses that the Company owns more than half of the investments and possesses the management authority in the residential property group, commercial property group, and industrial property group including other groups of businesses. Information of the remaining groups of businesses will be all covered by 2022.

Management Guidelines

Risk management of the Company is under the supervision of the Board of Directors through the Risk Management Committee in order to ensure effective risk management. The key duties are as follows;

1. Consider and approve policies, objectives, and risk management framework with annual review.
2. Supervise to identify risks including to assess the impacts and opportunity of the identified risks in order to prioritize risks and select the appropriate risk management approaches.
3. Consider and review the risk limits, the implementation measures in the event that they do not meet the risk limits (Corrective Measures), and monitoring, assessing risks of both normal and critical situations (Stress Testing).
4. Assess the risks that may occur from new products or the risks that may occur for the newly established business (Emerging Risk) as well as determining the



▲ JustCo, Amarin Tower, Bangkok

5. Provide training sessions to employees regarding risk management in order for employees to understand and be aware of the importance of risk management that must be implemented continuously on an annual basis through various employee activities, such as orientation day for new employees, communication via electronic mail, newsletters, and internal journals, etc.
5. Review the Risk Management Committee's charter annually. If there is any amendment, it will be proposed to the Board of Directors for approval.

The Risk Management Committee holds a meeting to monitor the risks and the performances of the risk management according to the Risk Mitigation Plan as well as reporting the audit results of the risk management system to the Board of Directors on a quarterly basis. In the year 2020, the Company has implemented risk management as follows;

1. Review and amend the policy and charter of risk management including the Risk Appetite Policy in accordance with the corporate strategy and culture value of good corporate governance suitable for the current business conditions of the Company and consistent with international standards.
2. Consider the Risk Profile and Risk Rating of the Company.
3. Define the Risk Tolerance Limit together with plan for risk management guidelines that are appropriate for the risk owner(s).
4. Continuously monitor the risk management performances from the executive regularly in order to report to the Board of Directors.

In this regard, the Risk Management Committee is determined to monitor the Company's risk management in order for the shareholders and all stakeholders to be confident in the Company's risk management process that is effective, and able to manage the significant risks of the Company effectively. This is to avoid any impacts towards the business operations and create long-term business

As a result of the performance during the past year, the Risk Management Committee greatly emphasized the importance toward the governance of the Company, to have a systematic risk management process. The development of effective risk management processes was also supported, by hiring the external experts who possessed expertise and international recognition to become a consultant for the Company as well.



Type of Risks	Risk (s)
Reputational Risk	Risks that may arise from events that may adversely affect reputation, public viewpoint/ awareness and the corporate image.
Operational Risk	<p>Potential risks arising from events encountered in daily operations, to achieve the set strategic goals such as</p> <ul style="list-style-type: none"> • Risk from economic and real estate market conditions • Risk from short term leases • Risk from tenants' concentration • The risk of not being charged under the lease • The risk of some factories/warehouses being vacant, not having tenants • Risk on Marketing • Risk on project management
Commodity Risk	<p>Potential risks arising from commodity shortages and/or fluctuations in prices of commodity such as</p> <ul style="list-style-type: none"> • Risk in marketing, sales, and customers not accepting transfers • Risk from the purchase of land • Risk from the shortage of labor and contractors • Risk from relying on a few contractors
Financial Risk	<p>Various forms of risks that may occur, including</p> <p>Currency - Potential damage from the effects of exchange rate fluctuations affecting assets and liabilities in foreign currency.</p> <p>Interest rate - Potential damage from the effect of changes in interest rates. It affects assets and liabilities that bear interest.</p> <p>Liquidity - Damage that may arise from an inability to meet financial obligations, usually caused by the inability to change securities Or assets into cash without loss / loss of capital and / or income. For example:</p> <ul style="list-style-type: none"> • Cost management risk • Economic risks • Risk from interest rate fluctuation • Risk from investing in future projects • Risks from mortgage lending of commercial banks
Country/Political Risk	Risks that may arise from overseas operations/investment such as expropriation/the transfer belongs to the government
Strategic Risk	Risks that may arise from current income Or expected income Or capital resulting from inappropriate business strategies/ unchanged / inadaptable operation towards business conditions, economy, and technology.
Compliance Risk	<p>Risks that may arise from changes of regulations and domestic policies such as</p> <ul style="list-style-type: none"> • Risks relevant to implementation of land development and land development law • Risks regarding the adoption of the Personal Data Protection Act
Environmental and Social Risk	<p>Risks from environmental impacts arising from the construction of projects towards the community such as</p> <ul style="list-style-type: none"> • Risks from environmental measures relevant to the construction of the project
Emerging Risk	<ul style="list-style-type: none"> • Risks from advanced energy technologies • Risks from Digital Transformation • Risks from Climate Change • Risk arising from epidemic disease.

Emerging Risk

In regard of the risk assessment of the Company, four new emerging risks are found, which are risk from advanced energy technologies, risk from digital transformation, risk of climate change, and risk from epidemic disease. The Company is aware of the emerging risks; therefore the vision and mission of the Company have been improved by demonstrating its commitment to development and integration of innovations for comprehensive energy sustainability through a variety of technologies.

Risk from Renewable Technology

Currently, the direction of renewable energy technology is rapidly developed, causing the Company to foresee business opportunities that will bring more renewable energy to use in the business of the Company in order to increase the opportunity of competitiveness and respond to the needs of customers who require the renewable energy consumption in their own business operations, especially the installation of solar panels to produce electricity for factories or warehouses for rent. However, under the business opportunity in renewable energy technology, there are still risk factors that may affect the long-term operation, causing the Company to reconsider adjusting investment strategies, such as changing conditions regarding the use of renewable energy technology for factories in form of long-term power purchase agreements with companies that provide solar panel installation services for power generation, etc. Therefore, the Company applies the business strategy as part of the consideration of every future project regarding the use of renewable energy technology.

Risk from Digital Transformation

The Company understands the rapid changes in the current global technology well. It causes changes in customer behavior in all sectors. In order to drive the business of both the Company and the customers who rent factories and warehouses including office space, the Company has applied technology to drive the business in order to increase work efficiency. In addition, the Company has established a Smart Solution Division in order for focusing on investment of new trend of businesses that use technology to connect and integrate a variety of services through joint development with strategic business partner to increase value from sharing resources, knowledge, technology, expertise and common customer database. Smart Solutions will be the cornerstone of every business units based on the integrated real estate platform of the Group of companies, comprehensively creating a highly efficient work process development for key stakeholders of the Company such as employees, customers, and business partners.

Risk from Climate Change

Global climate change has become a risk factor for global business operations. The Company has foreseen the impacts of global climate change, such as the drought, floods, etc. In regard of risk management regarding global climate change, the Company has considered the selection of areas for project development, emphasizing the design of the project to support the occurrences of various incidents, such as selecting the project development area in the industrial estate that has measures to support the occurrence of various crisis arising from global climate change. In addition, the

Company also sees the importance of being a part in helping to reduce global climate change by starting to conduct the greenhouse gas emission database as a basis for the various project development of the Company in reducing greenhouse gas emissions from its business operations as well.

Risk from Epidemic Disease

In 2020, it was the year that the Company has faced the epidemic of COVID-19, an uncontrollable external risk factor. The epidemic has affected the economic conditions both in the country and overseas, causing the economy to cease, resulting in a direct effect on the income and purchasing power of customers in all business groups of the Company. The Company therefore has set measures to manage risks arising from the COVID-19 epidemic as set by the government sector and has established measures to help mitigate the impacts that happen to all customer groups, such as free disinfection service by ozone for shops in Samyan Mitrtown Plaza, providing masks and Coronavirus disinfection equipment to the shops in the shopping center, as well as tenants in the Company's office buildings including giving out manuals for the prevention and surveillance of COVID-19 to customers, etc.

As for the COVID-19 preventive and surveillance measures, the Company will implement measures according to the government compliance, such as wearing masks by employees and customers who come in contact with buildings, setting up a screening point for entering the shopping center area, office buildings, and factories, keeping distance, setting up a gel alcohol service point, encouraging customers to apply the cashless system, and increasing the cleaning frequency, etc.

9 Standards for Samyan Mitrtown Plaza

- 1** Shoppers always wear facial mask.
- 2** Set up COVID-19 Screening point. If temperature higher than 37.5°, not allowed to use service
- 3** Keep distance
- 4** Alcohol gel dispenser available at the clouded area
- 5** Clean places/merchandise before selling
- 6** Paid by cashless system (mobile banking/e-payment, etc.)
- 7** Shop assistants must wear face shield while servicing
- 8** Screen risks of all shops assistants before starting a service
- 9** The risky contact points must be cleaned, such as door hand rail, stair hand rail, and any buttons.

The shops (tenants) in Samyan Mitrtown Plaza affected by the COVID-19 epidemic have been mitigated during May 2020 to June 2020 as follows:

1. Free disinfection service by Ozone for the 107 shops in Samyan Mitrtown Plaza. Big Cleaning in the building area is also included.



- Project "Mitr Chuay Shop": by procuring the essential and shortage items during COVID-19 epidemic, such as Table Shield, Face Shield, and Face Mask, fabric mask, and alcohol gels. The 107 shops have participated in this activity. This project can help the participated shops to reduce their cost.

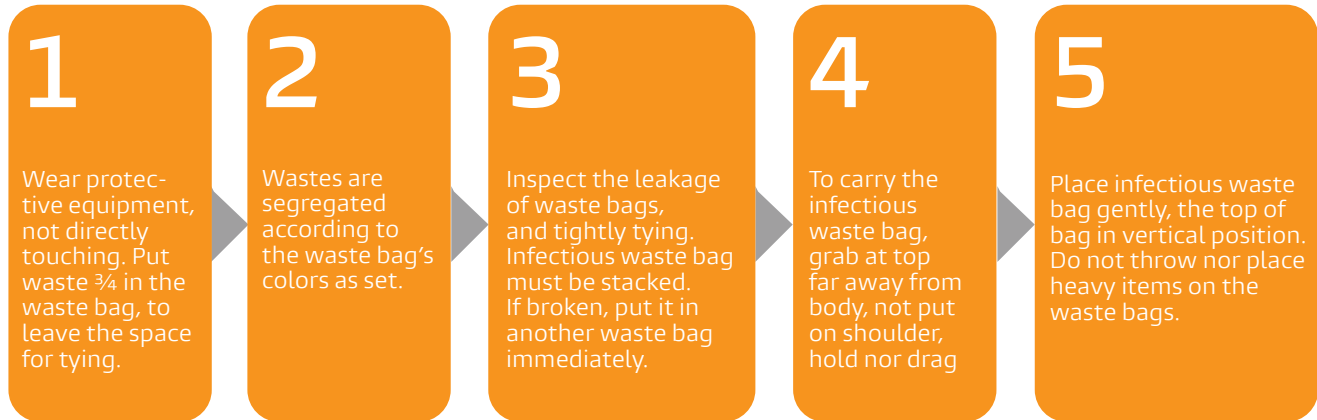
Summary of Disinfection Service for tenants (shops) during May-June 2020		
Floor	Numbers of tenants	Frequency: The receipt of Disinfection Service during May to June 2020
B1	31	31
G	18	18
1	15	15
2	15	15
3	13	13
4	13	13
5	2	2
Total	107	107



- PR campaign for informing the tenants in Samyan Mitrtown Plaza in helping recruit employees through the MitrCare Application system.



4. Determination of the measures for infectious waste management by setting the point for disposing of used masks in the building area.



5. Promote Campaign of shops during the COVID-19 epidemic by assigning a parking spot to riders of the online food delivery in front of the building with free motorcycle sterilization service.



Performance Summary

Implementation	2018	2019	2020	Target in 2022
Coverage proportion of the risk management system	60%	100%	100%	100%
Ratio of risk indicators by each business unit	40%	70%	85%	100%

Business Continuity Management



As a result of various risk factors of the Company, it was found that it can cause events or incidents that are unpredictable from both natural and human actions. Therefore, in order to operate the Company's business continuously without any interruption. The Company therefore pays attention to business continuity management in order to prevent any damage that will occur to the business in the future, and also to build confidence among stakeholders involved to the Company as well.

Report Scope

The management information in this report covers all businesses that the Company owns more than half of the investments and possesses the management authority in the industrial property group and other groups of businesses. Information of the remaining groups of businesses will be all covered by 2022.

Management Guidelines

The Company has started to develop a plan to formulate a business continuity management process in 2019 for the first year. A business continuity policy was drafted based on the principles and requirements according to the Business Continuity Management System (ISO 22301: 2012), covering business impact analysis and risk assessment processes as well as business continuity management. In addition, the Risk Management Committee has required the Company to organize risk training and risk management training to the executive and employees on a regular basis, to understand and recognize the importance of risk management that must be implemented on an annual basis. Over the past year, the Company has hired the external experts who are expertise and well recognized as a guest speaker for the Company.

Performance Summary

Implementation	2020	Target in 2021
Establish a corporate business continuity management.	30%	100%
Business continuity management drills will be conducted at the headquarters only.	0	1 time for every 2 years



BUSINESS CONTINUITY PLAN

การบริหารความต่อเนื่องทางธุรกิจ

- The overview standard for business continuity management system.
- Requirements for the standards of business continuity management relevant to the response to the emergency plan and business continuity management plan
- The connection between the response to the emergency plan and business continuity management plan
- Key principles of business continuity management plan
- The definition of structure on the topics in the response to emergency plan.
- The definition of structure on the topics in the business continuity management plan.
- Case study of corporate business continuity management plans.

Performance

In 2020, the Company is in the process of developing processes and procedures for business continuity management. Its structure will be divided into 3 levels: operational level, business unit level, and corporate level. On September 3, 2020, the training of fundamental course for Business Continuity Management was held for employees, and the workshop was planned to be held by 2021 at the headquarters. And it will be scheduled as a regular training session for every 2 years.

However, due to the COVID-19 epidemic, the executive has appointed the Business Continuity Committee, consisting of 9 senior executives to monitor situations that may cause the Company's business interruption. The

risks will be studied to find measures to control the risk to the acceptable level, resolving problems, as well as reporting business continuity progress to the Risk Management Committee.

In the future, the Company will also provide a surveillance and review of the business continuity management process through an internal audit system and it will be reviewed on annual basis.

Innovation and Process Improvement



The Company realizes an opportunity in a rapid global change of the technology in recent years. Therefore, to be able to respond to the needs of the stakeholders of the Company that the behaviors in using technology have been changed according to the global development of technology, therefore, the Company has adjusted its business strategy to focus on the utilization of technology and the digital revolution in order to deliver the valuable and memorable experiences to all relevant parties and to drive a business's sustainable growth as well.

Report Scope

The management information in this report covers all businesses that the Company owns more than half of the investments and possesses the management authority in the residential property group, commercial property group, and industrial property group including other groups of businesses. Information of the remaining groups of businesses will all covered by 2022.

Management Guidelines

The Company aims to be the leader in providing the integrated real estate platform, in order to deliver a memorable and valuable experience to all stakeholders in all sectors. Therefore, the Company has focused on the innovation and improvement of working processes to be efficient. The Company will separate the utilization of technological innovation and the digital revolution to be as another business unit, in order to increase business opportunities through partners in technology innovation and digital revolution. In addition, technology innovation and digital revolution has also been extended in order to develop innovation and technology as the Company's intellectual property and as services in technological innovation and digital revolution to increase work efficiency for

customers who are key stakeholders in the Company's value chain.

As part of the process improvement, the Company emphasizes on processes improvement by employees along with technological innovation and digital revolution that have been applied to their roles and duties, with the aim of improving or increasing efficiency in working processes or improving the quality of work life of employees according to the Frasers Property Group's Sustainable Development Strategy, and being enable a rapid response to stakeholders in the value chain. The Company has therefore supported the improvement of employee's working processes through training, in order to increase working skills according to the human resources development plan set by the Human Resources Department according to the corporate values. The innovation and technology have been invested to help employees in working processes as well.

Performance

In 2020, the Company has expanded its business in innovation to support the growth of customers' businesses according to the Business Promotion 4.0 policy. More innovations and technologies have been applied in the working processes, namely:

- Providing services of Co-location data center; it is a business of renting out storage space for servers and computer hardware as the main and back up sites for customers to meet their needs in increasing the capacity to expand their services. And most importantly, this service has combined a data security system to meet the rapidly changing needs as well. In 2020, it is under development for the information technology infrastructure of the data center zone. It is expected to commence the service in 2021, with plans to gradually open



▲ JustCo at Amarin Tower, Bangkok

the service phase by setting up a good data center infrastructure system. As a result, the project is therefore able to expand its service capacity to meet today's rapidly growing market demands.

- Co-working space business or shared office space rental: It is an extension of the traditional service office, which is a business that attracts small business customers. The difference is with the focus on function and technology with flexible design together with an allocation of complete facilities, supporting a wide variety of organizational sizes. This allows customers who use the co-working space service, able to choose the services of office suitable for the size of the business. In 2020, the Company has commenced the operation of the fourth co-working space, located on the Amarin Plaza, with a usable area of 4,396 square meters. Apart from the previously opened branches, the other 3 locations are the AIA

branch, located in the Sathorn Tower, with total area of 3,200 square meters, the second branch is located in the Capital Tower, All Seasons Place, with the total area of 3,636 square meters, and the third branch is located in the Samyan Mitrtown Building, with the total area of 11,812 square meters.

- Development of automation and robotics as a new investment, to create the value-added to meet the needs of entrepreneurs in the age of Industry 4.0, who are demanding to use smart factory and smart logistics to enhance efficiency and to expand the capabilities of serving customers by using smart technology and modern innovations in the forms of automation and robotics such as the material handling systems, automatic forklift, automatic cargo handling carts, robots that work with humans (Collaborative robots), and robots for disinfecting in the buildings. All has been developed during the COVID-19 epidemic crisis, etc.
- Processes improvement by applying a ready-made management system, such as developing an automated disbursement request system, the training to provide knowledge on innovation and technology development based on the Digital Transformation Learning Series project, an innovation contest for the residential property group, and the development of home care applications for residents, titled as "Gold Care", etc. The processes improvement has resulted in saving working time, reduce paper consumption which is another approach to reduce greenhouse gas emissions as well.



▲ UV-Disinfection Mobile Robot

Innovation on Intelligent Security System

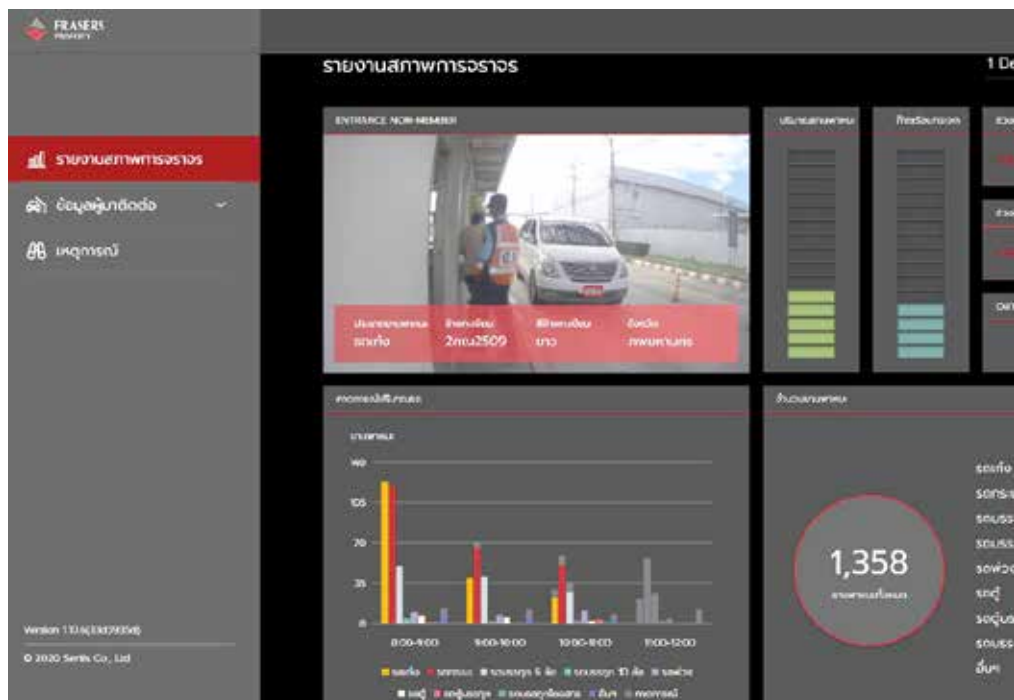
The Company has developed an innovative intelligent security system, entitled of Dashway project to firstly pilot at the Frasers Property Logistics Park, located on Bangna-Trad Km.39 Road. The Artificial Intelligence (AI) technology has been brought to connect to the CCTV system to increase the capabilities of the security system. It's able to distinguish the different types of cars and able to predict the traffic congestion within the project. It also can detect unusual movements such as parking in prohibited parking spaces to detect intruders. The system will send a real-time notification to the agencies responsible for the area and security personnel. Thus, it can reduce various risks that could happen in the project.

The purpose of the project is to develop a security system for managing the Company's warehouse projects along with building a safety confidence in common areas for customers and visitors in the project. The automatic vehicle check-in system is a system that works in conjunction with the CCTV system to verify the vehicle registration number running in and out of the project area as well as being able to specify the routes that the car goes around in the project area. This makes it possible to understand the driving behavior of customers, business partners, and visitors within the project area. This information will be used to monitor safety within the project area. As a result of the introduction of the system in the project area, staffs could save time in examining the entrance and exit of every vehicle in the project, reducing the traffic jams including reducing the use of paper for the entry and exit notes. It is also possible to calculate the amount

of exhaust coming from vehicles commuting within the project. This will lead to the management development of reducing greenhouse gas emissions in the project area more effectively. In 2020, the Company has expanded the performance of intelligent security systems to 9 Frasers Property Logistics Center, which are Bangplee 1, Bangplee 3, Bangplee 5, Laem Chabang 1, Laem Chabang 2, Laem Chabang 3, Wang Noi 1, and Wang Noi 2. As a result of performance evaluation of this project, it is able to provide a rate of return of more than 20% by the fifth year.

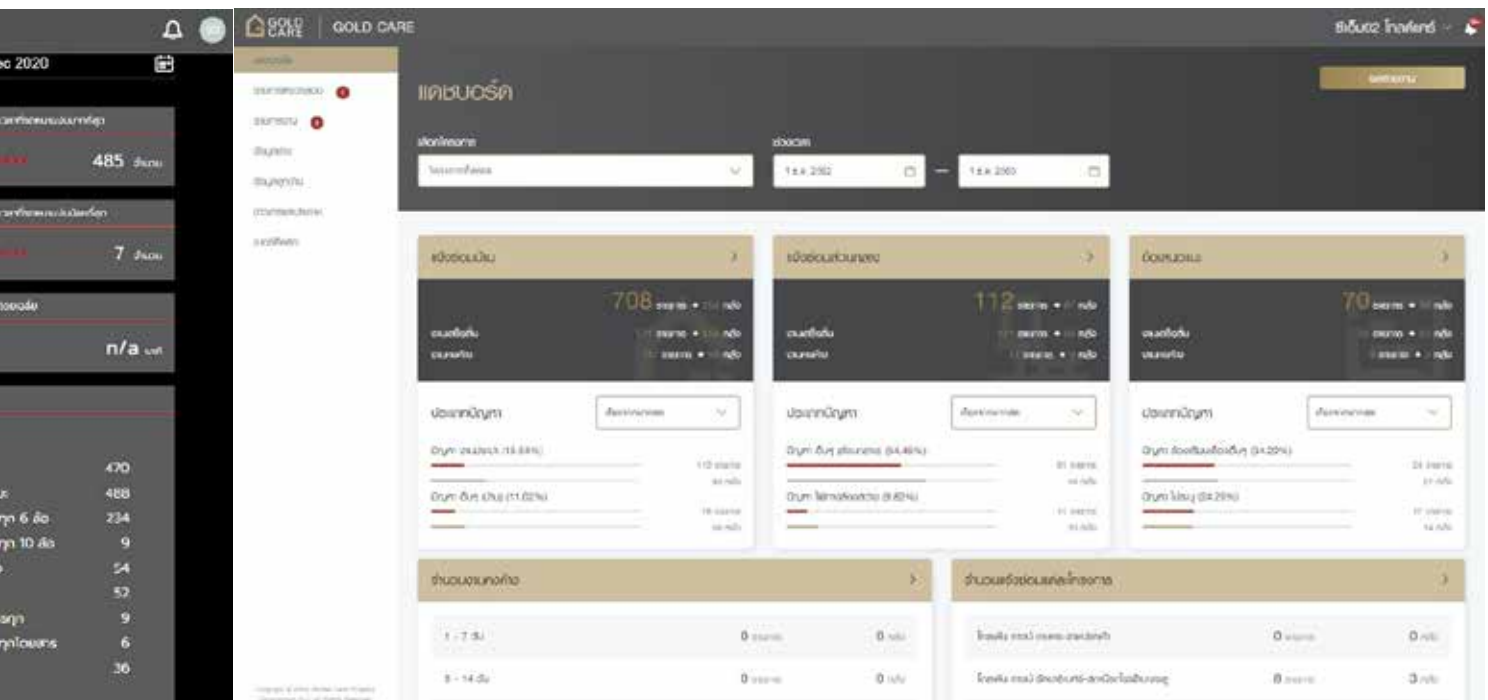
Development of home care applications for residents (Gold Care)

The Company has developed a home care application for residents, titled as "Gold Care" to provide services to customers who buy the houses in a project developed by the residential property group to meet the needs of customers that are changing rapidly in the digital age. This helps facilitating convenience, and being as a part of creating a good quality of life for customers of all projects of the Company. The implementation of Gold Care has been focused on



▲ Dashway Dashboard

customer convenience in terms of a notification of home repairs service to the project's juristic person and providing suggestions on products and services of the Company. The developed application will be able to track the service progress with the residents more effectively and quickly. A messaging system is also provided to allow customers to express their opinions on the Company's products and services along with a system for assessing satisfaction in repairing service as well.



▼ Gold Innovation Awards 2019

Innovation Day

In 2020, the Company has organized a contest for employees in the residential property group based on the development framework in construction, time, price, and quality. Three of them have achieved the outstanding innovation projects, namely Smart Simple Standard, Precast Lotus Project, and Prefab Wall Project.



▲ Gold Innovation Awards 2019

Performance Summary

Implementation	2020	Target in 2021
Innovation and technology development relevant to the Company's business.	70%	80%

Supply Chain Management



Supplier Management is an integral part of business operations that demonstrates mutual responsibility throughout the Company’s supply chain, resulting in good corporate governance and its business operations taking into account social responsibilities on safety, respects for human rights, a response to the climate change, resources consumption that are friendly towards environment and human, and the anti-corruption. These are all concerned issues for the Company because, in addition to helping to reduce the risks of business disruption, it also enhances the efficiency of the business operations of both the Company and its suppliers for sustainable growth together.

Report Scope

The management information in this report covers all businesses that

the Company owns more than half of the investments and possesses the management authority in the residential property group, commercial property group, and industrial property group including other groups of businesses. Information of the remaining groups of businesses groups will be all covered by 2022.

Management Guidelines

The Company has formulated a supply chain management strategy that focuses on growing with suppliers by promoting the efficient and environmentally friendly resources consumption together with social development. In the year 2020, the Company announce the Sustainable Supply Chain Policy and will formulate a 3-year Strategic Plan (2020-2022). The implementation is divided into 4 phases, namely preparation phase,

standard development phase, kick-off phase, and implementation phase. In addition to the Sustainable Supply Chain Policy, the Company also supports procurement of both products and services with local suppliers in every project of the Company, applying to the construction standards of green buildings, such as Eco design, LEED and TREE, etc. in order to make its business operation continuously and efficiently.

In the year 2020, the Company is in the standard development phase. A Supplier Code of Conduct is developed, covering social, environmental, and governance issues including appropriate guidelines for Supplier Spend Analysis, assessment criteria for identifying key suppliers, and the appropriate communication process for all suppliers of the Company.

Preparation Phase (2019)	Standard Development Phase (2020)	Kick-off phase (2021)	Implementation Phase (2023 onwards)
<ul style="list-style-type: none"> Drafting a Sustainable Supply Chain Policy 	<ul style="list-style-type: none"> Preparing the Supplier Code of Conduct, covering social, environmental, and governance issues. Establishing appropriate criteria for Supplier Spend Analysis. Establishing evaluation criteria to identify key suppliers. Establishing the communication process suitable for all suppliers of the Company. 	<ul style="list-style-type: none"> Developing a Supplier ESG Due Diligence guidebook. Promoting knowledge and understanding regarding the Supplier Code of Conduct to employees in order to generate an efficient supplier evaluation. Analyzing and assessing supply chain risk along with making plans for risk mitigation measures. Visiting and evaluating all key suppliers. 	<ul style="list-style-type: none"> Visiting and evaluating key suppliers 1 time per year. Developing and managing supplier relationships by hosting a seminar at least 1 time per year. Every supplier must show their commitment to adhere to the Company’s Supplier Code of Conduct. Analyzing and assessing risks for supply chain together with making a plan for risk mitigation every 3 years.

Risk Analysis Process for Supply Chain

Key Supplier Analysis

Criteria for analysis

- Being suppliers with a high sales contract (Classified by supplier)
- Being suppliers that sell raw materials, products, and services that are important to the business process of the Company.
- Being a few supplier in a market

Risk Assessment

Making Supplier ESG Due Diligence to all suppliers.

- Identifying the economic, social, and environment impacts.
- Rating the risks from impacts and opportunities that occur, into 4 levels ; very high (critical), high, medium, low.

Risk Mitigation Measures

Establishing a risk mitigation measure for only key suppliers whose risk assessment results are at a critical and high level

Risk mitigation from suppliers comprises of;

- Supplier Site Visit
- Supplier Audit
- Formulating Process and Performance Improvement Plan for suppliers.

Performance

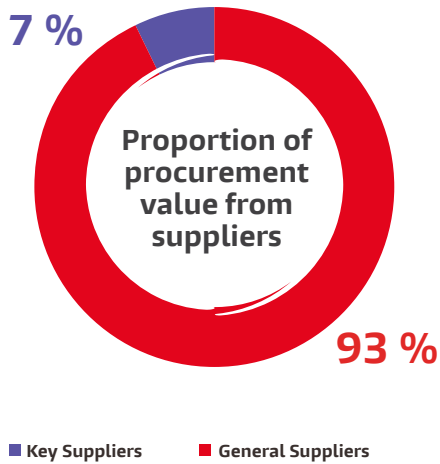
The Company has considered the risk of hiring a small number of contractors to construct factories or warehouses for the Company. This is because if any one of the contractors who receives a lot of work from the Company has faced some problems which may delay the construction or cause the construction to not be completed, it will create a serious impact towards the Company.

Various cases of construction of a factories or warehouse have required hiring a contractor who is knowledgeable, experienced, and technologically specialized in order to construct buildings with special characteristics that differ from other buildings. This gives some contractors hired to construct more buildings than any other contractors. It is considered as necessity for the Company's business. However, the Company is aware of the risk that the contractor may encounter problems that may affect the Company. Therefore, the Company is required not to hire any contractor to accept the project of high-value construction (from 200 million baht or more) from the Company, resulting in the value of the projects on hand is higher than 50% of the value of all the Company's projects that are still under construction (Work to Complete).

As of the risk assessment on the Company's supply chain management according to the framework of corporate risk management (FPT Enterprise Risk Management) together with the analysis of the operating cost of the project. The principle of Spend Analysis has been applied to prioritize the key suppliers and conduct a risk management plan to ensure confidence that meets customer needs and suitable for the supply chain management.

In 2020, the Company has a total of 2416 suppliers, 162 of them has been classified as key suppliers. This is to prevent the occurrence of impacts and potential risks. The Company is in the process of preparing the criteria and plans for monitoring, auditing, and visiting the business operation of the suppliers according to the risk analysis process in 2021.

Proportion of Procurement Value



Enhancing the capabilities of suppliers in the residential property group

In 2020, the Company has organized activities for the contractors of residential projects as follow:



- Provide training for the guards by inviting the officials to demonstrate on how to capture reptiles and poisonous animals in the project in order to deliver them to the relevant agencies.



- Training of first aid and CPR has been provided to the full-time employees who are in charge of the swimming pool and fitness center in the project.



- The firefighting drills has been organized for security personnel.

Quality Development Awards

The Performance Assessment Program: it is an activity that is organized every 6 months, divided into 3 classifications of Quality Development Awards namely Tunnel Form construction, Precast construction, and Conventional construction.



▲ Performance Assessment Program

Supervisor of the Year Awards

Contractor Enhancement Program: it is the supervisor’s performance control assessment activity on a monthly basis. The score obtained for the whole year will be assessed to find the average score and bestow awards to those with the highest score each year. The classification of competition is divided as follows

- Structural work - Tunnel Form construction system
- Architectural work - Tunnel Form construction system
- Precast construction system
- Conventional construction system
- Utilities system



▲ Contractor Enhancement Program

Contractor Development and Assessment

The Company provides training for contractors and evaluate training results on regular basis through year. The contractor training will be organized through Zoom system, divided into various courses as follows:

- Training courses for electricity, water supply, and sanitation, with the number of 62 trainees.
- Architecture Training Course, with the number of 90 trainees.
- Tunnel form structure training course, with the number of 37 trainees.



Campaign for occupational safety

The QD Inspector team will inspect the quality and safety at workplace, with sample of inspection to promote a campaign for occupational safety.



Performance Summary

Performance	2020	Target in 2022
Training on the principles of operations and safety awareness for suppliers	75%	100%

Customer and Product Stewardship



Understanding the various needs of customers and responding to customer satisfaction as well as developing products and services along with social and environmental responsibility in order to build long term trust. It is one of the Company's business goals. Therefore, the Company emphasizes the importance of the customer and product Stewardship.

Report Scope

The management information in this report covers all businesses that the Company owns more than half of the investments and possesses the management authority in the residential property group, commercial property group, and industrial property group including other groups of businesses. Information of the remaining groups of businesses will be all covered by 2022.

Management Guidelines

The Company has determined that the care and treatment towards customers are parts of the business ethics manual with consideration to creating sustainable value for all customers, with clear goals as follows:

- Deliver a quality product that meets customer needs.
- Facilitate customers, availability of products to meet the needs of customers.
- Provide services from knowledgeable staff and ready to solve customer problems appropriately and promptly.
- Professional practices in accordance with business ethics and good governance.

In regard of the business operation, the Company has conducted various approaches to build relationships with customers as appropriate, in order to be able to respond to the needs of customers in business operations in Thailand. This will lead to a continuous creation of business opportunities for the Company, namely

- Regular visits to customers.
- Meeting with clients, exchange knowledge between each other, and invite customers to visit the Company's business sites.

- Consult on system design and implementation in factories and warehouses.
- Consult with customers on how to contact the government agencies and provide the introduction of guidelines for compliance with the requirements of local government agencies.
- Continuously support community activities.

In order to continuously develop products and services to be more efficient and to give confidence in the security of the customer's personal information, the Company has therefore conducted a management mechanism and guidelines as follows:

- **Complaints handling process:** Customers can make a complaint about the after the lease agreement of the factory and warehouse including complaints about the repair service of the building system according to the conditions in the contract through the Company's complaints handling system, such as after-sales service by telephone, e-mail or website. The complaints will be recorded in system, along with a time frame for problem-solving, a monitoring system, investigation reports, and solution, as well as responding to complaints to customers within the specified time. This can ensure that all customer complaints will be resolved as soon as possible.
- **Satisfaction survey:** Questionnaires will be sent to customers along with staff from external assessment agencies (Third Party) and customer relationship management department, to interview customers in form of face to face for investigating the specific customer problems and needs. It also helps to build good relationships with customers on a regular basis as well.

Performance

In 2020, all customer complaints will be resolved within the specified time achieving the set annual target. And no complaints were found regarding the customer privacy or safety or environmental impacts from using the Company's products in any way.



▲ Grand Rama 2

Customer and Product Stewardship Activities: Residential Property Sector

In 2020, the Company's residential property sector has organized activities for customers in our project areas as follows:

- Support to organize influenza vaccination activities for residents of The Grand Rama 2.



▲ Support the gratitude activities for the elderly activity in our project areas.

Customer and Product Stewardship Activities: Commercial Property Sector

In 2020, Commercial Property Sector of the Company has organized activities for customers and communities surrounding the Samyan Mitrtown Plaza as follows:

- Sponsorship of the space for recreational activities and fundraising for government agencies, education sector, include Pink Proud Pride New Year Launching and Samyan Music.
- Sponsorship of venues and drinks to athletes and runners along with providing prizes to support activities in the Run for Health Program.
- Sponsorship of venue for Chulalongkorn University students to organize an art exhibition, namely Think Exhibition.
- Organize a blood donation activity in collaboration with the Thai Red Cross National Blood Center in the blood donation activity to fight the COVID-19 crisis.
- Support activities and restoration of those affected by the COVID-19 situation. The stores in the CU Marketplace of Chulalongkorn University have been invited to sell products during the COVID-19 crisis. The total area of the Samyan Mitrtown Plaza is more than 30,000 square meters, including 300 shops, with a trading amount of more than 4.2 million baht.
- Organize activities to help movie stars, singers, and entertainers affected by the COVID-19 to have a sales area and meet fans. Total sales of more than 220,000 baht.



▲ Support food truck and food shop activities for residents after being affected by the COVID-19 epidemic.

- Support the Food Truck activities and restaurants of project member affected by the COVID-19
- Sponsorship of the Run in village
- Organize activities "Nang Fha Pha Shop" to help a group of flight attendants affected by the COVID-19 crisis.
- Support Samyan Mitrtown area to be as a mobile service point for blood donation in the heart of Bangkok, capable of delivering blood to the Red Cross National Blood Center of more than 509,400 cc.
- Organize an activity to help the Alumni of Pathumwan Demonstration School affected by the COVID-19 with the activity of "Samyan Ruam Mit Satit Patumwan Market"
- Organize an activity "ART CU Market 2020" to encourage the alumni, current students of the Faculty of Arts, Chulalongkorn University affected by the COVID-19, to have area to sell their products.



SAMYAN MITRTOWN

ร่วมกับ R4BC

16 FEBRUARY 2020

ชวนร่วมสนุกกับกิจกรรม

แฮะ แฮร์ โลก

เพียงถ่ายภาพที่จุด Photo Point คน 2 คน
ใส่ POST และ Facebook พร้อมแฮท #SamyanMitrtown
3 และ Upload Like แฮทนี้

รางวัลที่ 1 ได้รับ
ห้องพัก Triple Y Hotel (จำนวน 1 คืน 4,900 บาท)
ที่นอน 1 คืน 17.02.2020 เวลา 23.59 น.

ประเภททีมชนะเลิศ

ร่วมสนุกกับกิจกรรม

SAMYAN MITRTOWN

PHASE 1

ผองพี่ พี่สาว

3-5 สิงหาคม 2563

ลานใบโพธิ์ ชั้น G
ตามร้านมีตราไก่

SAMYAN MITRTOWN

PHASE 2

ผองพี่ พี่สาว

6-8 สิงหาคม 2563

ลานใบโพธิ์ ชั้น G
ตามร้านมีตราไก่



PINK PROUD PRIDE
NEW YEAR LAUNCHING

02.12.2019 09.00-20.00

SAMYAN MITRTOWN
G FLOOR 34TH FLOOR



What's in the Boot
AT SAMYAN MITRTOWN

31 JULY 2020

ขอบคุณพันธมิตรต่างๆ สนับสนุนเฟรนด์ชอปของเรา
เวลา 17.00 - 22.00 น. (เฉพาะวันเสาร์-อาทิตย์)

Arts CU Market 2020

02-08 สิงหาคม 2563
09.00 - 21.00 น.

ARJS CU



4 VISIONS

THINK EXHIBITION

12 February - 2 March 2020
at SAMYAN MITRTOWN

สามย่าน
ตลาดรวมมิตร ซาชิตปทุมวัน

ทิวาน

21-22 สิงหาคม 2563
10.30 - 20.00 น.





Customer and Product Stewardship Activities: Industrial Property Sector and Other Businesses.

In 2020, the Company foresees the development of the maintenance and improvement of factories and warehouses for rent by conducting the monitoring processes for repairing factories and warehouses. It is the starting point to develop a faster and more comprehensive post-lease service for factories and warehouses. The purpose of this project development is to monitor and report the performance of the factory and warehouse maintenance operations, responding to customer repair notifications more quickly. This will reduce the number of complaints regarding the repair service of damaged factories and warehouses over time. This project was developed by the maintenance department. Therefore, the departments of the Company relevant to customer care such as sales department and property management can monitor performance and report to customers. It is a program that helps reduce customer complaints and increases customer satisfaction in responding to post-sales problems promptly.

In addition, the maintenance department has also adopted statistics of problems encountered in repairing in factories and warehouses to conduct a history of equipment replacement in maintenance service, allowing it to conduct a maintenance plan for equipment in buildings before any other failure occurs. It will also be used in the formulation of the development for mechanic skills to the maintenance personnel at the operating level to obtain certification relevant to maintenance such as basic fire evacuation training, basic knowledge of fire case's elements, equipment for installation to alert the lightning protection system, etc.



▲ Skill Development Program for maintenance division

Performance	2020	Target in 2021
Number of complaints regarding customer's privacy.	0	0
Number of complaints on safety or environmental impacts from using the products.	0	0
Customer satisfaction towards the Company's products and services	86%	More than 80%

* No significant legal complaints were found.



Environmental Performance

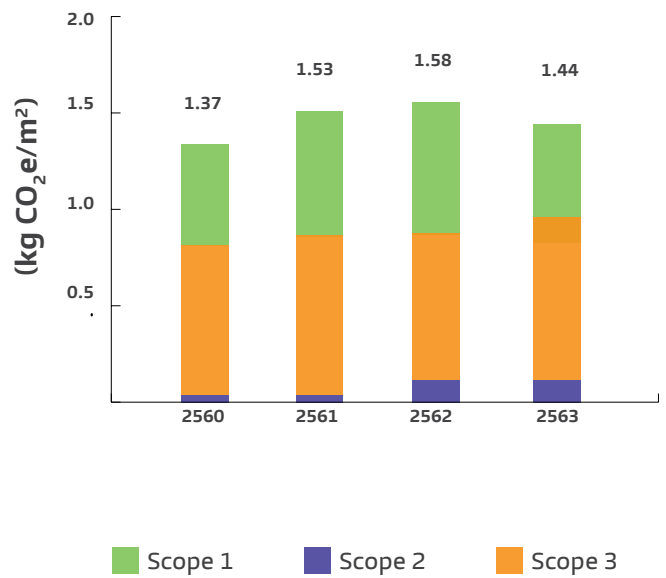
- 8 buildings have received the Green Building Standard.
- Training courses for raising awareness of waste management in accordance with the 3Rs principles are provided to employees at 100%.
- The activities of propagating 5,591 native plants and trees, namely 550 perennials, increasing green area of 6,080 square meters.
- Number of significant environmental incidents is none.
- Number of significant fines is none.



▲ JustCo, Amarin Tower, Bangkok



Greenhouse Gas Emissions Intensity



- The amount of GHG emissions is 1,580 tons of carbon dioxide equivalent
- The GHG emissions rate for Industrial Property Business is 1.44 kilograms of carbon dioxide equivalent per square meter, decreased by 5.7% when compared to the year 2019.
- Energy consumption rate per unit for the Industrial Property Business is 14.85 mega joules per square meter.
- Water consumption rate per unit for the Industrial Property Business is 0.06 cubic meters per square meter.

Eco-design



The Company emphasized on the efficient consumption of resources and energy or lowering the rate of energy consumption but creates more value while the organization still needs business progress. In order for the continuous growth along with sustainable environmental management, in 2020, the company has therefore adopted the principles of eco-design to balance the progress of the economic value and the reduction in environmental impacts, adhering to the principle of creating wealth through means of increasing the efficiency of resource consumption and reduction in pollution emissions.

Eco-design is an issue that the Company has applied to the design of the Company's offices, factories and warehouses to increase the competitiveness in the business and upgrade the design of offices, factories and warehouses to the standards both at the national and international levels. In addition, eco-design helps conserve the resources consumption into maximum benefits. The Company therefore continues to develop green offices, factories and warehouses based on the policy that every new project must meet internationally recognized green building standards.

Report Scope

The management information in this report covers all businesses that the Company owns more than half of the investments and possesses the management authority in the residential property group, commercial property group and industrial property group and other groups of businesses. Information of the remaining groups of businesses will be all covered by 2022.

Management Guidelines

In terms of eco-design, the Company has applied the principles of Excellence in Design for Greater Efficiencies (EDGE), Leadership in Energy and Environmental Design (LEED) and Thai's Rating of Energy and Environmental Sustainability (TREES) in designing new projects and in the existing projects that are

in the maintenance and renovation plan. The request for green building certification depends on the needs of the customer. In this regard, the criteria for applying green building design are as follows:

1. Building management: it is building with eco-design, not causing any environmental impact towards the context surrounding the building area with clear implementation guidelines in both construction and utilization of buildings along with a plan for building management and maintenance, as well as the building's inspection and assessment system throughout the life of the building.
2. Site plan and its landscape: it is the selection of the construction site and the development of the construction area with a systematic process, emphasizing on avoiding activities that affect the environment by the designs of building plans and its landscapes, outdoor areas including selection of materials and plants suitable for the area with consideration of long-term results for the sustainability of the project.
3. Water-saving: it is the efficient water consumption, focusing on the selection of materials and sanitary ware that save water including the selection of green label products that help reduce water consumption as well as space design or development of a rainwater reservoir system to replace the tap water consumption in the project area.
4. Energy and atmosphere: it is the efficient energy consumption in buildings by promoting the various types of renewable energy consumption within the project area including the selection of refrigerants in air conditioning systems that are environmentally friendly to reduce greenhouse gas emissions.
5. Materials and Resources: it is to promote the most efficient consumption of resources according to the principles of 3Rs, such as establishing a construction material source



▲ Samyan Mitrtown, Bangkok, Thailand

6. Quality of the indoor environment: it is to promote a good environment in the building that uplift the quality of life for the building occupants such as the use of natural light, promoting visibility outside the building, good indoor air quality control, selection of the appropriate building management system, selection of quality materials that not emit the harmful chemicals, etc.
7. Prevention of environmental impacts: it is to define measures to prevent and reduce environmental impacts of projects, starting from the beginning of the design and verification process, avoiding using materials sourced from areas of biodiversity, promoting the use of materials containing recycled materials including using local materials in the construction of buildings to reduce pollution from material transportation, promoting the use of domestically produced products, reducing the use of materials with volatile emissions and promoting the use of products that possess a life cycle assessment of the product according to various environmental standards.



construction process, not to create a long-term impacts towards the ecology and sanitary.

8. Innovation: it is the introduction of innovation and technology into buildings for good quality of life and environment including maximizing efficiency in building utilization.

The Company's goal of eco-design is to be certified by green building standards in both EDGE, LEED, and TREES standards in existing factories and leased warehouses and in the new projects by 2021. 80% of existing buildings must be certified for one of the Green Building Standards and all new projects must be certified by one of the Green Building Standards by 2021. Moreover, the strategic partnership strategy will be adopted with eco-design by collaborating with business alliance such as The Siam Cement Public Company Limited and affiliates, etc.

Performance

The general market condition is still highly competitive, therefore the Company needs to find marketing information by conducting a study on

target customers and exploring the market of competitors to determine trends in various aspects of customer needs, such as the customer's lifestyle, environmental stewardship, energy saving, etc., together with the Company's vision, to use as a supplement to design information in response to customer needs or to deliver an experience that exceeds customer expectations. This makes customers feel different and satisfied, in order to be able to compete with competitors in the industry. The Company therefore applies the Green Building development guidelines to design and develop buildings. These include building location considerations, energy efficiency management, water efficiency, reduction in greenhouse gas emissions and pollution to the environment, indoor air quality, waste management, and building innovation for conserving the environment including use non-toxic materials that are renewable and sustainable along with establishing policies relevant to green building design. It is a policy to continuously support the development of products and services of the Company. In 2020, the Company owns 1 green building under the LEED standard, standing for GOLD level which is the Mitrtown Office Tower, a 31-storey building, located in the project Samyan Mitrtown building. It was assessed according to the principle of LEED for Core and Shell (LEED CS). The factors for the consideration in the design are as follows:

1. The luminous Flux: it helps adjust the lamp installation position appropriately, high efficiency air conditioning systems, building facades to reduce the heat, the space is designed for natural light for energy saving and a selection of 100% LED light bulbs that can save more than 50% of the energy in the lighting system, resulting in 20% energy savings.
2. Installation of high efficiency water consumption equipment focusing on choosing products and sanitary ware that help save water. It can help reduce water consumption in buildings by 46%.
3. Design of floor plans and its landscape: it emphasizes on the

presence of green spaces with a sufficient parking space, including a maintenance program for the quality of the indoor environment, ventilation system, and the selection of paints that contain low volatile substances (VOCs) or low VOCs.

4. A selection of construction materials: it contains the recycled properties up to 23% of the value of construction materials such as concrete, rebar steel, aluminum cladding, including sorting recycled waste during a construction from construction waste such as metal, plastic, glass, with a total capacity of more than 4,000 tons.
5. Extinguishing agent and refrigerant for the selected air conditioning system: it contains no substances that destroy the ozone layer in the atmosphere and does not affect global warming.

In addition, in 2020, the Company is in the process of applying for green building certification according to the international green building standard or LEED: Leadership in Energy & Environmental Design by the US Green Building Council (USGBC) for the Central Retail's distribution center project, covering an area of approximately 75,000 square meters, designed to meet customers' specific needs (Built-to-Suit). and meet the needs of Central Retail's sustainability implementations with the design principles of the distribution center that focus on the environment and society.

Such project is designed to accommodate a wide variety of product storage systems (Multi-Category) able to operate logistics efficiently and help customers to deliver products quickly, supporting the growth of Omnichannel, being flexible and adaptable to support future logistics business trends. It is also the first distribution center to introduce sustainability initiatives together with the users (Human-Centric Approach) integrated with project design to comply with sustainable business practices both economic, social, and environmental dimensions, as a pilot project that has



▲ The Omnichannel Distribution Center located in the Frasers Property Logistics Center, Bangplee 6

set new standards for distribution centers in Thailand

The project has installed energy-saving electrical equipment and solar cells on the roof of the building to generate electricity to use within the project. This includes sanitary ware and water saving equipment in combination with the principle of customer-centric. It also takes into account the employees who mainly work in the building. There are various facilities within a project such as a fitness center, jogging track, and futsal field, including restaurants, to uplift the quality of life for employees. In addition, solar panels are installed on the roof of the building to generate electricity for internal consumption within the project. The Company is in the process of applying for green building certification for the temperature-controlled distribution center project in Bangplee. The construction has been completed this year, with a total space of approximately 30,000 square meters.

Asset Enhancement Initiatives: AEI

The Company foresees an opportunity to improve the quality of ready-built factories with average service life of 15-20 years by applying the concept of Asset Enhancement Initiative (AEI)

for the first generation of buildings that have the potential to meet the needs of customers according to the principle of Customer-Centric together with providing service of Smart Sustainable Solutions in accordance with the LEED and TREES standards such as the design of the façade of the factories to receive the appropriate external lights for energy-saving, the bare ceiling for comfortable feelings, improving the sanitary ware system to be modern and water-saving, selection of all LED energy-saving lamps, changing factory roof insulation to save energy consumption, adjustment of ventilation systems to increase indoor air circulation, helping to reduce the heat inside the building,

the installation of a sensor system to measure indoor air quality and control electricity consumption, including the selection of materials that are environmentally friendly. This program extends its useful life and adds value to the asset, creating sustainability on income and able to retain customers for the Company in the long run. Two buildings have been completed and a further plan for this program has been continuously conducted in 2021.



▲ Asset Enhancement Initiative projects in Rojana Industrial Park, Ayutthaya.



in accordance with the principles of sustainable development. The objective of participating in the 2020 assessment is to uplift the standards of sustainability in the integrated real estate platform, aiming to become a leading real estate company in Thailand. It is also intended to take advantage of the insights from the results of this assessment to provide opportunities for sustainable development and to further improve the organization’s sustainability performance. As a result of the 2020 GRESB, the Company received the highest rating in the Sustainability Disclosure category, standing in “A” class and No. 1 in Southeast Asia for Diversified Group of Companies.



▲ Grandio, Petchkasem 81, Bangkok

Global Real Estate Sustainability Benchmark (GRESB)

The Company is also committed to being part of the sustainability standard in the global real estate industry based on the Global Real Estate Sustainability Benchmark (GRESB), the global standard used in real estate ratings. The GRESB assessments emphasize the organizational management assessments, risk management, taking the Company’s policy into practice, environmental management, social stewardship and engagement with the Company’s stakeholders, along with monitoring the performance of the Company

Housing with Eco-design

The residential property group focuses on home design in every project by applying the principles of Eco-design and Design Thinking for developing the eco-designs that are in consistent with the Company’s business strategy, focusing on the principle of Customer Centric Initiatives, leading the residential property group to develop the design of the common areas for maximum benefits together with maximum convenience. The examples of eco-design guidelines include:

- Design the house structure in relation to the sunlight direction, wind direction of the project area.
- High roof design to reduce the heat that enters the upper rooms together with adding a ceiling for ventilation at the eaves.
- Light painting of concrete walls including a selection of colors that contain properties of heat reflection and sun protection.
- Reduce of the size of the concrete

area around the house by changing into a green area to reduce heat build-up in the house.

- Add windows or glass windows to receive natural lights and wind into the house for saving electricity consumption.
- Select to use the tinted glass windows to reduce heat that enters the house.
- Select LED lamps for energy-saving.
- Select water-saving equipment and sanitary kits.



Performance Summary

Implementation	2020	Target in
2024	100 %	100%
The eco-design according to green building standard must be applied to the existing factories and warehouses.	17 %	80%

Greenhouse Gas Emission



Global climate change is one of major issues affecting the operations of all companies directly and indirectly. Therefore, the Company emphasizes on being a part of the global community in joint development of activities that reduce greenhouse gas emissions to control the increase of the global average temperature sustainably. The goals are set to reduce greenhouse gas emissions for striving to be a Net Zero Carbon organization by 2050 in accordance with the control of the increase in global average temperature not higher than 2 degrees Celsius, and strive not to exceed 1.5 degrees Celsius according to the Paris Agreement under the United Nations Framework Convention on Climate Change (UNFCCC).

Report Scope

The information of greenhouse gas emission in this report covers all business units that the Company owns more than half of its investments and possesses the authority to manage and control the operations in the industrial property and other businesses. The information of the remaining business groups will be all covered by 2022.

Management Guidelines

To manage greenhouse gas emissions in 2020, the Company has prepared a report based on the Corporate Carbon Footprint Assessment Guidelines 2018 by Thailand Greenhouse Gas Management Organization (Public Organization), covers the industrial property sector and other relevant businesses. The residential property sector and commercial property sector are in the process of preparing to conduct a corporate carbon footprint assessment report. Therefore, the amount of greenhouse gas emissions reported is the data obtained from the calculation according to the aforementioned approach. The preparation of the integrated greenhouse gas emission

report will be completed in 2021. The Corporate Carbon Footprint Assessment Guidelines 2018 by Thailand Greenhouse Gas Management Organization (Public Organization) is specified the purpose to assess the GHG emission sources of the organization as well as specifying mitigation measures on GHG emission arising directly and indirectly from various business operations of the organization. The activities related to GHG emission are as follows;

Areas	Activities		
	Scope 1	Scope 2	Scope 3
Head Office	Mobile combustion.	The amount of electricity consumption in head office.	The amount of white paper consumption.
Sale Office	Mobile combustion.	The amount of electricity consumption in sale office.	The amount of white paper consumption. The volume of water consumption.
Factory, warehouse buildings and common area	Stationary combustion. Mobile combustion. Refrigerant.	The amount of electricity consumption in factories, warehouses, and common areas including guard house, public lightings, and canteen.	The volume of water consumption.

From an assessment of sustainability development of the Frasers Group of the companies, it was found that climate change is one of the key issues that the Company must be considered to strive for a low carbon society. In addition, the Company has set a clear goal of being a Net Zero Carbon Organization by 2050. Moreover, in 2020, the Company has continuously studied the data of greenhouse gas emissions according to the "Corporate Carbon Footprint Assessment Guidelines 2018" by the Greenhouse Gas Management Organization (Public Organization) since 2015 and has set guidelines for managing greenhouse gas emissions as follows:

1. Establish a Climate Change Policy to reduce the corporate greenhouse gas emissions and strive to be a low-carbon society according to the Frasers Group's strategy and goals.

2. Conduct a manual on how to collect data of the amount of resource consumption in order to calculate the amount of corporate greenhouse gas emissions continuously every year.
3. Establish the base year and set the reduction target of greenhouse gas emissions clearly.
4. Develop a system for collecting and recording data in order to obtain the data that is sufficient quality, and reliable for estimating the corporate greenhouse gas emissions.
5. Conduct a verification for the amount of corporate greenhouse gas emissions to verify the accuracy and reliability of the certification body that is standardized.
6. Disclose the information of corporate greenhouse gas emissions to stakeholders and the publics.
7. Develop and monitor the performance of the project to reduce greenhouse gas emissions within the organization.
8. Raise awareness, understanding, and motivation for employees to participate in the project to reduce greenhouse gas emissions within the organization.
9. Set the conditions for designing new construction projects, selecting environmentally friendly materials and products to help reduce greenhouse gas emissions within the organization.
10. Build collaborative networks with stakeholders of the Company for the projects to reduce greenhouse gas emissions

Performance

In 2020, the industrial property and relevant businesses has conducted a report according to the Corporate Carbon Footprint Assessment Guidelines 2018 by Thailand Greenhouse Gas Management Organization (Public Organization) by comparing the results of the study on the activities that generate the greenhouse gas emissions in the past 4 years, summarizing the key points as follows:

- Direct GHG emissions (Scope 1), a slight decrease was found in the greenhouse gas emissions from mobile combustion, resulting from the improvement of the fuel reimbursement system, causing a significant decrease in the greenhouse gas emission in Scope 1.

Year	Source of Direct GHG Emissions (Scope 1)	GHG Emission (ton COe)	Amount of GHG Emission (ton COe)
2017	Stationary Combustion	35.86	646.68
	Mobile Combustion	610.59	
	Refrigerant	0.23	
2018	Stationary Combustion	37.95	730.61
	Mobile Combustion	691.78	
	Refrigerant	0.88	
2019	Stationary Combustion	25.06	736.28
	Mobile Combustion	710.34	
	Refrigerant	0.88	
2020	Stationary Combustion	22.97	673.67
	Mobile Combustion	621.91	
	Methane Emission from Septic Tank	28.79	

- Indirect GHG emissions (Scope 2) caused by electricity purchase for use in the operations, it was found after the assessment that the amount of greenhouse gas emission from electricity consumption in 2020 was decreased compared to the year 2019.

Year	Source of Indirect GHG Emissions (Scope 2)	Amount of GHG Emission (ton COe)
2017	Electricity consumption in offices, common areas, vacant factories and vacant warehouses.	984
2018	Electricity consumption in offices, common areas, vacant factories and vacant warehouses.	968
2019	Electricity consumption in offices, common areas, vacant factories and vacant warehouses.	897
2020	Electricity consumption in offices, common areas, vacant factories and vacant warehouses.	786

- Other indirect GHG emissions (Scope 3) was calculated from the water consumption and the paper purchased for use in the operations. It was found that the amount of greenhouse gas emission from water consumption and the paper use was increased when comparing to the data of 2019, resulting in an increase in greenhouse gas emission in Scope 3.

Year	Source of Other indirect GHG Emissions (Scope 3)	Amount of GHG Emission (ton COe)	Total amount of GHG Emission (ton COe)
2017	Water consumption in offices, common areas, vacant factories and vacant warehouses.	18.44	28.75
	Paper used	10.31	
2018	Water consumption in offices, common areas, vacant factories and vacant warehouses.	21.73	27.37
	Paper used	5.64	
2019	Water consumption in offices, common areas, vacant factories and vacant warehouses.	42.84	50.87
	Paper used	8.03	
2020	Water consumption in offices, common areas, vacant factories and vacant warehouses.	18.60	119.60
	Paper used	10.44	
	Business Travel by Airlines	81.74	

- Greenhouse gas emissions from the additional separate reporting. It was found that the greenhouse gas emissions from the R-22 refrigerant was decreased when comparing to 2019.

Year	Source of GHG Emission	Amount GHG Emission (ton COe)
2017	The R-22 refrigerant	14.40
2018	The R-22 refrigerant	18.08
2019	The R-22 refrigerant	18.08
2020	The R-22 refrigerant	13.45

Internal Carbon Pricing

This year the Company is selected by the Thailand Greenhouse Gas Management Organization (Public Organization) and the World Bank as a pilot project to study the application of the Internal Carbon Pricing (ICP) mechanism, leading a project to develop a practice manual, used as a tool of cost estimation for GHG emissions which are the social and environmental costs that must be paid from such emissions, such as the cost of damage by disaster, etc., as well as for decision-making on investment projects for greenhouse gas reduction. This is a preparation to support future laws or regulations and also for the corporate risk management.

In addition, the Company is aware of the risks associated with greenhouse gas emissions and sees an opportunity to use internal carbon pricing as a tool for corporate planning and strategy, to strive to be a low-carbon organization or properly Net Zero Carbon Organization. This will increase the capability of the organization to compete in the Low Carbon Economy in the future and represent business operations with social and environmental responsibility.



▲ Internal Carbon Pricing Seminar at Chonburi



▲ Collaborative Efforts for Safe Air

Project: Collaborative Efforts for Safe Air

The Company is aware of the environmental impacts that arise from the changes in the global climate, started to increase the impacts every year. Environmental quality management in the community is therefore very important, especially the problem of particulate matter and black smoke caused by the incomplete combustion process of the engine and its quality of fuel including the control of the black smoke from the exhaust pipes of the cars, consisting of substances in forms of Carbon monoxide (CO), carbon dioxide (CO₂), nitrogen oxides (NO_x), and particulate matter smaller than 2.5 microns (PM_{2.5}) that can absorb heat well and contribute to the high global temperatures. The Company therefore sees that transportation activities are an important part of the Company's business chain as part of helping reduce the impacts towards air quality around the project areas. This will ensure the occupational health and safety of customers, employees, officials nearby and be able to restore the quality of air in the business areas. The Company implements a project to prevent and reduce air pollution through the measurement of black smoke from car exhaust in

accordance with the Notification of the Department of Land Transport subject to standard criteria and method for measuring black smoke from car exhaust 2019. The Company has organized such activities for the second year. After the year 2019, the Company has been working on the project at Frasers Property Logistics Park (Bangna) and Frasers Property Logistics Center (Bangplee 1) in which this year, the Company has provided a staff together with equipment at check-point for measuring the opacity of smoke from the exhaust pipes that pass through and out in the Frasers Property Logistics Park (Wangnoi 2) and recorded the data for analysis and evaluation, including reports to the government agencies involved with each car in order to adjust the maintenance to be within the specified criteria. According to the results of the black smoke measurements of the cars that participated in the two assessments, it was found that the vehicles that were tested had improvement in quality and had a 96% increase in the black smoke standard.

As a result of implementing such activities, in addition to reducing the environmental impacts in business areas of the customer and the surrounding community, it is also considered to create a participation

in helping each other with social responsibility sustainably.



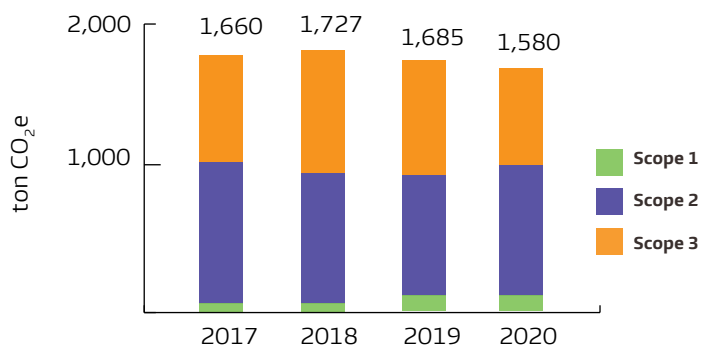
In addition, on November 15, 2019, the Company was honored by Mayor of Bang Samak Municipality, to bestow a certificate of honor to customers who participate in this program, comprising of customers from the Frasers Property Logistics Park (Bangna) and Frasers Property Logistics Center (Bangplee 1), totaling 46 companies with joint activities of planting trees to increase green area at the entrance of Frasers Property Logistics Park (Bangna) project. Moreover, the Company’s employees have also planted the auspicious trees as a memorial for customers and event participants.

Performance Summary

Source of GHG Emission	2017	2018	2019	2020	Target in 2022
Direct GHG emissions (Scope 1)	647	731	737	674	
Indirect GHG Emissions (Scope 2)	984	968	897	786	Decreased by 10%, compared to the year 2017
Other indirect GHG Emissions (Scope 3)	29	28	51	120	



Greenhouse Gas Emissions (tons of carbon dioxide equivalent)





▲ Golden Town 3, Bangna-Suanluang, Bangkok

Energy Management



The Company realizes the importance of energy management as part of the cost of operation and business opportunity. The energy management of the Company is also a part of reducing greenhouse gas emissions. In addition, energy management is a matter of great concern to the Company's main stakeholders, such as customers because energy consumption is a part of business operation and one of the factors in choosing to invest in the Company's business continuously as well.

Report Scope

The management information in this report covers all businesses that the Company owns more than half of the investments and possesses the management authority in the residential property sector, commercial property sector, and industrial property sector including other businesses. Information of the remaining business groups will be all covered by 2022.

Management Guidelines

To manage the energy, the Company has considered as a part of reducing the greenhouse gas emissions in various activities of the Company. Most of the energy management cost of the Company will come from the amount of electricity consumption in the office building, common area, and the vacant factory or warehouse including the fuel consumption in the form of diesel and benzene. Therefore, in 2020, the Company has announced the policy of environmental and energy management including a determination of relevant measures for the goal of reducing the operating costs and increasing the business opportunities through the renewable energy consumption and a reduction on greenhouse gas emissions, striving for being a low-carbon society according to the goals set by Frasers Group. However, in order to manage energy, the Company will apply green building standards by both domestic and international standards for building certification

in various projects of the Company such as TREES, EDGE and LEED, etc. It will be used in conjunction with the principles of eco-design. It also encourages customers in the factory and warehouse sectors to consume the renewable energy according to the specified laws or in the Company's energy conservation projects such as installing solar panels on the roof to reduce energy consumption in buildings, installing wind turbines, etc. The Company will help provide advice to customers. And at present, the Company is currently in the process of preparing the installation of solar panels in the new building construction project and its common area.

Performance

In 2020, the Company has emphasized on the energy management seriously and the Company has required to reduce costs for maintaining green areas within the Company's projects. Therefore, the Company has created a project to reduce fuel consumption in common areas by replacing the lawn mower system to a model that is fuel-efficient. From the implementation in the pilot area located in the eastern location of Ayutthaya, it can save

about 62% of costs and reduce the fuel consumption, accounting for 40%, compared to the fuel consumption by a regular lawn mower, representing a reduction in the amount of greenhouse gas emissions of 4.99 tons carbon dioxide equivalent per year.

However, at present and in the future, the Company has focused on reducing fuel consumption in all types of involved activities including development, experiment, various tools consume less fuel. This is directly proportional to the operating cost and able to lower carbon footprint as well.

In addition, the Company aims to reduce the amount of energy consumption by the domestic power supply and contribute to help reduce the burden of tenants due to electricity consumption expenses. Clean energy is the driver of operating activities based on the management guidelines of the Company comprehensively. The Company is considering the installation of solar panels in the branch offices of the Company, including offering options together with consultancy to tenants who wish to reduce the volume and the cost of electricity.



Selection of energy-saving moonlight LED lamp

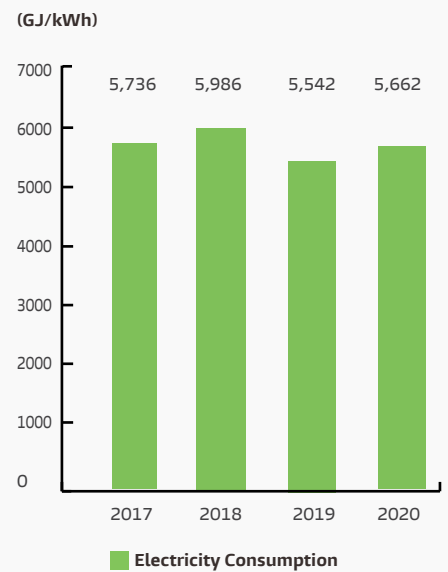
The Residential Property Group recognizes electricity saving as a materiality for sustainability development in all residential projects. Therefore, to achieve an efficient energy consumption, the residential property group has introduced the concept of energy-saving into the selection of moonlight LED lamps to be installed in the common areas of the Company's residential projects, totaling 60 projects. It can save 36,300 kilowatt-hours of electricity or converted into an economic value of 1,085,510 baht per year per 60 projects.

Activities on "Environment Month"

March of every year is set to be Environment Month by the Frasers Property Group in order to encourage employees to realize the importance and engagement in environmental stewardship for sustainability based

on the concept of "Build-to-Zero". The Company as a company belongs to the Frasers Property Group, has supported the activities by the Frasers Property Group with a goal of reducing greenhouse gas emissions to zero. The Company therefore has conducted the campaign activities entitled "Take the Unplug Pledge" to create a good attitude of unplugging devices when not in use to help reduce energy consumption, including the activity of FPT stands in solidarity to support Earth Hour) on March 28, 2020. The Company has switched off the publicity signs and bulbs surrounding the building including indoor lamps as appropriate. In addition, tenants are invited to participate in such activities as part of their engagement and supports for the World Wildlife Fund (WWF) project, government agencies, and private sectors to turn off the lights for a period of 1 hour nationwide to reduce energy consumption and global warming. Such activity was able to reduce the electricity consumption in common areas in the Company's project area by approximately 100 kilowatt-hours.

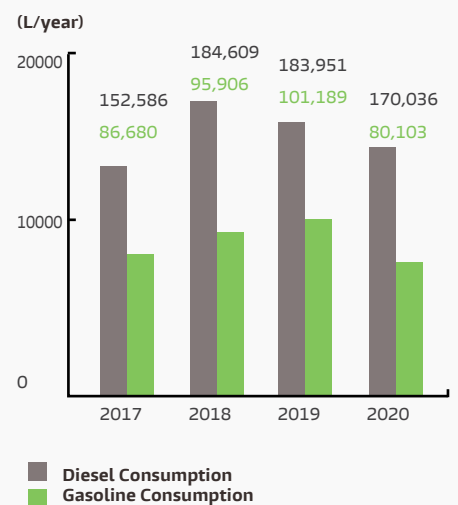
Gigajoule to Kilowatt Hour



Performance Summary

Source of Energy	2017	2018	2019	2020	Target 2025
Electricity Consumption (GJ/kWh)	5,736	5,986	5,542	5,662	
Diesel Consumption (Litre/year)	152,586	184,609	183,951	170,036	To reduce the energy consumption by 10% in 2025
Gasoline Consumption (Litre/year)	86,680	95,906	101,189	80,103	

Litre to year



Water Management



Water is an essential natural resource for all stakeholders. Water resource management is therefore an issue that the Company places great emphasis on, both in terms of water shortage, flooding, and wastewater treatment before draining into nature and including the maintenance of natural water sources to achieve the efficiency in water resources consumption.

Report Scope

Management information in this report covers all businesses that the Company owns more than half of the investments and possesses management authority in the residential property sector, commercial property sector, and industrial property sector and other businesses. Information of the remaining business groups will be all covered by 2022.

Management Guidelines

The Company has assessed the risks from global climate change that has begun to affect the water management in the Company’s business areas such as drought and the flooding, etc. Therefore, the Company emphasizes on the importance of water resource

management in the Company’s business areas and to strictly comply with the relevant laws including the management of water resources as well. In 2020, the Company has formulated a policy and guidelines of water resources management practices to reduce risks from global climate change and to conserve natural watersheds and natural water resources as follows:

Performance

The Company conducts business mainly in Thailand and projects are located along the Mekong River and the Chao Phraya River. According to WRI’s assessment criteria, it was found that there was a medium-high risk level of water shortage. Therefore, measures to control and cope with the situation are formulated based on the 3Rs principle: Reduce, Reuse, and Recycle, to treat wastewater and then improve quality for reuse or recycle. In addition, the Company is currently in the process of setting a target of reduction on water consumption for the new projects in conjunction with the Frasers Property Group by considering the various coverages of water consumption consistent with the Company’s business operations, such as the indoor and outdoor

water consumption, installation of automatic water-on-off and automatic water consumption monitoring systems, reduction in water consumption of air conditioning systems including reusing water, etc.

In 2020, the water consumption in all areas of industrial property sector is totaling 69,475⁽¹⁾ cubic meters and it has been recycled in the project area increased 3%⁽¹⁾, accounted for 11%⁽¹⁾. The water consumption information of the remaining business groups will be all covered by 2022.

The Company has consistently implemented water management projects, for example, the application of eco-design principles according to the international standard LEED in one new construction project. It can save 46% of water consumption in such project. The principles of 3Rs will be applied in the existing projects for the maintenance of the buildings, such as the transition to water-saving sanitary ware, a survey of leakage points of piping systems in buildings, etc. In addition, it also conducts activities for recycling and reuse in the green areas of the projects by using treated wastewater to water the plants in Bangna project, allowing the Company to reduce the maintenance cost of the green area by 245,700 baht per year, etc.

Development of project and construction phase (Year 2019 onwards)	Commercial Phase (Year 2020 onwards)	Conservation of natural water sources phase(2021 onwards)
<ul style="list-style-type: none"> Select location for building factories and warehouses in the industrial estates with efficient water management systems, together with flood protection system, water production system, wastewater treatment system, and good drainage system, etc. If the Company develops their own projects, the drainage system, flood protection system, water production systems, and wastewater treatment systems must be designed according to laws and construction standards that are expected to be certified, such as LEED, EDGE or TREES, etc. 	<ul style="list-style-type: none"> Select environmentally friendly products for maintenance of factory and warehouses. Apply the principle of water resource recycling in the Company’s working process. Assess the risks of water consumption in project area by the World Resource Institute (WRI) method. 	<ul style="list-style-type: none"> Build a network of water resources conservation among the Company’s stakeholders. Conduct activities to promote the conservation of natural water sources at least once a year (during the rainy season), for example, the upstream or mangrove forest restoration in collaboration with government agencies in the province where the Company’s projects are located, including the “Check Dams” in natural water sources surrounding the project area , etc.

Note:
(1) Only for the Industrial Property Group

Flood Management for Sustainable Communities

The residential property group of the Company also foresees the problem of flooding in the community surrounding the project, in which problems have been accumulated before the construction of project. According to the Company's site survey in many community, it was found that the problematic location of flooding was mainly in the outskirts of the project due to the lack of water drainage system. In 2020, the Company's residential property group, has conducted the activity for dredging canals and adding water pumps in public areas to solve the problem of flooding in the surrounding communities, such as community areas around Suksan project, community area surrounding The Grand Rama 2 project, etc. As a result of this implementation, it can help drain water widely covering the areas of 1,200 rai, helping to alleviate the impact of flooding for more than 3,000 households.



▲ Water pump station to drain water for community surrounding Suksan project.

Standards Water Management in New Projects

In 2020 the Frasers Group realizes the importance of water management to reduce environmental impact. Therefore, the Company has jointly developed a guideline to reduce water consumption by formulating standards for improving efficiency in reducing water consumption for new projects in all asset classes of the Company. The goals of the water management standard for the new project will start commencing in January 2021 onwards. Four goals are set for the water management standard in the new upcoming projects as follows:

1. 15% reduction of water consumption in buildings compared to the green building standard of the certified project.
 - Selection of the best water efficient equipment.
 - Selection of sensors to control the automatic on and off water system.
 - Adding new alternative water sources such as rainwater, post-treatment water, etc.
 - Installation of a water leak detection system.
2. Sub meter installation with automatic data recording for main water supply areas such as
 - Drinking water sources
 - Alternative water sources



▲ Water Pump site: water drainage system for Suksan Village



▲ The activity for dredging canals around the Grand Rama 2 project.

- Water source used in lease area
 - Water sources used in common areas
 - Water supply used in the tenant's area.
3. Reduce the amount of water consumption in the project area such as
 - Installation of a water supply system with a humidity sensor system
 - Selection of local plants in the area or plants with low water requirements or other alternatives as appropriate.
 4. Reduce water consumption or design water consumption in air conditioning systems such as
 - Use air cooling instead of water. (Depending on the cost, resources, locations, and weather)
 - Alternative water sources may be used in areas where water is consumed.
 - The designed systems must be able to recycle many cycles of water before releasing from the system at least 7 times.

Performance Summary

Implementation	2020	Target in 2022
Conduct a database of water consumption in every project ⁽¹⁾	100%	100%
Water Reuse or Water Recycling ⁽¹⁾	11%	10% of used water

Note:
 (1) Only for the Industrial Property Group

Waste Management



Waste management is considered as one of important issues of the Company. It is committed to adhering to the law and promoting waste management in accordance with the principles of 3Rs throughout the Company's value chain to foster a society with good waste management.

Report Scope

The management information in this report covers all businesses that the Company owns more than half of the investments and possesses management authority in the industrial property group and other businesses. Information of the remaining business groups will be all covered by 2022.

Management Guidelines

The company puts great emphasis on waste management to reduce the impacts towards the environment according to the law strictly and continuously by adhering to the principles of waste management in accordance with the 3Rs principles consistent with both domestic and international practices, such as reducing the amount of waste by reducing the use (Reduce), reusing waste (Reuse) and recycling waste (Recycle). Most of the wastes arise from office space and green space and are classified as general waste that must comply with relevant regulations and laws, such as the Public Health Act, B.E. 2535 and the Industrial Estate Authority of Thailand Act, B.E. 2522, etc. There is no waste generated from the production process, therefore it is not considered as the industrial waste. However, the waste generated from the customer's business activities, the Company will advise on the legal practice guidelines in order for customers to comply with, in accordance with relevant laws. The general waste that occurs in the Company was divided into 4 groups: organic waste, recyclable waste, general waste, and hazardous waste. The Company's current waste management will focus on reducing the amount of waste generation at the source, waste sorting, and waste collecting including the delivering waste for disposal with a correct and appropriate method.



FPT Waste Management Guidelines

2019

Reducing the amount of waste generation at the source

- Organize the activity of a waste management to raise awareness according to the principles of 3Rs.

2020

Waste sorting and waste collecting

- Set up waste bins according to the types of waste generated in the headquarters building and branch offices in the project areas.
- Organize training for waste sorting for employees at all levels.
- Monitoring the efficiency of waste separation.

2021

The appropriate waste disposal

- Organic waste is treated by composting and delivered to landfill.
- Recyclable waste is handled by selling to a legally certified junk shops.
- General and Hazardous Waste are delivered for disposal at a legally permitted landfill.

Performance

In 2020, the Company organized activities to promote waste sorting and knowledge about principles of 3Rs for all employees. Waste sorting stations have been established in the head office and branch offices, causing a continuity in waste separation of employees concretely.



▲ Activity for waste segregation and waste bins according to waste type at branch office.

Efficient Resources Consumption and Efficient Waste Management

The demand for resources consumption are rapidly growing caused by the increasing global population, causing the world to confront the problem of insufficient natural resources. Products, when it is no longer in use, it will become a lot of waste. The increase in the amount of waste into the recycling process will circulate more resources according to the principles of circular economy. It is an alternative that will help reduce resource consumption as well as helping to reduce greenhouse gas emissions which is the cause of climate change, as well as promoting good sanitary. The company therefore pays attention to waste management by organizing training activities to educate employees on sustainable waste management, waste reduction, and waste classification in order for employees to realize the importance of appropriate waste management. In addition, it has organized a project to educate the Company's executives on the circular economy in order to be able to apply the concept to enhance the management and business conduct sustainably in terms of policy, corporate business strategy, as well as using innovations to help drive sustainable operations.

The Company has started a project to waste classification such as paper, plastics and aluminum both in the head office and the branch offices. Thus, the Company can reduce the amount of waste that must be disposed of in landfill by 11.71 tons, recyclable waste is equivalent to 7.6%. It also helps reduce greenhouse gas emissions by more than 32 tons carbon dioxide equivalent. This can be enhanced for further activities.

Composting from Waste in Green Area

A lot of green spaces are within the project and requires a regular maintenance, causing the generation of organic waste from maintenance activities of green area. The Company has therefore applied the principles

of 3Rs to cope with this problem by composting the organic waste from the maintenance activities of green space to be composted. The Company controls the standards and quality of organic fertilizers according to the standards of the Department of Agriculture. The goal of the project is to use organic fertilizers in the green area to replace all chemical fertilizers.

In 2020, the Company will pilot the project in the Eastern Seaboard project, Laem Chabang project, Bangna project, and the Wang Noi project by reducing the purchase of chemical fertilizers used in the project by 100%. The Company can save 48,000 baht per year from purchasing chemical fertilizers. The project will be expanded to other areas in the future.

Performance Summary

Implementation	2020	Target in 2022
Training to raise awareness of waste management according to the principle of 3Rs for employees	100%	100%
The total amount of waste in the branch office that conducts the activity of waste sorting is decreased.	35%	30%

Biodiversity



The Company realizes that the business conducts of the Company, especially for land development into factories and a warehouses may cause direct and indirect impacts on ecosystems and biodiversity, the Company has therefore considered the biodiversity as a key issue in the Company's sustainability development and aimed to promote the quality of life by bringing nature closer to the people in society, creating the awareness of the value of preserving nature and the environment in coexistence with the community and society. The landscape would be designed to be in a harmony with the city and the original ecosystem, increasing green area by planting the trees inside and outside the project and local plants are also planted around the project to create a harmony with projects as well.

Report Scope

The management information in this report covers all businesses that the Company owns more than half of the investments and possesses the management authority in the industry property and other businesses. Information of the remaining business groups, the Company will be all covered by 2022.

Management Guidelines

The Company realizes the importance of biodiversity affecting the overall environment of the projects. The objective of biodiversity management of the Company is to reduce the negative impacts towards biodiversity resulting from the Company's activities, and to add biodiversity to the Company's existing and future projects according to guidelines of green building design or other standards, regulatory and legal requirements relevant to business operation. The Company's biodiversity management practices are as follows:

1. To study the site condition and its biodiversity to understand the basis of biodiversity of the project area.
2. Assess the risks and impacts that may arise from the activities of the Company towards biodiversity.
3. Determine measures to prevent and mitigate impacts towards

biodiversity or biodiversity development plans of the project area.

4. Build a network in cooperation with communities and stakeholders in the Company's value chain for communicating and building relationships with the community on a regular basis, to build trust in the community including confidence among the stakeholders of the Company.
5. Conduct activities or processes to conserve and develop biodiversity for sustainable projects.

Performance

In 2020, the Company has announced its biodiversity policy and it is in the process of developing an action plan with stakeholders in various projects. The Company has given the importance of biodiversity development through increasing green space in the project area by selecting the area that has not yet been developed in the project area and develop it into the green area of the project.

- The project to plant fruit trees in the free area for maximizing the benefits. It is a vacant space development project within the Frasers Property Logistics Park (Bangna), where the Company

sees that those areas should be developed into benefits. Therefore, the Company has started to plant the banana (Hom Thong) because it contains high nutritional value, including the period of planting and yield is not so long, as well as the methods of planting and maintenance are not complicated and it can be found from local resources. Therefore, it has a low cost of planting consistent with the increase in green areas, taking into account the environment, being as a guideline in line with the Company's sustainability development framework for environmental development as well. And the yield will be used for the activities of the Company and the community surrounding the project. Benefits from other projects, such as the proper use of the space, creating benefits to residents of the surrounding area. This can be developed into a learning area for agriculture and sufficiency economy. As a result of continuous activities, in the year 2020, the Company has planted 76 trees of banana (Hom Thong).

- Project to propagate the auspicious plants, various ornamental flowers, native plants, and vegetables that are clean and non-toxic such



▲ Frasers Property Logistics Park (Bangna), Chachoengsao

as a Spider Plant, Slipper Flower, Banyan Tree, Temple Tree, Paradise Flower, Marigold, Melon, and Watermelon, etc. The purpose of the project is to create the environmental awareness and the increase in biodiversity for employees, customers, and communities surrounding the Company's project area, including distributing to employees on important days or to present to customers who want to find flowers for decoration. The Company has planted the Paradise Flower trees together with customers at the entrance gate of the project on the day of the ceremony for awarding certificates of the "Frasers Property Thailand Sustainability 2019" project on November 15, 2019 at Frasers Property Logistics Park (Bangna), as a medium to demonstrate the collaborative contribution in creating the environmental awareness.

- Native plants projects: The Company has to maintain the green areas within the project area. Therefore, the development of knowledge and techniques for



▲ Plant giving activities to support the increase in green space in the office

of 5,591 local seedlings that are ready to be planted for decoration and replacement of trees in the green area of the project, as well as giving to employees and participants in a merit-making event of the Company as well.

- Project for Conservation and Restoration of Natural Resources and Environment. The Company realizes the importance of mangrove forests as an aquatic lives nursery, the increase in the biodiversity and fisheries productivity, prevention of coastal erosion, including the reservoir of carbon in the air faster than the general forests. Therefore, the Company has therefore conducted the activity for planting mangrove forest at Ban Laem Chabang Community, Sriracha District, Chonburi Province in collaboration with the Ban Laem Chabang Community Mangrove Forest Conservation Group, to propagate mangrove seedlings and plant 300 mangrove trees, representing at least 325 kg carbon dioxide equivalent per year. The project's objective is to promote the reduction



▲ Plants Housing at Frasers Property Logistics Park (Laemchabang 2), Chonburi

native seedling propagation is one of the projects that the Company has conducted. In 2020, the 550 of perennials have been planted in the project area, representing the green area of 3.8 rai or 0.6% of the project area. This is equivalent to 13.8 tons of greenhouse gas absorption per year. In the future, the Company will conduct a plan to apply the royal initiatives that are suitable for each project area, such as soil conservation by planting vetiver grass and mulching plants in the embankment of the project, to reduce soil erosion as well as applying the principles of afforestation of three types of plants with four benefits, and principles of afforestation without planting, and development of knowledge and techniques for native seedling propagation, etc. At present, the Company is able propagate the total



▲ Activity for mangrove forestation, Laemchabang Community, Chonburi

of global warming, such as the planting of mangrove forests as a carbon reservoir reducing greenhouse gas emissions as well as raising awareness and instilling a behavior on the cost-effective resources consumption for employees and communities.

- “Two Hands, One Heart Volunteer to Build Pong Thiam” project: The Company brought employees to join in doing good things in return for society by constructing “Pong Thiam” at Kaeng Krachan National Park, Phetchaburi Province on March 14, 2020 to help build a food source for wildlife. This “Pong Din” will become a food source for herbivorous wildlife such as deer, elephants, etc., considered as an activity to promote a biodiversity according to the Company’s sustainable development guidelines.



▲ Artificial salt licks (Pong Thiam) activity at Kaeng Krachan National Park, Phetchaburi



Performance Summary

Implementation	2020	Target
To plant native plants in project area or community	576 plants	More than 500 plants per year
Green space in existing projects of the Company	0.6 %	More than 10% in every project.
To conduct the activity for mitigating the impacts towards biodiversity or to develop biodiversity.	2 times	Once a year



▲ Samyan Mitrtown, Bangkok, Thailand



Social Performance

Employee

Corporate Employee Engagement 76 %

Succession Plan 100% of important positions

Proportion of Employees with Individual Development Plan (IDP) 4%

Average Training Hours 26 hours per person per year



▲ Samyan Mitrtown, Bangkok, Thailand



Community

Employee social activities hours
(Calculated from the number of employees, number of hours for social activities hosted by the Company, such as reforestation, donation etc.)

More than 2,900 hours

Number of Social Activities

More than 30 activities

The budget, spent on community and social development.

3.18 million baht



Safety

Total Recordable Injuries Case (TRIC)

Employee

Male: 2 persons
Female: 0 person

Contractor

Male: none
Female: none

Total Recordable Injuries Rate (TRIR)

Employee

1.47

Contractor

0

Number of case(s) for fatal accident - Employee

None

Number of case(s) for fatal accident - Contractor

None

Employee (Focusing on People)



The Company focuses on the importance of employee (Focusing on people). The Company believes that the effective business operations must be connected to the community, social values and those around us, including taking care of employees, customers, and the community with a good environment, life balance, good occupational health and safety along with the human capital development of the employee and top management, creating a culture of human capital development for the effectiveness of innovative creativity, resulting in higher value of products. All also helps build trust with different people and promote the coexistence of all people based on the principles of human rights.

Employee Management

The principle of "Focusing on People" of the Company is the key factor to increase business competitiveness. Taking good care of employees to enjoy their works leads to the corporate employee engagement, resulting in an excellent performance with good results for the Company's business operations.

Report Scope

The information of Employee Management and survey results of employee engagement in this report cover all businesses that the Company owns more than half of the investment and the management authority particular in the industrial property business and other businesses. Information of the remaining businesses will be all covered by 2022.

Management Guidelines

The Company has adopted guidelines for creating good relationship between the Company and employees based on the concept that employees are bound to the organization. It consists of 3 principles which are as follows:

Say

Employees speak about the Company with a good manner both internally and externally.

Stay

Employees work happily and are dedicated to work at full capability.

Strive

Employees work with creativity to help develop the growth of the Company together.

1. Legal compliance with international concepts; by adhering to the treatment of employees according to the local and international laws, such as the practice according to human rights, prevention of hiring child labor and compulsory labor including the opportunity to establish a Welfare Committee.
2. Employment system, Performance management, and Fair compensation; The Company focuses on the selection of job applicants based on the capability of the position (Competency-based) and fair compensation according to the principles of Value-based management and compensation management based on the 3 key performance indicators as set by the Company, namely Corporate-related KPIs, Personal Work-related KPIs, and Behavior-based KPIs.
3. Employee Care; the Company applies the principle of Happy Workplace with the aim to make employees happy while working for the Company as well as after retirement.

Moreover, the corporate annual employee engagement survey has been conducted on annual basis to ensure that all employees have understanding and provide true feedbacks to the Company. After completing the survey, the results will be translated and publicized to all employees and executives as well as reporting the results of corporate employee engagement surveys to the Board of Directors on an annual basis.

In order to enhance corporate employee engagement, the Company

has brought the results of the previous year to analyze and conduct an action plan to respond and meet to the lifestyles of employees in order to increase their competency, including;

- Promoting the establishment of welfare committees who are responsible for increasing the quality of life for employees.
- Supporting budgets for employees to establish clubs for learning, relaxing, recreation and health promotion, such as drone club, fitness clubs, running clubs, football clubs, Petanque club, bio-mental clubs, voluntary clubs, bowling clubs, photography clubs, music club, Environment club, etc. The major purpose of all club is to create a harmony of employee and to promote the creativity, good health in order to reduce sickness as well as physical fitness test for employee as well.
- Increasing human resource management skills, stimulating more leadership skills for supervisors and managers.
- Recommending criteria and guidelines for internal communication to supervisors with the Company's information to communicate with employees, especially about opportunities for their career growth.
- Encouraging employees to develop their knowledge and capabilities through both internal and external trainings.
- Organizing activities to convey a message of business directions, the corporate business movement, and various news to employees continuously through a Town Hall session

by the top executives of the Company by focusing on understanding of the business development and changes of business' directions that must be occurred including inspiring employees to work for the Company.

- Conducting the Engagement Ambassador project as a representative to create engagement activities as a communication medium for policy's information between the Company and employees of each business unit as well as continuously collecting information from sub-groups of employees and their feedback to top executives along with jointly creating an employee engagement plan continuously from the year 2017.
- Supporting digital channels for fast and diverse communication while working.
- Providing laptop to employees instead of using desktop computers and procuring tablets for executives as well as installing high-speed Wi-Fi covering the entire organization for flexibility in work.
- Providing modern support systems that are easy to use anywhere, anytime, such as the systems of Smart ME, EZ-Pay, E-Procurement, Smart Meeting, etc.
- Improving regulations, such as flexible working hours in line with urban lifestyles appropriate for the family care of employees at each age range.

Compensation Management

The Company determines remuneration packages according to the workload of each position and personal capability based on the supervision of the Compensation Committee by adjusting the compensation structure every 2 years in line with the labor market and maintaining the competitiveness of the organization. In addition, annual compensation is variably considered according to the Company's business performance as well.

Employment System, Performance Management, and Fair compensation

The Company emphasizes importance of treating employees fairly because they are an important resource in which all knowledge, ability, and inspiration are required for various business operations to achieve the set goals. Therefore, the Company supports fair management towards employees along with business growth for sustainability development by not using child and compulsory labors, providing social protection and good working conditions, protection schemes on health and safety, cares of both the career opportunity, compensation and benefits, promotion, rotation, and the human resource development of employees thoroughly. In this regard, the Company has stipulated the following guidelines as follows:

- Providing fair employment conditions with appropriate compensation according to the employee's capability based on employment agreements and industrial standards or cost of living standards for both short-term and long-term periods including medical

expenses, provident fund, bonuses based on the performances of employees and the Company, uniform, etc.

- Consideration of employment or termination through the process of consideration and decision-making in accordance with the appropriate procedures, independent of any single person or discrimination.
- Providing human resource development to enhance skills and capability of employees to create opportunities for learning and working progress including an opportunity of promotion when appropriate.
- Providing appropriate facilities at workplace in order for employees to work efficiently.
- Giving employees an opportunity to access or be informed of important information regarding the business operating results, direction of business operation, including providing various media channels for a contribution of idea proposal without interference.

Happy Workplace for Employees

The Company realizes the happiness in workplace of the employees as one element in promoting full competency and it also enhances the experiences for employees in accordance with the corporate values and its business philosophy. Therefore, the Company has applied 8 principles of Happy Workplace by providing additional communication channels with useful information between employees and the Company through the Workplace Group, and promoting the creation of joint activities through the staff's clubs as well.



Happy Heart

Happy Heart (Generosity): the Company encourages employees to be generous and sharing towards each other and the surrounding society to mitigate the social problems for a sustainable livings.

▼ Donation of computer, copy machine, and landline telephone to Wat Bang Hua Suer School, Sumutprakarn Province

▼ Donation of Chicken Nursery House to Petcharattanaratchasuda School, Sra Kaew province.



▲ Activities by various clubs such as Bowling club and Running club, etc.

Happy Relax

Happy Relax (Relaxing): the Company supports the relaxant activities for employees in order to reduce stress from their works and personal matters. As a result, they can enhance their work efficiency with a healthy body and mind. The Company believes that if the employee does not know how to balance their work-life balance, it can cause physical and mental stress affecting the duties. The relaxant activities are bowling club, running club and so forth.



▲ The activity of training to uplift knowledge and expertise for employees.

Happy Brain

Happy Brain (Knowledge): the main purpose on this program is to improve employee's skills and knowledge, striving for the profession with stable career growth. A constant self-development of employees, will create the efficiency in duties, resulting in the Company's business growth as well.

Happy Soul

Happy Soul (the peaceful way of life); the Company supports the activities which are related to the faith in religion and morality in the way of life of employee with a correct and good direction, resulting in possessing consciousness, concentration on work, and being able to handle incoming problems. The Company adheres to the principles of good deeds for employees, good people, and good thinkers with faith for a good faiths.



Happy Money

Happy Money (Debt free); the Company focuses on promoting employees to manage their own financial status; to save money, wisely spend money, not to spend extravagance, and to spend money as needed based on the principle of sufficiency economy.



Happy Family

Happy Family (Good Family); the Company focuses on providing employees with a warm and stable families, raising awareness of family-love habits, as a principle of personal living; knowing love, confidence, and faith in goodness. With this principles, there will have the good persons in society.

However, due to the COVID-19 epidemic situation, which affects the quality of life, health, well-being and mental state of employees, the Company has prepared and arranged equipment to support the practice both at home and in the other locations. In addition, the Company organized an activity “FPT Always Together” to demonstrate the intimate care of the Company’s personnel. This can create understanding and engagement of employees towards the organization and colleagues together come across the crisis.



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Activities to Enhance Knowledge on Sustainability

The Company has organized the ESG Sustainability Day 2020 on September 24, 2020, together with training and activities consistent with the ESG’s implementation for employees, covering the environmental issues: Environment, Social, and Governance by providing training on corporate governance policy and ethics and business ethical code of conduct, anti-corruption and the roles of people in the organization. In addition, the Company also organized an ESG TALK activity to allow the business departments with outstanding ESG performance to communicate with colleagues and demonstrate the performance in the past year including the visions that connects the implementation of sustainability. This also includes fun game activities, inserting knowledge of ESG in order to publicize the performance and raise awareness of the importance of being a part of the sustainable development of the organization.

Performance

In 2020, the Company has conducted a survey on the degree of employee engagement towards the organization through questionnaires regarding the Company’s internal management system in various areas, totaling 413 employees. The Company has received 355 respondents or 86% of the total employees. Overall, a degree of engagement was higher in terms of corporate image and corporate culture, communication, human resource development, quality of life including compensation and welfare. The degree of Corporate Employee Engagement 2020 In the industrial property group of business and other groups of businesses has achieved the goals as set by the Company at more than 70%. The degree of employee engagement towards the Company was at 76%. The results will be reviewed and analyzed in order to develop and improve to the better.



▲ ESG Sustainability Day 2020

Employee Engagement Level Towards the Organization

Implementation	2020	Target in 2021
Corporate Employee Engagement	76%	More than 70 %

Corporate Culture







The Board of Directors is committed to sustainable business operations of the Company and its affiliates along with responsibility towards social, environmental and stakeholders based on the key principles according to the guidelines that the Stock Exchange of Thailand has published, including the corporate value, which determines the skills and characteristics that everyone in the organization requires a basis that leads the Company to the defined visions and missions for corporate sustainable growth.

Report Scope

The information of corporate culture management in this report covers all businesses that the Company owns more than half of the investment and possesses the authority to manage particular in the industrial property group of business and other groups of businesses. Information of the remaining groups of businesses will be all covered by 2022.

Due to the restructure of the Company, it was required to be in accordance with the human resource development framework consistent with the corporate value of Frasers Property Group of companies, the Company has therefore adjusted the corporate value as "FPT Core Value" in 2020. And it is currently in the process of developing communication guidelines for employees in all groups of business to understand and ready to adjust their practice consistent with the corporate value as same as employees in Frasers Property Group of Companies.

 Collaborative	 Respectful	 Progressive	 Real
<p>Together join hands for teamwork (Collaborative) Building relationships based on openness and mutual trust, working with others for the same purpose and a common goal, including understanding of the roles, responsibility, activities, and the approaches that continuously lead to long-term cooperation.</p> <p>Sense of Ownership Having sense of ownership, giving importance and taking into account the Company's benefits, having an understanding of the corporate goals as a whole including finding ways to improve work and business to grow, understanding budget planning and management in order to receive good returns to the Company, and ready to devote his whole competency to drive the Company towards the set goals.</p>	<p>Customer Centric Enthusiastic in hearing the information and jointly formulating guidelines for product and service designs to meet both internal and external needs of today's customers, and able to anticipate future needs appropriately and timely, including proactive plans for responding and dealing with those needs.</p> <p>Believe in each other's expertise Recognizing expertise in each profession and experience of each individual, paying attention to the opinions of others, creatively joining in resolving conflicts and different opinions.</p>	<p>Drive results Setting guidelines for working methods, including driving to achieve the goals as expected. And if there are new situations which do not yet have information or clear guidelines, trying the different ways by working with other methods to help achieve quick and more efficient results without sticking to the old methods as well as preparing an emergency backup plan to support if unexpected events occur.</p> <p>Foster New Initiative Applying new technology concepts and working methods to support working processes and continuous self-development in order to create maximum benefits for the Company including demonstrating understanding and acceptance of changes as well as consequences.</p>	<p>Maintaining top quality brand standards of "Frasers" (Commitment) Providing quality control in every step and process consistently and strictly by adhering to good faith, governance, and good corporate governance to ensure that the products and services delivered to customers must meet the leading standards, creating an impression, confidence, and trust for customers and service recipients sustainably.</p> <p>Adapt to Individual Difference Understanding the identity and diversity of individuals, cultures, ethnicities, religions, as well as adjusting behavior and working styles to be consistent with living together in harmony.</p>

Human Capital Development



The Company has conducted a plan for human capital development to enhance the capability sufficient to drive the organization to achieve its goals efficiently, aiming to be the provider of the “Integrated Real Estate Platform” by offering the challenging opportunities for all employees to grow in their career path through the learning process along with the development of various forms appropriate for each group of employees. This also makes them to possess more skills and job’s competency along with good quality of life, creating a sustainable learning organization for employees.

Report Scope

The information of human capital development management in this report covers the industrial property group of businesses and other groups of businesses. Information of the remaining businesses will be all covered by 2022.

Management Guidelines

The Company has established guidelines for human capital development by providing an annual training program in form of Development Roadmap. Details are as follows:

- Core & Management Competency Program for developing the necessary management ability for employees. The goal is to develop the competency of employees in relation to the Corporate Core Values including Communication, Collaboration, and Innovation.
- Basic Skills Development Program to improve working skills of employees at all levels and all departments, such as English language skills, etc.
- Functional Competency Training program. Employees in each department can participate the Functional Competency training to particularly learn in the context relevant to their departments.

- Supplementary Skills Development Program for employees who want to strengthen the additional skills aside from the knowledge of direct related jobs.

Human Capital Development plan derived from performance analysis and evaluation apart from focusing on the direction of the business operation and the success goals as required by the Company, it also emphasizes the introduction of technology systems to support the learning process and human capital development through the Learning Management System (LMS) to increase the efficiency of data management as well as providing all employees with access to information for learning and training more conveniently.

Human Capital Development Plan

	The Important Courses for Administration			Supplementary Courses		Basic Courses
Top Executives	Business Cases Exposure/Updates (seminars)	Biz Community Exposure Initiatives	The Concept of Agile Management	Listening Deeply		
Senior Executives	Problem-Solving and Analytical Decision-Making	Efficient Coaching and Suggestion	Leadership According to Situations	Efficient Proposal	Listening Deeply	Intermediate and Business English
Managers	Problem-Solving and Analytical Decision-Making	The Excellent Skills for Leader	Jobs Add Signing Skills with a Purpose	Listening Deeply	Efficient Communication	Basic English
	Building Trust and Reliability for Manager	Systematic and Creative Thinking	Negotiation Skills			
Operational Level	Building Trust and Reliability for manager	Problem-Solving and Decision-Making	Time Management	Efficient Proposal	Efficient Communication	Basic English
	Planning and Prioritizing Skills	Negotiation Skills		Personality Development Skill	Preparedness for Changes	

Development Plan

The Company also focuses on systematic and continuous human capital development in order to create skilled employees in accordance with the business philosophy of the Company "Experience Matters", which was believed that employee's experience is important, meeting the needs of customers sustainably. The Company has therefore designed a long-term learning plan for all positions at an appropriate level in form of an Individual Development Plan (IDP), as a framework or guideline that helps the Company's employees to apply their experiences in the business operations, resulting in achieving the corporate goals.

In addition, the Company analyzes the need for training to develop employees' skills and a training program for the Company's employees in English for business communication has been organized to develop communication skills, coordination skills within the organization between departments to promote the progress of career growth of employees. This is also able to meet the needs of investors and all groups of customers effectively consistent with the Company's practice that focuses on the principle of Customer Centric set by the Company.

Key Issues on Individual Development Plan (IDP)	Evaluation Guidelines	The Corporate Goals
Leadership Capability	<ul style="list-style-type: none"> • 360 Degree Assessment • Behavioral Event Interview 	<ul style="list-style-type: none"> • Key leadership capabilities and competencies to drive people and organization success
Characteristics, Motivation & Values	<ul style="list-style-type: none"> • 360 Degree Assessment • Personality Assessment 	<ul style="list-style-type: none"> • Personal characteristics and career aspirations with the will to take on leadership roles that drive self and other towards results
Critical Experiences	<ul style="list-style-type: none"> • Information Technology on Human Resource Development 	<ul style="list-style-type: none"> • Significant experience throughout an individual's profession career
Knowledge & Qualifications	<ul style="list-style-type: none"> • Individual Profile 	<ul style="list-style-type: none"> • Relevant knowledge and educational background, including qualifications in abiding understanding and perspective to target role / position

Succession Planning Management

Succession Planning Management is conducted for senior management and key positions. The Company has appointed the Succession Planning Committees, who are responsible for overseeing the planning and high potential management to ensure continuity in management and support the Company’s business expansion. The succession planning development will take the following steps, namely;



Performance

In the year 2020, the Company organized trainings to improve the employees’ competency throughout the year, totaling 308 training courses. It represents the investment on human resource development of 8.06 million baht. The total hours per person per year has been defined together with a record of average training hours of employee at 26 hours per year.

Example of training courses that the Company has organized for employees at all levels in the past years (From 1 October 2018 - 30 September 2020, namely;

- Executive with Excellence
- Speed for Trust
- Win-Win Conversation & Negotiation
- Work Successfully
- Design Thinking
- Focus: Effective Time Management
- Excel (Excel: Level Up)
- Basic techniques for Powerpoint
- Business English Class
- How good is Sugar Free?
- Office Syndrome

Implementation	Results in 2020	Target in 2021
Proportion of key positions with succession plans	100 %	100%

Human Rights



The Company realizes the respects for every human being because human resource is a key factor that can create value, increase productivity, competitiveness, reliability, and trust which are the foundation of various resource development. Therefore, the Company has developed guidelines to promote the implementation according to the principles of human rights, which are inherent fundamental rights, such as genders, nationalities, races, ethnicity, colors, religions, languages, social status, laws, local cultures and traditions, or any country that the Company invests in or is involved including the implementation according to the principles of international human rights.

Report Scope

The information of human rights management in this report covers the industrial property group of business and other groups of businesses. Information of the remaining groups of businesses will be all covered by 2022.

Management Guidelines

In regards to the Company's supply chain, it deals with human resources from multi nations and languages, especially, among the Company's

key stakeholders, such as customers, suppliers, and employees. Therefore, the Company has declared a Human Rights Policy based on international guidelines, such as the Universal Declaration of Human Rights (UDHR), United Nations Global Compact (UNGC), UN Guiding Principles on Business and Human Rights throughout the labor laws of every country in which the Company invested.

In its operation, the Company realizes the importance of human rights and human resources which are the foundation for the development of various resources. Therefore, the guidelines to promote the implementation of human rights principles and the fair treatment of labor are established. The forced labor, child labor, and the illegal foreign workers are prohibited, with cares of the quality of life at workplace, safety, and good sanitary as well as the appropriate wage without discrimination with welfares. Moreover, the Company adheres to the principles of rights, liberty, equality and human dignity without discriminating against sex, race, religion or color skin in order to prevent and avoid the human rights violations of employees, customers, business partners, community, contractors, including vulnerable group, children, women, the elderly, the disabled, indigenious

peoples, migrant workers, etc. The Company has set procedures for the implementation regarding the human rights as follows:

- Assigning employees to understand the laws directly relevant to their duties and responsibilities and strictly comply with. In the case of working in other foreign countries, employees should study the laws, cultures, and traditions of the destined country first including the practice according to the principles of international human rights and do not support any activities that violate human rights.
- Establishing a whistleblowing policy to report clues or complaints regarding corruption including measures to protect the whistleblowers or the complainants in case of doubts when inappropriate behavior or violation of the law or ethical standards and business ethics are found, to prevent the unfair practices, focusing on security and damage of the reporter, data sources or related persons due to the causes of clues notification regarding illegal or unethical conduct.
- Scheduling an annual audit by the internal audit department and reporting to the Board of Directors.

Human Right Implementation Steps



Performance

In 2020, the Company declared a policy and prepared a plan to conduct a comprehensive human rights audit in the industrial property group of business and other groups of businesses. And it will be expanded to cover all groups of business in the future. In regard to the human rights assessment for the Human Rights Audit to Company’s suppliers, the performance of suppliers will be applied in accordance with the Supplier Code of Conduct for sustainable business development in the category of labor practice and human rights, safety, and sanitary, as part of the human rights audit as well.

Description	2018	2019	2020	Target in 2022
Number of the significant complaints on Human Rights	0	0	0	0

International Women’s Day: An Equal World is an Enabled World

The global leading companies are seriously supporting the progress of women and helping create gender equality by understanding the importance of women’s contribution in the workplace, recognizing the value of being together on diversity, driving the competency development of women to work well.

In regard of business conduct, the Company places great emphasis on recruiting, retaining and developing human talent continuously, paying attention to and support the equal treatment towards employees to empower and improve the quality of life of employees within the organization. The Company organized the International Women’s Day activities on March 6, 2020 as a contribution to promote equality. This year’s campaign is “Each for Equal”, as a campaign to promote gender equality.

The International Women’s Day is a unique opportunity to continually reflect on the gender equality development that is increasingly acceptable globally. The Company is therefore committed to promoting the progress of women at work with special purple-colored activities throughout the office to demonstrate the unity of Frasers Property Group of Companies both in Thailand and overseas by giving gifts, providing inspirational speech for women from various organizations.



▲ International Women’s Day

Environmental, Social and Governance (ESG): Legal Compliance



The Company pays attention to its practices in accordance with the relevant laws and the international laws in which the affiliated company is located, including social regulations which are important factors in conducting business. This also includes giving importance to the appropriate and fair treatment towards stakeholders and takes into account the potential impacts arising from unlawful business conducts, covering social responsibility that will make the Company accepted by the community and society. Therefore, in order to conduct business, the Company will perform in accordance with the laws and relevant rules and regulations in order to be allowed to operate or expand projects. This includes to prevent negative consequences that may result in the costs of non-compliance with the law including the impacts towards the confidence of the Company's stakeholders.

Report Scope

The management information in this report covers all businesses that the Company owns more than half of the investments and possesses the management authority in the industrial property group and other groups of businesses. Information of the remaining groups of business will be all covered by 2022.

Management Guidelines

The annual plan for legal compliance for environmental, society, and governance have been prepared by the Company's Legal and Regulatory Department, in which its responsibility is for reviewing, verifying whether the business operations are in accordance with the relevant laws together with various departments according to the Company's business chain. This includes trainings for the internal departments of the Company to have knowledge and understanding of new laws or laws relevant to their jobs to lead to the most efficient practice. In addition, the Company's Legal and Regulatory Department has also provided a communication channel to inform the internal departments about the new laws relevant to their business conducts based on the changes in the laws to keep up with the situation as well. The Company has set a goal of Zero

Non-Compliance relevant to the Company's business conducts.

Important Legal Training Activities

The Company realizes the importance of practices in accordance with the laws relevant to the business conducts by adhering to the principles of good governance. Therefore, a project to verify the practice in accordance with the

laws with the aim of building awareness and self-awareness (Self-Awareness) to employees of the Company to realize the importance of practice in accordance with the law and to ensure the practice of each department are in compliance with rules, regulations, and announcements relevant to business conducts. The goal is to reduce the rate of non-compliance with regulations, requirements, and announcements relevant to business conduct on governance, social, and



environmental. It also reduces the risk of being fined and the risk of damage to the reputation and credibility of the Company. The processes are as follows:

Performance

The Company has developed a Legal Connect, an electronic system for submitting and receiving legal and regulatory jobs and the receipt and submission of each job will be recorded, resulting in the reduced operating time and can track jobs that are still in progress. This also includes a reduction of the paper's use in work and it has continued to practice until the present. In 2020, there were no incidents of non-compliance with social, environmental, and governance laws and regulations including fines that are significant to the Company's inability to achieve the goals as set.

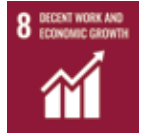
Performance	2020	Target in 2022
Number of incidents of non-compliance with laws and regulations on corporate governance	0	0
The number of incidents of non-compliance with social laws and regulations	0	0
The number of incidents of non-compliance with environmental laws and regulations	0	0
The number of penalties that are significant.	0	0

Examples of legal registries that are important for consideration in 2020 divided by ESG

Materiality	Examples of legal registries that are important issues for consideration in 2020
Governance	<ul style="list-style-type: none"> • Securities and Exchange Act • Public Limited Companies Act • Best practices for Directors of Listed Companies
	<ul style="list-style-type: none"> • Good corporate governance Principles for Listed Companies
	<ul style="list-style-type: none"> • National Environmental Quality Promotion and Conservation Act
Environment	<ul style="list-style-type: none"> • Public Health Act
Customer or Community	<ul style="list-style-type: none"> • Factory Act • Building Control Law
	<ul style="list-style-type: none"> • Land Law
Employee	<ul style="list-style-type: none"> • Labor Protection Law • Social Security Law • Provident Fund Law • Occupational Safety, Health and Environment Act



Occupational Health and Safety



The Company is aware that the occupational Health, Safety and Environment management is one of an important issue. Therefore, the Company is committed to building a safe and sustainable working system, not only for employees but also covers business partners, contractors, subcontractors as well as other relevant parties that works for the Company in order to achieve excellent performance and to create a safe society for the organization consistent with the 8th UN's Sustainable Development Goals.

Report Scope

The management information and performance in this report cover businesses in the Company's supply chain that own more than half of investment and possess the management authority particular in industrial property and other businesses. Information of the remaining business groups is in the process of developing the accident statistics, collection system for all business groups to be consistent with the same standard in order to comply with national laws and international standards. The Company will disclose the accident statistics of all business groups in 2022.

Management Guidelines

The Company considers that the Occupational health, Safety and Environment is important and part of the business operations of the organization. Therefore, the policy has set to guide the practice of improving the Occupational health, Safety and Environment continuously. The guidelines are as follows:

- Develop a management system for occupational health, safety and environment in accordance with laws, international standards, and other requirements that the Company has applied to create a safety culture in workplace for employees, business partners, contractors, and visitors continuously and sustainably.
- Raise awareness to employees at all levels that the occupational safety is the duty and responsibility of every employee. Supervisors at all levels must be a role model, be a leader, to support and encourage employees to be aware of working with safety. It also includes the supervision in the operations of employees, business partners, contractors, and visitors to strictly abide by the specified regulations on occupational health and safety in order to ensure the utmost safety in all working procedures.
- Promote and support the engagement of employees, business partners, contractors and visitors in the areas of occupational health, safety and environment.
- Realize the importance of preventing and assessing the risks of various dangers. Every effort will be made to ensure that the risk prevention and mitigation system will be applied effectively.
- Develop employees to possess knowledge and create awareness for employees at all levels to realize the importance of occupational health, safety and environment.
- Monitor and evaluate the performance in accordance with the policy on occupational health, safety and environment as specified in the annual action plan to achieve the most serious and effective practice.
- Support appropriate budget, time, personnel, and relevant resources in the implementation of the Occupational Health, Safety and Environment Management System.

In addition, an occupational health and safety management process in the organization has been aimed to be "Zero Accident Organization" in 2022. Thus each year, the Company will review policy, strategy, and set annual goals. The occupational health, safety and environment will be supervised by the Occupational Health, Safety and Environment Committee. The top executive or an authorized representative of the Company will be a chairman of the committee to drive policies into effective and efficient implementation. The representatives of employers and employees will be elected every 2 years with a monthly meeting and discussion. Resolutions of the meeting will be reported to the top executive after the meeting. There is also a safety officer at the professional level responsible for inspecting, supervising, monitoring, suggesting and reporting on the performance of safety to the board of committee as well. However, the Company is in the process of considering and setting occupational health and safety

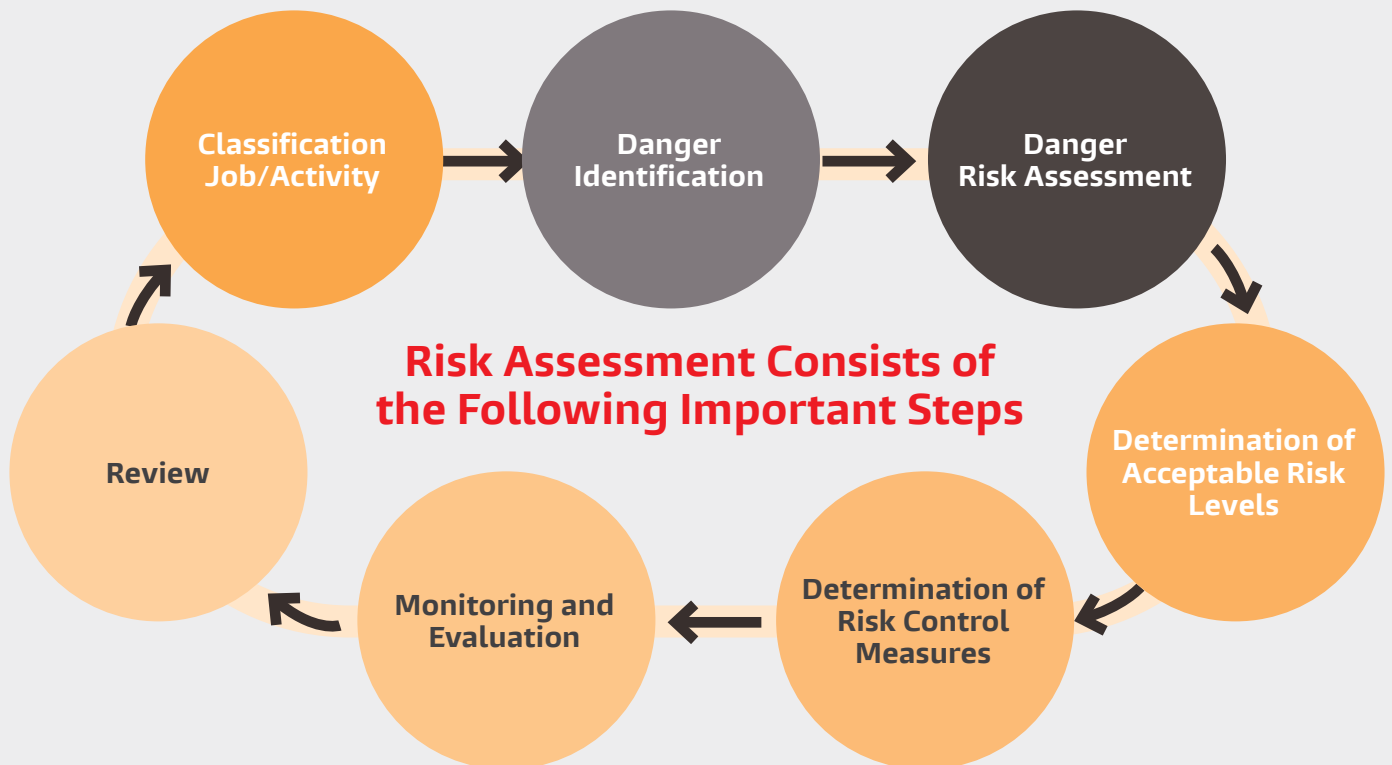


goals as one of the performance indicators of employees at all levels to achieve the goals as set. The Company is also in the process of developing the occupational health, safety and environment management system with reference to the international standard ISO 45001: 2018 and practice guidelines of relevant industry groups along with assessing the conformity of relevant laws and certification body. The aforementioned management system covers all operational steps as follows:

- Danger identification and Risk Assessment; Risk Assessment

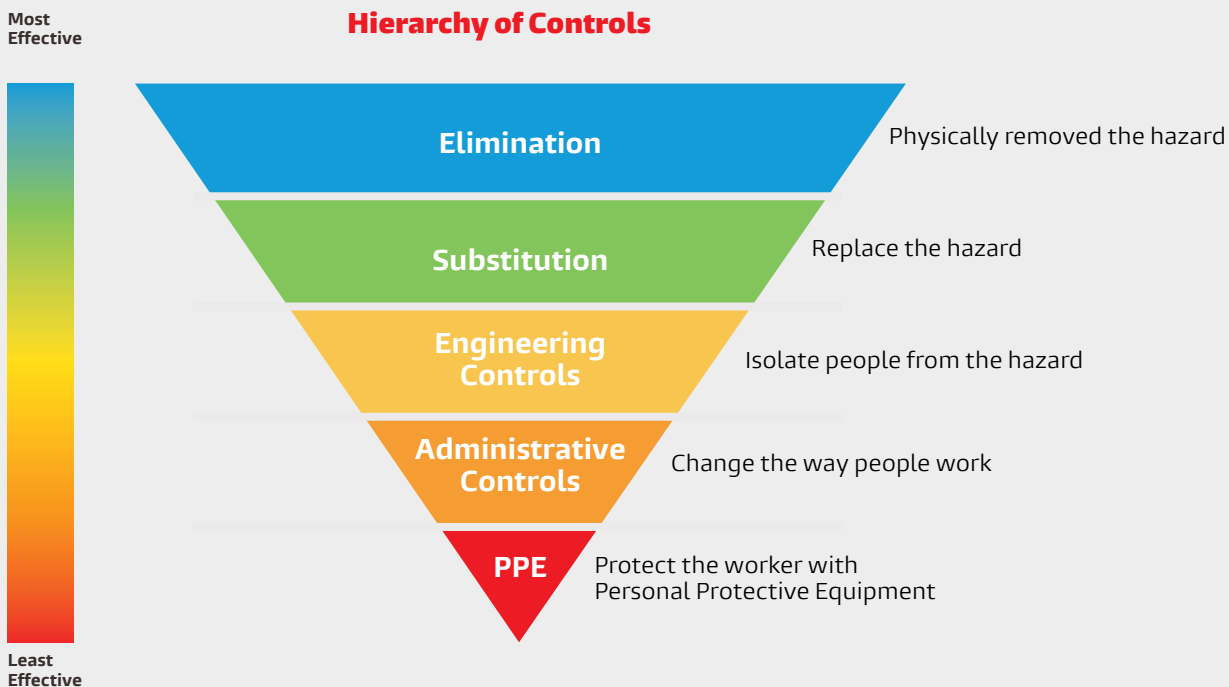
at workplace is an important aspect of workplace safety management because the results of the assessment will be applied to determine risk control measures to reduce the chance of occurrence and the potential impacts of that business operation. The Company has declared the specified safety measures for all employees to be acknowledged and to strictly comply with, as well as monitoring the risk assessment while actually working and reviewing results after the completion of execution. The

risk assessment consists of important steps as follows: Danger identification tools that cover both routine and non-routine risks such as Job Safety Analysis (JSA). In this regard, it is in the process of studying and considering the application of other various danger indicators to be consistent with the risks of various activities, providing more detailed danger identification and risk coverage. Risk assessment consists of the following important steps as follows:



Jobs with medium to high risk levels will be taken to determine the methods of practice together with measures for prevention and safety in the business operation. The guidelines for risk control in accordance with the hierarchy of controls are as follows.

1. Elimination
2. Substitution
3. Engineering Control
4. Management Control
5. Personal Protective Equipment



- Establishment of measures on risks management for Occupational Health, Safety and Environment This will be according to the hierarchy of controls as well as the communication plan, risks monitoring and auditing. In this regard, the supervisor is responsible for assessing the risks and communicating this information to all employees before starting operations by applying the aforementioned danger identification tools. In addition, all employees and contractors can stop working if they see dangers or safety risks. The Company assigned the Safety Committee to hold a meet immediately without notice for severe accidents to investigate the accident in order to analyze the causes, leading to the determination of preventive measures, including the elimination and reduction of risks. In this regard, the accident investigation report, preventive measures of recurrence of accidents including the mitigations, will be regularly reported at the meeting of the Safety Committee every month.
- Preparation and responses to emergencies: The measures are publicized to all levels of employees and also are included into the emergency plan in employee orientation training. Annual practice of emergency and response in both the head office and branch offices by simulating a situation that has a high chance of occurrence or the severity of high loss in order for employees and related parties to understand the practices of an emergency and response. It also increases the efficiency of the safety operation team.
- The environment at workplace is controlled by regular measurement and evaluation, such as measuring the intensity of lightings in the workplace to ensure that all staff work in an appropriate environment and not harmful to health. The latest measurement results are found to be within the standards set by the law, together with preparing personal protective equipment (PPE), emergency equipment, and first aid kits to the workers, appropriate with their roles, sufficient when needed, and easy to access.

- In regard of accident investigation reports in the event of an accident while working, employees or accident founders must inform the supervisor to assess the severity of the accident and it must be reported to relevant parties in accordance with the specified steps and communication channels.
- In regard of communication on Occupational Health, Safety and Environment, the Company will communicate the safety news through the provided internal communication channels, such as electronic mail (Email), online social media within the organization (Work Place), and online communication (Line ads), in which the Company regularly communicates every month for various important occasions to increase awareness of safety as well as providing various knowledge relevant to safety including safety communication in the Safety Day activities held by the Company as well.

The Company regularly communicates health and safety news (Safety News) via Line, e-mail, and internal office display. The Company has reported the news and declared policies as required by law through the Intranet network that employees can access, read and download, such as safety policy, rights and duties of employers and employees to perform, structure of the safety committee, various manuals, etc.



Knowledge Development on Occupational Health and Safety:

The Company supports and provides training and knowledge on occupational health and safety for executives and employees at all levels in accordance with roles and as required by law, such as safety for general employees, first aid, annual fire evacuation and primary firefighting training. In addition, training is organized to enhance the management skills of occupational health and safety specific to the executive level to gain knowledge and understanding of their roles and duties in helping drive the implementation of safety to be successful and to pursue the goals of the Company. As a result of the training in 2020 of twenty-four executives, they received the certificate at 100%. At present, there are ninety four executive have been trained, representing 48%, compared to the total number of the executive. The goals are set for all executive to participate and pass the safety training course for executive level by the year 2022. This includes all supervisors as well

Health Promotion

Health promotion: The Company provides health checks for new employees, annual health check-up for all employees based on the database of health and illness of employees. Moreover, various health promotion activities are also conducted, for example, the campaign to wear masks in climatic conditions includes PM2.5, a health promotion club, a campaign of practice to prevent COVID-19 infection, etc., as well as providing basic disease prevention equipment distributed to employees at all level.



Prevention and Mitigation of Impacts Towards the Supply Chain

Prevention and mitigation of impacts towards the supply chain with awareness of the risks on occupational health, safety and environment. As a result of the implementation of contractors, the Company has developed a safety manual for first-tier contractors or subcontractors to be used as the management standard of occupational health, safety and environment of contractors (Contractor's HS Management Standard) in accordance with the Ministerial Regulation stipulating management standards and management of safety and environment, B.E. 2549 (2006), which determines that every project of the Company both existing projects and projects that are under construction must possess a Contractor Management System covering from the contractor selection process, contractor management, as well as the audit process to ensure that the risks on occupational health and safety that may arise from operations are prevented by appropriate means.

Safety Morning Talk and Walk

The Company has taken the safety discussion session before starting to work in existing and under construction projects as a process to help raise awareness of occupational health and safety for employees, business partners, contractors and subcontractors by allowing all sectors to discuss about how to create safety for them and their working processes. It is a process to learn through the exchange of safety experiences in various areas that employees have experienced by themselves by being in the event or shared by someone else as for the preventive benefits or warning their work colleagues. In addition, the Company also emphasizes the engagement in daily process safety checks by employees, business partners, contractors and subcontractors on a daily and weekly basis as well as continuously monitoring the status of occupational health and safety issues which helps to increase the efficiency to prevent accidents that may occur at workplace.



NEAR MISS Project

The Company initiated the Near Miss project in 2020 to push and provide opportunities for reporting the accidents that nearly damage the property or personal injury with solutions guidelines in order to provide preventative care covering the most working areas. The proposal of the employees is compiled into information and used to assess the level of risk to determine risk preventive measures. As results of training, employees have submitted 51 suggestions related to buildings, electrical equipment, noise, lightings in the workplace and various risky behaviors of colleagues. This is in the process of correcting and improving according to the level of risks. In 2020, the Company will start implementing this project in full force with the aims to encourage the employees, contractors, subcontractors and the Company's business partners to be more aware of safety, leading to the prevention of serious accidents and effective safety management.



Performance

The Company has implemented on occupational health, safety and environment in accordance with the established policies and programs including training of employees at all levels according to the law, environmental audits, contractor audit, establishment of project on safety and sanitation promotion, and responses to emergency. Due to the serious epidemic situation of COVID-19 that occurred in the year 2020, the Company has conducted a response plan and appropriate measures, covering all business partners. The company is aware of preparedness in emergency in terms of fatal epidemic, fire incident as a precautionary thing. The Company has therefore conducted plans and drills to respond to emergency situations in the event of a fire for



various projects of the Company. The company pays attention to setting a suitable operational framework with the goal to be free from danger and risk. In 2020, the Company has organized the Near Miss Awards project by organizing training to educate all employees and preparing forms for employees to identify the potential accident relevant to their own working process. As a result of the implementation, the employees are able to analyze the dangers that may arise if they are not resolved or the procedures, danger identification approach are unknown. The report to identify the cause of the said dangers must be submitted.

The Company provides training to enhance safety knowledge and skills for employees at all levels as required by law as follows:

1. First aid
2. Safety officer for executive level
3. Job Safety Analysis
4. Primary fire fighting
5. Safety at work for general workers
6. Identification of potential accident (Near Miss)

In August 2020, the Company organized the FPT Safety Day 2020, which is in line with the sustainability of Frasers Property Group to raise awareness of occupational health, safety and environment, to create a good safety culture in the organization. The activity has been divided into two parts. The first part is to enhance knowledge of ergonomics, the appropriate posture while working by the National Ergonomics Association of Thailand along with recreational activities, playing games, quiz game relevant to the knowledge and understanding of safety in the workplace, such as hint games, safety symbols. Quiz games, general knowledge about safety at work, etc. for fun and mixed with knowledge. And the second part is Safety Talk Show by the expert speakers on Behavior Base Safety. It is an important technique for promoting



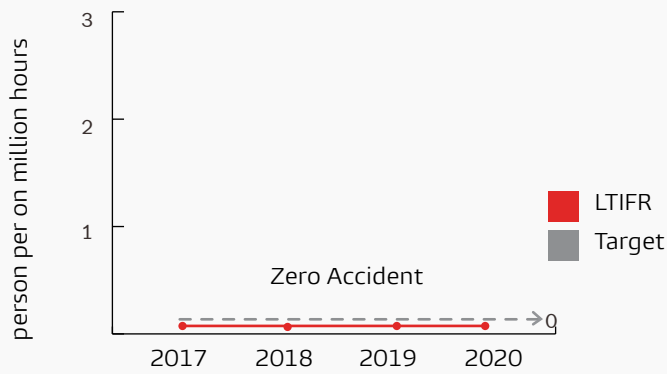
behaviors that lead to safety and is the foundation for the success of occupational safety.

In 2020, the Employee's Injury Frequency Rate (LTIFR) is equal to 1.47, reduced from 2.53 when compared over the past year. The Company can't achieve the LTIFR target as set, to a Zero Accident Organization. In order to assure that this incident will not be repeated in the future, the Company therefore, has defined the revised stage at the Hierarchy of Controls to Engineering Controls, for example, designing an appropriate safety guard, the

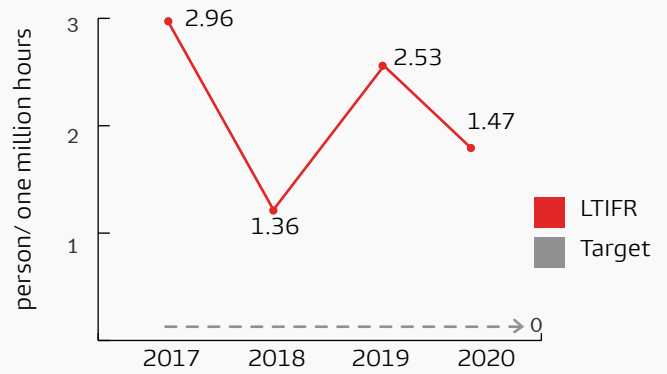
review of risk assessment as well as setting the standards of Personal Protective Equipment (PPE) and so on.

In addition, the Company also considers the severity of the incident according to the impacts on life and property, divided into 4 levels: Major, Serious, Moderate, and Minor. In regard of the execution on occupational health and safety, it leads LTIFR and TRIR, which are indicators of the safety performance for employees and contractors, tend to decrease.

Lost Time Injuries Frequency Rate, LTIFR

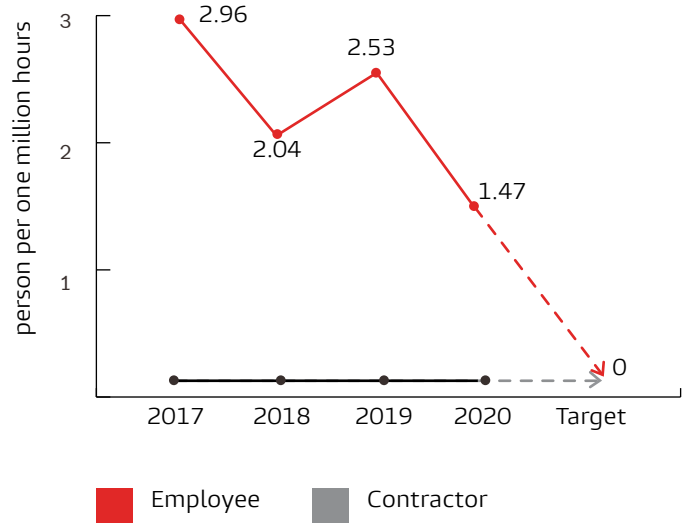


Lost Time Injuries Frequency Rate, LTIFR



Accident Statistics for Employee					
Level of accident	Accident Statistics				Target
	2017	2018	2019	2020	2022
Fatal Accident	0	0	0	0	0
Accident with Lost Time	4	2	4	2	0
Accident without Lost Time	0	1	0	0	0
Disease caused by work	0	0	0	0	0
Total number of accidents	4	3	4	2	0
Number of Day-off	37	17	37	37	0
LTIFR (Lost Time Injury Frequency Rate)	2.96	1.36	2.53	1.47	0
TIFR (Total Injury Frequency Rate)	2.96	2.04	2.53	1.47	0

Total Recordable Injury Rate (TRIR)



Community Engagement and Corporate Philanthropy



The Company takes into account the responsibility to all groups of stakeholders and the potential impacts on society and the environment. Therefore, the Company emphasized importance of activities both inside and outside the organization, including communities, society, environment, religious philanthropy, natural resources conservation as well as supporting education and public social activities. Moreover, the Company does not neglect to pay attention to the well-being of the employees in the Company including any residents who live in the surrounding communities, business establishments of the Company, and other stakeholders. The Company also gives importance of the surrounding environment's conservation at the location of the factories or warehouses. So that, people living in the surrounding communities of those building locations, can continue their normal daily lives with a good quality of life, being accepted, trusted, and confident in conducting business.

Report Scope

The management information in this report covers all businesses that the Company owns more than half of the investments and possesses the management authority in the residential property group, commercial property group, and industrial property group and other groups of businesses. Information of the remaining groups of business will be all covered by 2022.

Management Guidelines

The Company sees to be a part of society. Therefore, business operations of the Company emphasizes on the importance of being accepted and trusted by the community along with growing together. The Company believes that building a strong foundation for the community will promote the community to be able to take care of themselves and grow steadily. Therefore, a strategy for developing community relations activities that focus on the creation of a good quality of life and environment for the community.

Performance

In 2020, the Company has organized the community engagement activities and social activities as follows:

Spirit Sharing Project for Thai Youth (Children's Day)

The Company encourages employees to participate in organizing activities on the national children's day every year. They are schoolchildren in nearby communities where project's sites of the Company are located, such as Frasers Property Logistics Park (Bangna), Frasers Property Logistics Center (Bangplee), and Frasers Property Logistics Center (Eastern Seaboard), Frasers Property Logistics Park (Laem Chabang 2), and Frasers Property Logistics Center (Wang Noi 1) in order to promote the development of children to be well-equipped in terms of physical, mind, social, emotional, and intellectual. It also increases the opportunity to express one's abilities in various areas according to the appropriate age to encourage children to do activities together, creating unity among the group. This activity is organized as part of the Company's corporate social and environmental responsibility policy which rewards to society. Many outdoor recreation booths are created at the event, inserting knowledge on how to protect the environment for children to participate, such as activities for sorting waste appropriate to each type of waste, activity to give away fabric bags to reduce plastic waste, fun lucky-draw activity, and many giveaways. This is to encourage the morale of children and youth to grow as the future of the nation, including building good relationships with the communities surrounding the projects as well.



▲ Spirit Sharing Project for Thai Youth (Children's Day)



Annual Merit-Making Project

The Company organizes annual merit-making activities with tenants in the warehouse area of 5 projects to preserve the culture and tradition and to create reconciliation for a unity of people in society, to build awareness of employees to love and care for good culture and traditions. It also promotes religion and culture. In such activities, the satisfaction of tenants was assessed, it was found that the Company has received more than 96% of the satisfaction degree from tenants.

Project “Donate Chicken Houses for Sustainable Lunch”

On August 20, 2020, the Company, in cooperation with Siam Makro Public Company Limited, has organized the CSR activity “Laying Hens for Student Lunch Project” to provide the chicken houses to Petcharatrasuda School, Thapthai Subdistrict, Ta Phraya District, Sa Kaeo Province, with the aim of promoting nutrition and good health of children, consistent with the United Nations Sustainable Development Goals in promoting the access to food sources with quality and security. The border patrol police schools and schools in the wilderness were helped to have food that contains good quality protein source from chicken eggs. In addition, the property administration, which represents the executives and staff, has brought sports equipment, food, and drinking water to the students as well.



Donate Money to Support the Lunch Project

Volunteer club representing the Company has donated money to support the lunch program for students including donating computers, photocopier, and landline telephone for Wat Bang Hua Suea School Samutprakan Province, as an educational tool for teachers and students. On this occasion, members of the Volunteer Club has also donated medicine to monks at Bang Hua Suea Temple on September 9, 2020 as well.

Donation of Consumer Goods for the Elderly Project

The Company realizes the importance of improving the quality of life for the community and society to achieve sustainable development including building the awareness of employees to join a contribution in doing social benefits. The Company has conducted activities to give daily consumer goods and blankets to the elderly at the Elderly Social Welfare



Development Centre, Ban Bang Lamung, Chonburi Province along with helping to collect garbage, sort out garbage, and clean the place.

Donation of Equipment for the Disabled Project

The Company realizes the importance of development and support for equality in society. The Company therefore has conducted a donation program to provide equipment for the disabled by providing wheelchairs to the Disabled People Association, Bangkok, to benefit for disabilities in developing their career ability and to demonstrate the intention of the Company as a contribution in promoting and developing the quality of life for the disabled as well.





Project to Promote the Production of High-Performance PAPR Kits for Medical Personnel

The Company has donated money to the Thai Subcontracting Promotion Association for spending in the manufacture of the Powered Air Purifying Respirator (PAPR) to bestow to hospitals throughout Thailand. The project for producing the PAPR is an initiative of Thai Subcontracting Promotion Association to invent and develop high-performance equipment for protecting medical personnel in Thailand from contacting the COVID-19 virus during their work.

Grass Donation for Cattle-Buffaloes Project

The Company has organized a project to donate grass, as food for cattle and buffalo that were raised at the Tanot Tia temple, Uthai District, Ayutthaya Province, under the patronage of the Prince Rajasari Siripatch Mahawatrachathida. The objective is to manage waste generated from maintaining the landscape of the Company’s vacant factories in Rojana Industrial Park, Ayutthaya Province, in which his activity is carried out on a monthly basis and in order to create merit and help cattle and buffalo. It can help reduce the cost burden for the temple as well. The Company has initiated and conducted this social and sustainability project continuously from January 2020 until now. This project has been planned to be implemented together with the relevant departments in other projects as well.

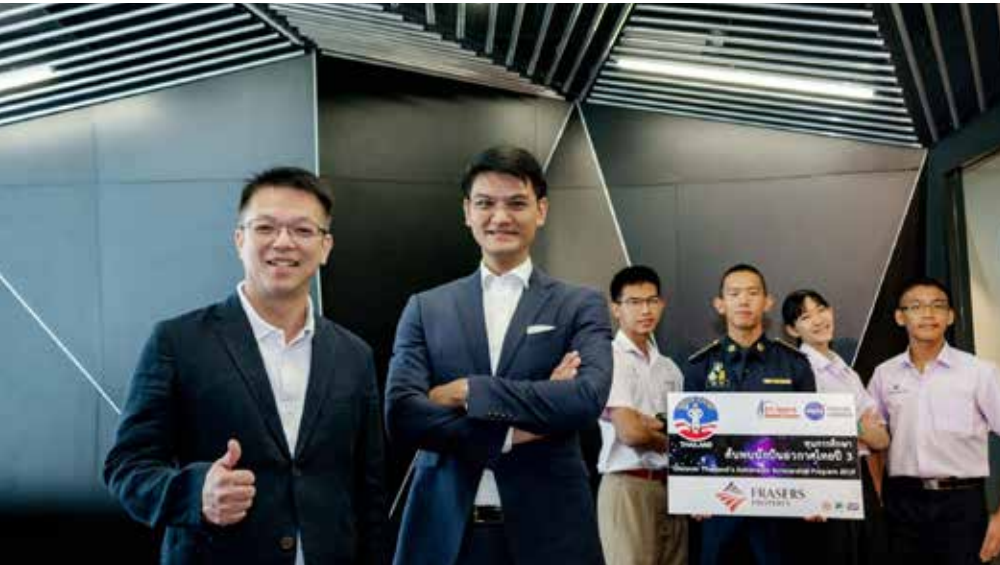
The 8th FPT’s Love Project

The Company has been working on the FPT’s Love project for the 8th year by donating computer equipment to students on a regular basis every year. It is one of the Company’s approaches to support and encourage children and youth in Thailand to develop their educational skills in IT including researching and obtaining knowledge from information technology media to the fullest for the maximum benefits until they are able to bring various knowledge to be applied

in daily life. And in order to prepare Thai people to enter a Knowledge Based Society, in the fiscal year 2020, the Company has donated computer equipment to the Kitiyapa 2 School, Kamphaeng Phet Sub-district, Lan Krabue District, Kamphaeng Phet Province and Ban Bueng Lom School, Khlong Nam Lai District, Khlong Lan District, Kamphaeng Phet Province as well.



▲ The 8th FPT’s Love Project



Pursuing the Dream of Thai Youth (Space Camp)

The Company is one of the organizations that support and promote Thai youth who have been selected to have the opportunity to participate in the Third Thailand Astronauts Discovery Program (Discover Thailand’s Astronauts Scholarship Program 2019) by supporting 4 Thai youth who have been selected to study at the US Space and Rocket Center (USSRC). It is a test of skills in various aspects of Thai youth for the future and as a part of the country’s further development.

Samyan Mitrtown Community Care Project

The Company has set 5 guidelines for the community cares around Samyan Mitrtown Plaza: 1. Friendly to the community, paying attention to the surrounding community, and take into account the environment. 2. Community relations. 3. Support education and provide the areas for students to organize activities 4. Build a learning area of Samyan Co-Op. 5. Contribution in social activities. The details are as follows:

1. Community-friendly: paying attention to the surrounding community and take into account the environment

1.1 Be friendly to the community with “Street Art Gallery” on the construction project fence.

Famous street art designers in Thailand has joined to design the fence of a giant project of over



1,600 square meters as a “Street Art Gallery” to open up a new dimension of fence to be the Thailand’s first community-friendly construction project with the aim to provide friendliness in three sectors: user friendly, community-friendly, and environmentally friendly. In regard of this project fence, the Company intends to respond to the community friendliness in order to improve the atmosphere around the project through the friendly transfer of the project to the Samyan community and those who pass by the project by using art that is easily accessible to connect the project and the community. Therefore, the idea of a street art gallery was named “SAMYAN MITRTOWN ARTIST COLLABORATION” through the 3 years of construction, starting from 2017 until 2020.

1.2 Pay attention to the surrounding community

In regards to the development of commercial projects, the Company has placed great importance on and adheres to the principles of project development to be green buildings in accordance with internationally recognized standards. The Samyan Mitrtown project was built with design, management, construction planning, construction technology, environmentally friendly construction materials, including post-construction management, installation of innovations that will help save energy, helping to control the effective cost and to reduce the environmental impacts, as well as promoting the stakeholders relevant to the project construction to realize the importance of the environment, leading to a sustainable development.



▲ Cleaning truck wheels before leaving the project area in order to control the dust, spreading out of the project area



▲ Bus Stop improvement

1.3 Taking into account the environment

Improve the landscape for the community
Throughout the development of the Samyan Mitrtown project, the Company has taken into account the environment of the community with activities to improve the landscape for the community, such as the project to improve the landscape and sidewalks together with the property management office of Chulalongkorn University and the Pathumwan District Office to improve pavement surface and sewer pipes in the area of Soi Chulalongkorn 15, together with Chulalongkorn University.



The Company has cooperated with the communities surrounding the project to improve the scenery around the road island by giving a lotus leaf sculpture as an identity to the Pathumwan District Office. In addition, the Company has join the activity to plant trees along the roadside to increase green areas and improve the sidewalks to benefit the commuters in that area and the society in a whole.



2. Community relations

1. Build relationships with educational institutions, both schools and nearby universities within a radius of 2 km.
2. Continuously create activities with surrounding communities.

Samyan Mitrtown has been continuously organizing activities to create friendliness with the community in all important festivals such as Chinese New Year, to give the auspicious oranges to Samyan Yan neighborhood resident for happiness and prosperity in a friendly way .



3. Educating Support and Providing Areas for Students to Organize Activities

Samyan Mitrtown Project gives importance to supporting the education to students continuously since the construction period. The project has opened the opportunity for students to visit the project and provide information on architecture and engineering for educational benefit. And when the service was open, the Company gave opportunity for students in Architecture, Engineering, and Retail Business Administration to visit the project and provide knowledge according to their study. In addition, it also has provided areas for students to organize an exhibition of knowledge. Since the project started in operation, there were more than 2,000 visitors.



4. Build a learning area (Samyan CO-OP)

The company realizes that education is a fundamental foundation of society. Samyan Mitrtown has provided more than 1,400 square meters of space on the second and third floors of Samyan Mitrtown Plaza to become “Samyan CO-OP:”, co-learning space with free access of 24 hours for working people and students, to work, read books, do activities together, as a learning community.

5. Contribution in supporting social activities

Samyan Mitrtown is also considered as a part of society under the circumstances that the number of people donating blood decreases, causing the reservation of blood supply to decrease. But there are still many critically ill people who need blood. Therefore, the Company has joined to be a medium of public relations for people to donate blood along with providing the area on the ground floor, as the National Blood Center. The Thai Red Cross Society brings a mobile donation unit to receive blood donation. This is to facilitate and is another blood donation station that allows interested parties to donate blood as well.



Blood Donation Activity

Implementation period	Number of donation (person)	Total volume of blood (cc)
2 - 3 April 2020	202	90,900
16 - 17 April 2020	111	49,950
23 - 24 April 2020	209	94,050
30 April - 1 May 2020	251	112,950
6 - 7 August 2020	359	161,550
Grand Total	1,132	509,400

Implementation	2017	2018	2019	Target in 2022
Number of significant complaints from community.	0	0	0	0



▲ Blood Donation



Membership

Institute

Thailand's Private Sector Collective Action against Corruption-Thai Institute of Directors Association	CAC-IOD
American -Thai Chamber of Commerce	AMCHAM
Australian-Thai Chamber of Commerce	AustCham
Singapore -Thai Chamber of Commerce	STCC
German-Thai Chamber of Commerce	GTCC
British Chamber of Commerce Thailand	BCCT
Franco-Thai Chamber of Commerce	FTCC
Japanese Chamber of Commerce	JCC
Thai-Industrial Estate and Strategic Partner Association	TISA
Thai Subcontracting Promotion Association	THAISUBCON
Warehouse Silo and Cold Storage Business Association	WSCB
Thai Listed Companies Association	TLCA
European Association for Business and Commerce	EABC
Thailand-China Business Council	TCBC
The Thai Chamber of Commerce	TCC
The Federation of Thai Industries	FTI

Information from industrial properties only



Business Performance Summary

Performance	Fiscal Year		
	2018 ⁽¹⁾	2019 ⁽¹⁾	2020
Financial Statement			
Total Revenue (Million Baht)	13,806.45	21,571.35	20,490.37
EBITDA (Million Baht)	3,834.31	6,118.64	5,672.21
Net Profit (Million Baht)	2,144.46	3,484.18	2,839.94
Gross Profit Margin (%)			
- Industrial Property Business	37.82	48.81	49.72
- Commercial Property Business	41.46	34.93	39.59
- Residential Property Business	32.28	32.52	30.11
- Hotel Business	32.22	31.20	10.63
Interest Coverage Ratio	8.18	6.48	4.26
Debt to Equity Ratio (D/E)	0.47	1.63	1.39
Tax Payment			
Profit before Income Tax Expense (Million Baht)	2,605.54	4,275.68	3,471.67
Income Tax Expense (Tax privilege) (Million Baht)	461.08	791.50	631.73
Income Tax Payment (Million Baht)	603.76	908.87	424.48
Corporate Income Tax Rate	20%	20%	20%
Economic Distribution			
Dividend Pay-Out Ratio	75.34%	51.79%	49.85%
Dividend (Million Baht)	495.22	927.71	1,391.57
Expenses for Suppliers and Contractors (Million Baht)	8,718.72	13,209.99	13,619.16
Employee Benefit Expenses (Million Baht) (2)	987.00	1,537.00	1,659.00
Financial Cost (Million Baht) (3)	465.34	806.53	1,131.47
Government Fees (Million Baht) (4)	1,644.65	2,336.56	1,048.09
Investment in Community and Social Development (Million Baht) (5)	2.75	9.44	3.18
Investment in Environment (Million Baht) (6)	0.76	0.37	1.20

Performance	Fiscal Year		
	2018 ⁽¹⁾	2019 ⁽¹⁾	2020
Business Ethics			
Number of Significant Complaints on Corporate Governance	0	0	0
Number of significant Non-Compliance Cases on Business Ethics			
Corruption	0	0	0
Data Protection and Privacy	0	0	0
Bribery	0	0	0
Human Rights	0	0	0
Tax Payment	0	0	0
Risk Management			
Coverage Ratio of Risk Management System	60%	100%	100%
Coverage Ratio of Risk Indicators of Each Business Unit	40%	70%	85%
Supplier Management			
Number of Suppliers			
Total Number of Suppliers	485	495	2459
Number of Key Suppliers	129	114	162
Coverage Ratio of Suppliers with Risk Assessment on Sustainability			
Total Number of Key Suppliers	129	114	- ⁽⁷⁾
Number of New Key Suppliers	66	50	- ⁽⁷⁾
Procurement Ratio with Local Suppliers (%)	98%	98%	98%
Customer and Product Stewardship			
Customer Satisfaction Ratio towards Products or Services	-	84%	86%

Remarks

(1) The Company has adjusted the 2018 and 2019 consolidated financial statements after merging the financial statements with Golden Land Property Development Public Company Limited based on the same control principles.

(2) Salaries, wages, welfare, contributions to the provident fund and human resources development expenses.

(3) Interest Expenses, Financial Expenses.

(4) Corporate income tax, royalty fee, local taxes, property taxes, specific business taxes, and other taxes.

(5) Expenses of community development and social responsibility activities including Land Compensation.

(6) Environmental management expenses.

(7) The Company is in the process of assessing the sustainability risks for its suppliers including information from Golden Land Property Development Public Company Limited based on the same principle.

Performance	Fiscal Year		
	2018	2019	2020
Environmental Performance			
Green House Gas Emission			
Total Greenhouse Gas Emission (Tons of Carbon Dioxide Equivalent)	1,724	1,685	1,629
Scope 1	731	737	586
Scope 2	968	897	984
Scope 3	25	53	60
Energy			
Industry Property Business			
Energy Consumption (Megajoules)	15,728,579	15,427,292	16,243,883
Fossil Fuel Consumption (Megajoules)	15,728,579	15,427,292	16,243,883
Commercial Property Business			
Energy Consumption (Megajoules)	163,076,499	173,202,588	250,388,455
Fossil Fuel Consumption (Megajoules)	163,076,499	173,202,588	250,388,455
Water			
Industry Property Business			
Water Consumption (Cubic Meters)	71,063	99,983	61,810
Commercial Property Business			
Water Consumption (Cubic Meters) ⁽²⁾	304,147	284,003	540,456
Waste			
Total Waste (Tons)	37.18 ⁽¹⁾	42.21 ⁽¹⁾	154.25 ⁽³⁾
3Rs (Reduce, Reuse, Recycle)	4.95	7.04	11.71
Landfill	32.23	35.16	142.54
Incineration	0	0	0
Other	0	0	0
Hazardous Waste (Tons)	0.51 ⁽¹⁾	0.52 ⁽¹⁾	2.12 ⁽³⁾
3Rs (Reduce, Reuse, Recycle)	0	0	0
Landfill	0.51	0.52	2.12
Incineration	0	0	0
Other	0	0	0
Compliance with Environmental Laws			
Number of Non-Compliance with laws	0	0	0

Remarks

(1) The information is for industrial property business only.

(2) The energy and water consumption operated by the Company and the tenants.

(3) The information of Golden Land Property Development Public Company Limited are included.

Performance	Fiscal Year		
	2018	2019	2020
Social Performance			
Employee ^{(1), (3)}			
Total Number of Employee (persons)	329	367	1365
Gender (%)			
Male	51%	49%	49%
Female	49%	51%	51%
Race (%)			
Thai	96.66%	95.64%	98.91%
Singaporean	0.31%	0.82%	0.29%
Australian	0.61%	0.27%	-
Japanese	1.52%	1.37%	0.29%
South Korean	0.30%	0.27%	0.07%
Burmese	0.30%	0.27%	0.07%
British	0.30%	0.27%	-
Malaysian	-	0.82%	0.15%
Taiwanese	-	0.27%	0.07%
Chinese	-	-	0.15%
Age (%)			
Less than 30 years	15.50%	17.17%	24.40%
30-39 years	39.51%	37.87%	41.47%
40-49 years	34.04%	34.33%	26.37%
50-59 years	8.82%	8.99%	7.25%
More than 60 years	2.13%	1.64%	0.51%
Employment Contract (%)			
Permanent	100	100	99.05%
Temporary	-	-	0.95%
Position Level (%)			
Top Executive	3%	3%	4%
Middle Executive	6%	6%	3%
Junior Executive	16%	16%	8%
Employee and Supervisor	75%	75%	85%

Performance	Fiscal Year		
	2018	2019	2020
Proportion of Middle to Top Executives by Gender (%)			
Male	39%	33%	56%
Female	61%	67%	44%
New Employee ⁽³⁾			
Total Number of New Employees (persons)	46	79	215
Gender (%)			
Male	45.65%	43.04%	40.47%
Female	54.35%	56.96%	59.53%
Race (%)			
Thai	93.49%	89.87%	98.60%
Singaporean	-	2.53%	0.93%
Australian	2.17%	-	-
Japanese	2.17%	1.27%	-
Taiwanese	-	1.27%	-
Malaysian	-	5.06%	0.47%
Employee Care ⁽³⁾			
Employee Engagement ⁽²⁾ (%)	76.80%	67%	76.55%
Total Turnover Rate (%)	6.52%	10.51%	14.8%
Voluntary Turnover Rate (%)	6.52%	9.29%	13.92%
Turnover Rate by Nationality (%)			
Thai	95.65%	95.34%	96.51%
Australian	4.35%	2.33%	0.50%
Japanese	-	2.33%	0.50%
Malaysian	-	-	1.49%
Singaporean	-	-	0.50%
British	-	-	0.50%
Maternity Leave (persons)	-	6	16
Rate of Returning to Work after Maternity Leave (persons)	-	6	16
Human Resources Development			
Average Training Costs (baht / person)	28,264	12,191	11,290 ⁽³⁾
Average Number of Training Hours (hours / person)	28	35	26 ⁽³⁾
Percentage of Employees with Individual Development Plans (%)	N/A	4%	4% ⁽⁴⁾
Proportion of Key Positions with Succession Plans (%)	N/A	100%	100% ⁽⁴⁾

Performance	Fiscal Year		
	2018	2019	2020
Occupational Health and Safety ⁽⁴⁾	N/A	100 %	100 % ⁽⁴⁾
Number of Occupational Fatality			
Employee	0	0	0
Contractor	0	0	0
Third Party	0	0	0
Occupational Fatality Rate (person/ 1 million working hours)			
Employee	0	0	0
Contractor	0	0	0
Total Number of Injuries			
Employee	3	4	2
Contractor	0	0	0
Total Recordable Injury Frequency Rate (TRIFR) (person/1 million working hours)			
Employee	2.04	2.53	1.47
Contractor	0	0	0
Lost Time Injury Frequency Rate (LTIFR) (person/1 million working hours)			
Employee	1.36	2.53	1.47
Contractor	0	0	0
Injury Severity Rate (ISR) (person/1 million working hours)			
Employee	11.57	23.44	27.15
Contractor	0	0	0
Total Number of Working Hours			
Employee	1,468,800	1,578,240	1,362,985
Contractor	1,321,920	1,420,416	3,786,454
Number of Severe Accidents	1	1	1
Human Rights ⁽³⁾			
Significant Complaints on Human Rights	0	0	0
Compliance with Social Laws ⁽³⁾			
Significant Number of Non-Compliance Incidents of Social Laws and Regulations.	0	0	0
Community Engagement and Social Activities ⁽³⁾			
Investment in the Community and Social Development (Million Baht)	2.75	9.44	3.18

Remarks

(1) The information is only the number of employees of FPT and FPIT with employment contract.

(2) The employee engagement in 2018 and 2020 is an internal assessment and in 2019, the Company has been assessed by a third party.

(3) For fiscal year 2020, The information of Golden Land Property Development Public Company Limited are included.

(4) The information is for industrial property business only.

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GRI 201: Economic Performance	201-1	Direct economic value generated and distributed	52
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GRI 103: Management Approach	103-1	Explanation of the material topic and its Boundary	71
	103-2	The management approach and its components	71
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GRI 204: Procurement Practices	204-1	Proportion of spending on local suppliers	73, 143
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GRI 103: Management Approach	103-1	Explanation of the material topic and its Boundary	55, 57
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	103-3	Evaluation of the management approach	55, 57
GRI 205: Anti-Corruption	205-2	Communication and training about anti-corruption policies and procedures	55, 57
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	103-2	The management approach and its components	86-91
	103-3	Evaluation of the management approach	87-91
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	103-2	The management approach and its components	95-96
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GRI 303: Water and Effluents	303-1	Interactions with water as a shared resource	95-97, 140
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GRI 103: Management Approach	103-1	Explanation of the material topic and its Boundary	100
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GRI 400 Social Standard Series			
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	103-2	The management approach and its components	106-112
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GRI 103: Management Approach	103-1	Explanation of the material topic and its Boundary	121
	103-2	The management approach and its components	121-128
	103-3	Evaluation of the management approach	121-128
GRI 403: Occupational Health and Safety	403-1	Occupational health and safety management system	121-128, 142-143

GRI Standard	Disclosure	Page number (s)	External Assurance
TRAINING AND EDUCATION			
GRI 103: Management Approach	103-1	Explanation of the material topic and its Boundary	114
	103-2	The management approach and its components	114-115
	103-3	Evaluation of the management approach	114-116,142
GRI 404: Training and Education	404-1	Average hours of training per year per employee	142
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	103-2	The management approach and its components	129-136
	103-3	Evaluation of the management approach	129-136
GRI 413: Local Communities	413-1	Operations with local community engagement, impact assessments, and development programs	129-136, 143
SUPPLIER SOCIAL ASSESSMENT			
GRI 103: Management Approach	103-1	Explanation of the material topic and its Boundary	71
	103-2	The management approach and its components	71-75
	103-3	Evaluation of the management approach	71-75
GRI 414: Supplier Social Assessment	414-2	Negative social impacts in the supply chain and actions taken	143

Reader Survey

Your suggestions toward the Sustainability Report will be used to improve and develop the Sustainability Report for the following years.

1. Gender Female Male

2. Which groups of stakeholders are you?

- Employee Customer Community Supplier
- Shareholder Investor Creditor Government or State Enterprise Agency
- Media Competitor Others (please, specify.....)

3. Which channel did you receive FPT’s Sustainability Report?

- FPT’s website Seminar Employee of the Company
- Other Websites Others (please, specify.....)

4. What is your main purpose of reading FPT’s Sustainability Report?

- As information for investment decisions
- As a guideline for your sustainability report
- For research and education
- Others (please, specify.....)

5. Which FPT’s sustainability topics are you interested in?

- | | | |
|---|--|---|
| <input type="radio"/> Economic Distribution | <input type="radio"/> Eco-design | <input type="radio"/> Corporate Culture |
| <input type="radio"/> Green Building | <input type="radio"/> Restoration of environment | <input type="radio"/> Social Engagement |
| <input type="radio"/> Risk Management | <input type="radio"/> Energy Management | <input type="radio"/> Charity |
| <input type="radio"/> Business Continuity Management | <input type="radio"/> Green House Gas Emission | <input type="radio"/> Occupational Health and Safety |
| <input type="radio"/> Business Ethics | <input type="radio"/> Waste Management | <input type="radio"/> Human Rights |
| <input type="radio"/> Stakeholders’ engagement | <input type="radio"/> Water Management | <input type="radio"/> Employee Cares |
| <input type="radio"/> Supply Chain Management | <input type="radio"/> Compliance with social regulations | <input type="radio"/> Human Resource Development |
| <input type="radio"/> Innovation and Working
Process Improvement | <input type="radio"/> Compliance with environmental
regulations | <input type="radio"/> Customers and Products
Stewardship |
| <input type="radio"/> Others (please, specify.....) | | |

6. Your satisfactory level towards FPT’s Sustainability Report.

- | | |
|--|--|
| The completeness of the report | <input type="radio"/> High <input type="radio"/> Moderate <input type="radio"/> Low <input type="radio"/> Need Improvement |
| How much do you understand FPT’s sustainability issues? | <input type="radio"/> High <input type="radio"/> Moderate <input type="radio"/> Low <input type="radio"/> Need Improvement |
| How well is the content corresponding to your expectation? | <input type="radio"/> High <input type="radio"/> Moderate <input type="radio"/> Low <input type="radio"/> Need Improvement |
| The easy and understandable languages | <input type="radio"/> High <input type="radio"/> Moderate <input type="radio"/> Low <input type="radio"/> Need Improvement |
| Overall satisfaction | <input type="radio"/> High <input type="radio"/> Moderate <input type="radio"/> Low <input type="radio"/> Need Improvement |

7. Please make suggestions for further improvement of FPT’s Sustainability Report in the following years.

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For your convenience, please submit this survey by scanning QR Code,
or sending email to TH.FPT.RM.CG.SS@frasersproperty.com
Highly appreciate your valuable feedbacks.
Fraser’s Property (Thailand) Public Company Limited.





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