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Thinking and Acting Sustainably

Sustainability Report 2021



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About this Report
(GRI 2-2, 2-3, and 2-4)

Frasers Property (Thailand) Public Company Limited (“the Company”) has been conducting a Sustainability Report on an annual basis to communicate and disclose our corporate strategies and management processes as well as the progress of its economic, social, and environmental performance, which are identified as materiality issues that are important to the Company and its stakeholders. It is consistent with the United Nations Sustainable Development Goals (SDGs). The Company has developed the Sustainability Report in accordance with the Global Reporting Initiative Standards (GRI Standards): Core option level, which is a well-recognized international standard.

The boundary of this Sustainability Report covers the data of the fiscal year 2021 (October 1, 2020, to September 30, 2021), which includes the operations of all business groups in Thailand under Frasers Property (Thailand) Public Company Limited, as well as its subsidiaries and other relevant businesses that the Company has invested more than 50% and has controls. These are in the residential property business, commercial property business, and industrial property business and other relevant businesses. The detailed boundary of the report can be referenced on page 172.

To increase stakeholders’ confidence that the information disclosed in the Company’s Sustainability report are accurate, sufficient and consistent with GRI Standards and the materiality issues are important to the Company and its stakeholders, the Company adheres to conduct an external assurance for Sustainability in the near future to disclose accurate and transparent information in accordance with the international standards.



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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.



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 sector. We thrive to be at the forefront, driving the industry forward and creating values through technology and innovative solutions that uplift our 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 position in the industrial property business; become top five 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.



Strategy

Frasers Property Thailand is well positioned to become the country's leading property developer based on our core strategies as follows:



Investment and Partnership

Value accretive joint ventures to propelling a new height of business growth.



Customer Centric Initiatives

Creating memorable and enriching experiences for our customers.



Innovation and Data

Capitalizing on technology and digital revolution for a resilient tomorrow.



Multi Asset Class Platform Development

Integrated real estate platform with diversified portfolio across asset classes.



Corporate Values



Collaborative



Progressive



Real



Respectful



Message from Chairman of the Board



"We believe that our commitment to a sustainability as a foundation for administration and business operation, along with the delivery of good experiences to customers in all terms."

In 2021, an epidemic situation of COVID-19 throughout the world has created the severe impacts widely and continuously. Therefore, Fraser's Property (Thailand) Public Company Limited or ("the Company") has initiated a flexible management framework and taken a proactive response to the crisis. With a focus on Business Continuity Management, aiming to support the integrated property development platform and its operations of all business groups to grow, we actively implemented with care, covering the Residential Property business, the Industrial Property business, and the Commercial Property business. Moreover, Digital/Data Center business is included, functioning as Information technology development to support the Company's core business as well as providing a service of data center. This is to create a value-added to customers and balance the corporate income in a situation of intense economic impacts, leading to the secure and sustainable business growth.

In addition, the Company has paid great importance on the social aids by providing supports to the Company's employees, business partners, suppliers, and surrounding communities in preventing COVID-19. It leads to collaborations with the government sector to overcome such epidemic situation through activities as follows;

1. Providing collaboration with the government sector and business partners in providing a space in Samyan Mitrtown Plaza for establishing the COVID-19 vaccination service center.
2. Providing collaboration with local entities and hospitals to establish field hospitals and Community Isolation Centers for those affected by COVID-19 in areas of ready-built factories located in Ayudhya, Chonburi, and Rayong.
3. Providing collaboration with Thai Red Cross to provide a space in Samyan Mitrtown Building for establishing a public blood donation center. Over one million cc of blood has been received from such activity.

With the commitment to a sustainability development, the Company defined the long-term strategy, considering all stakeholders in its value chain in terms of both environment, social, and governance, aligned with a standard of Global Reporting Initiative (GRI) and United Nations Sustainable Development Goals (SDGs). For example, the Company has developed an adaptation plan to climate change through work process development, eco-design, efficient resource consumption, water-saving, and energy conservation. This includes waste management according to the principle of 3Rs which truly leads to the practical outcomes.

From the success of such practices, the Samyan Mitrtown building was selected as a model for a mixed-use building, with energy conservation that balances the natural care and quality of life of tenants. Moreover, it received Thailand Energy Award 2021 and ASEAN Energy Award 2021 as well. While STTBKK1 building located in Data Center Campus developed by the Company for providing the service of data center to customers has been certified a "Green Building" by Leadership in Energy and Environmental Design "LEED") at the GOLD level in version 4.0 by U.S. Green Building Council (USGBC). in which it is an international standard for an assessment of energy-saving and green building.

We believe that our commitment to sustainability as a foundation for administration and business operation, along with the delivery of good experiences to customers in all terms through the corporate culture that applies the principle of Customer-Centric, will be an approach of reducing risks that may arise in the future. This also creates a value-added to the Company and its stakeholders of all groups, stepping forward to the sustainability of both the Company and social.

(Mr. Chainoi Puankosoom)
Chairman of the Board

Message from Chairman of the Executive Committee

"It leads to the continual development of the organization, ready to implement its sustainability strategy in all businesses, covering all 3 dimensions."



The Global COVID-19 crisis continues to create a significant impact on economics, real estate business, and other industries throughout the world. Our daily routines have changed to become a "New Normal". As we experienced the impacts of COVID-19 earlier, Frasers Property (Thailand) took this opportunity to plan and adapt our sustainability development framework to restrictions, facing any unprecedented challenges including the emerging risks that caused, and ensure the business continually improved and operated under any circumstances. Our 3 strategies of sustainability development framework are comprised of ; (1) Continuously creating opportunities (Acting Progressively) through progressive business operations, (2) Responsible consumption, emphasizing the importance of production and consumption responsibility (Consuming responsibly), and (3) Understanding needs of stakeholders (Focusing on People) that focuses on human capital development as the main, to achieve the Company's intention or "Purpose" by emphasizing on the practice. It was in compliance with a corporate philosophy on "Inspiring Experiences, Creating Places for Good", with a commitment to carry out sustainability development throughout the business value chain, as well as a creation on a highly flexible business.

Moreover, the Company conducted the materiality analysis to define a corporate sustainability development framework through a primary survey of our major stakeholders, namely customers, employees, and suppliers. As a result, it leads to the continual development of the organization, ready to implement its sustainability| strategy in all businesses, covering all 3 dimensions as follows;

The economic dimension consists of corporate governance, creation of economic distribution for stakeholders, anti-corruption, innovation and process development, and supply chain management.

The environmental dimension consists of eco-design, greenhouse gas management, energy management, water management, waste management, and biodiversity.

The social dimension consists of employee care, corporate culture, human capital development, human rights, occupational health and safety at workplace, social activities, and community engagement.

As a result of the Company's sustainability development performance in 2021, the Company was certified by the Stock Exchange of Thailand and ranked in Thailand Sustainability Investment (THSI) for the year 2021. Meanwhile, the Global Real Estate Sustainability Benchmark (GRESB) was ranked in a better position. In addition, the Company has participated in the Thailand Sustainability Expo 2021 (TSX 2021), exhibiting innovations in driving sustainability through Virtual Exhibition, in which it was the first virtual exhibition on sustainability in Thailand, collaborated with a business partner network to truly create a sustainability in Thailand together.

Finally, the Board of Directors and I would like to express our sincere gratitude to all groups of stakeholder; shareholders, employees, customers, suppliers, alliances, and communities who are all important and engaged in the implementation of a corporate sustainability development to become fully successful.

(Mr. Panote Sirivadhanabhakdi)
Chairman of Chief Executive Officer



Awards and Achievements



2021



- Corporate Governance Report of Thai Listed Companies 2020-2021: CGR 5 stars "Excellent"



- Global Real Estate Sustainability Benchmark (GRESB) - Public Disclosure A Level



- Frost & Sullivan 2021 - Thailand Integrated Warehouse Developer Company
- Frost & Sullivan 2021 - Thailand Property Development Competitive Strategy & Innovation Leadership Award



- Thailand Sustainability Investment Award 2020-2021 by Stock Exchange of Thailand



- ASEAN Energy Awards 2021 - New and Existing Building: Samyan Mirtown



- Thailand Energy Award 2021 - Energy Conservation Creative Building for New and Existing Building: Samyan Mirtown

- Leadership in Energy & Environmental Design - LEED Gold: Project Unicorn 'Havi' Bangplee 2, W8
- Leadership in Energy & Environmental Design - LEED Silver: Bangplee 2, W9
- Zero Accident Campaign 2021 - Primary Level by Thailand Institute of Occupational Safety and Health, the Ministry of Labor

2020

- Global Real Estate Sustainability Benchmark (GRESB) - Public Disclosure A Level
- Thailand MICE Venue Standard (TMVS) - Category Meeting Room (2021 - 2023): Samyan Mitrtown Hall
- Thailand MICE Venue Standard (TMVS) - Category Exhibition Venue (2021 - 2023): Samyan Mitrtown Hall
- Thaipat ESG Emerging List 2020
- Thailand's Private Sector Collective Action against Corruption (CAC): CAC Re-Certified
- International Property Awards - Asia Pacific Property Awards 2020 - 2021: Samyan Mitrown
- Leadership in Energy & Environmental Design - LEED Gold: Mitrtown Office Tower

2019

- ISO 9001: 2015 - Maintenance and Property Management Services
- 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 Sathorn
- 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 Creative Crews Project
- Inside World Festival of Interiors 2019 - INSIDE Awards, Interior of the Year Highly Commended : Classroom Makeover for the Blind Creative Crews Project

2019

- ASA Real Estate Awards 2019 - Awards for the admirable project: Classroom Makeover for the Blind Creative Crews Project
- 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
- Thailand Energy Award 2013 - Energy Conservation EE Creative - New and Existing Building): FYI Center

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

2016

- BCI Asia Top 10 Developer Awards 2016 Thailand : BLISS by The Grand Rama 2
- Leadership in Energy and Environmental Design - LEED Gold: FYI Center
- Leadership in Energy & Environmental Design - LEED Silver: W14 TPARK Bangna and TPARK DC
- Leadership in Energy & Environmental Design - LEED Silver: W16 TPARK Wangnoi 2

2015

- 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

2014

- International Property Awards - Asia Pacific Property Awards 2014 - 2015 Best Hotel Design: W Hotel Bangkok
- Thailand Energy Award 2014 - Energy Conservation Creative Building - New and Existing Building: Sathorn Square
- Thailand Energy Award 2014 - Energy Conservation Creative Building - Green 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

- ASEAN Energy Awards 2013 - Energy Efficient Building (New and Existing Category) 1st Runner-up: Park Ventures Ecoplex
- Thailand Energy Award 2013 - Energy Conservation Creative Building - New and Existing Building: Park Ventures Ecoplex
- Thailand Energy Award 2013 - Energy Conservation Creative Building - Green Building: Park Ventures Ecoplex
- 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 Award 2012 - Thailand Industrial/ Warehouse Developers

2009

- Euromoney Thai Developer Award 2009

About Frasers Property (Thailand) (FPT)

(GRI 2-1, 2-6)

In 2021, Frasers Property (Thailand) Public Company Limited became the first and only integrated real estate developer in Thailand by merging three business units, namely Residential property, Commercial property, and Industrial property, with the integrative strategy of “One Platform for Sustainable Growth”. By combining the expertise in developing and managing the multi-assets, it results in creating a robust foundation and strengthening the business for the Company. This also drives the Company towards the goal of becoming the top real estate developer in Thailand. Additionally, the Company invested in other related businesses through innovations and technologies in order to improve its competitiveness and reduce its business risks, as well as to create excellent services with a commitment to deliver memorable experiences to customers and stakeholders.

Residential Property Business



- 1.1 Single-detached House
- 1.2 Twin House
- 1.3 Townhome



Commercial Property Business



- 2.1 Serviced Apartment
- 2.2 Hotel and Service Business
- 2.3 Office Buildings
- 2.4 Property Management Business





Industrial Property Business



- 3.1 Ready-Built Factory
- 3.2 Ready-Built Warehouse
- 3.3 Built-to-Suit Factory and Warehouse
- 3.4 Investment and Property Management Business
- 3.5 Trust management business
- 3.6 Other Services



Investments in the Other Related Business

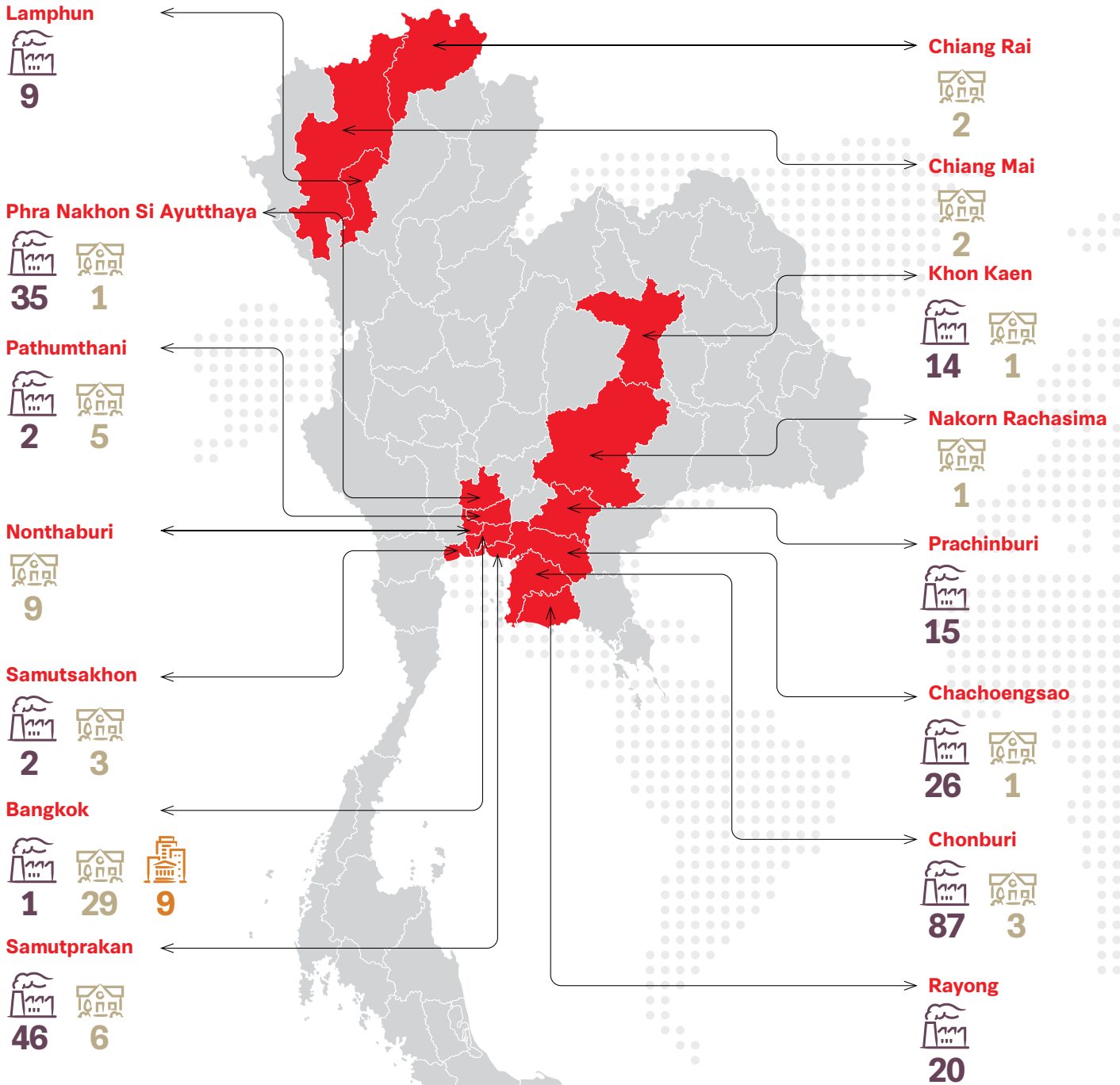


- 4.1 Other Businesses: "Technology"
- 4.2 Other Businesses: "Smart Solutions"
 - Co-working Space
 - Automation and Robotics



Company Assets Managed by the Company

15
Provinces



Industrial Property Business (Units)



Residential Property Business (Units)



Commercial Property Business (Units)

Business Value Chain

The Company operates business by emphasizing sustainability management throughout its business value chain. This covers three business units, namely Residential property, Commercial property, and Industrial property including investment in the related business. The activities related to the business value chain are divided into two categories, including primary activities and support activities. Details are as follows:

Business Value Chain				
Inbound logistics	Operations	Marketing and Sales	Customer Service	Support activities
<ul style="list-style-type: none"> • Acquisitions and business development • A study of local customers' needs for developing businesses. • Land acquisition • Project and infrastructure development by innovation 	<ul style="list-style-type: none"> • Environmentally friendly design and construction • Procurement of quality construction materials • Safety and impacts towards community • Environmental management in the construction process 	<ul style="list-style-type: none"> • Sales or lease, and transactions • Affordable pricing • Communicating and providing complete information about the project • Other services include modifications of factories and warehouses, procurement of utility, an application for the permits from government agencies, including property investment and management business 	<ul style="list-style-type: none"> • The property and asset management • After-sales service such as transfer of ownership, warranty, and maintenance service • Project management/ Juristic person of the project 	<ul style="list-style-type: none"> • Accounting and finance are accurate, transparent, and financially stable for sustainable business operations • Procurement through transparent, equitable, and fair procurement process and contracting • Human resource management that focuses on human capital development and the creation of corporate culture • Corporate governance in accordance with ethics and good corporate governance • Effective risk management to minimize risks and increases business opportunities • Occupational health and safety management to optimize work efficiency and safety in workplace

Adoption of National and International Standards

The Company has adopted both national and international practices for developing management approaches and corporate sustainability performances as follows:

National / International Standards	Implementation Guideline
------------------------------------	--------------------------



The Company has applied for the Global Real Estate Sustainability Benchmark (GRESB), which is the global standard for ranking a global property developer.



The Company has developed a sustainability according to the guidelines prescribed by the Stock Exchange of Thailand (SET). The company has listed in the Thailand Sustainability Investment (THSI).



The Company has conducted Sustainability Report in accordance with the Global Reporting Initiative (GRI) Standards.



To contribute to the achievement of the United Nations Sustainable Development Goals (SDGs), the Company has included SDGs when defining corporate strategies and long-term goals.

National / International Standards

Implementation Guideline



**United Nations
Global Compact**

The Company has adopted the United Nations Global Compact (UNGC) as a guideline for operating business with responsibility, by covering 4 dimensions, including of human rights, labor standards, environmental protection, and anti-corruption.



**UNITED NATIONS
HUMAN RIGHTS**
OFFICE OF THE HIGH COMMISSIONER

The Company developed Human Resources Management Policy and Human Rights Policy in accordance with the UN Guiding Principle on Business and Human Rights and the Universal Declaration of Human Rights.



The Company has been certified as a member of Thailand's Private Sector Collective Action Coalition Against Corruption (CAC). The Company has formulated policies and developed an internal control system, aligned with the risks on business corruption to ensure the Company operates business with integrity, transparency, fairness, as well as compliance with the legal framework, code of conducts, and good corporate governance guidelines.

Challenge and Opportunity

GRI 3-3



Challenge and Opportunity

Balance of income structure

As the high competition of real estate market and the diverse and rapidly changing of today's customer's needs, the Company needs to strengthen its business foundation to be flexible and meet all needs of customers for creating a balance of the corporate income structure.

Materiality

Economic Distribution

FPT Strategy

In 2021, the Company has integrated 3 business units, namely residential property business, commercial property business, and industrial property business. This aims to operate under the same strategy of "One Platform for Sustainable Growth". It helps our businesses to be more flexible with robust foundation, integrating with our expertise in the development and management of multi-assets. Moreover, it helps to balance our income structure and to prevent its operational risks. Also, the Company has considered the strategic investments and business alliance on innovation and technology of future. This leads to develop new products and services as well as creating the extraordinary experiences to meet the needs of our customers.

Challenge and Opportunity	Materiality	FPT Strategy
<p>Culture Change</p> <p>Due to the integration of 3 business units under the strategy of “One Platform for Sustainable Growth”. The residential property business, commercial property business, and industrial property business are operated under the same strategy. This leads to the adaptation to changes of everyone due to the organization’s restructuring. The employees at all levels are required to adapt their working process, adhering to the same direction and goal as well.</p>	<p>Human Capital Development</p>	<p>The Company has developed the strategic integration plan – CRPR plan, named as “One Frasers-One Platform-One Culture”. This aims to create the corporate culture of ‘Being United as One’. It focuses on creating 4 core values for employees, namely “Collaborative”, “Respectful”, “Progressive”, and “Real”, as a concrete practice.</p> <p>The Company has emphasized the systematic and continuous human capital development. This aims to enhance the knowledge body and competency of employees, aligning to the corporate strategy and its business direction. The human capital development plan was conducted for the employees at all level as appropriate to each position.</p> <ul style="list-style-type: none"> In 2021, the Company has organized training on Design Thinking for everyone. This aims to enhance knowledge body and competency that are able to develop the working processes, management guidelines and remedy approaches that meet the diverse and rapidly changes of customer’s needs in the highly competitive market including the high risks arising from the COVID-19 epidemic.
<p>Product and Service Differentiation</p> <p>In the situation of the highly competitive market of property development, the Company exercised the market by the product and service differentiation that applies the innovation and technology. This aims to create good experiences for customers and meet the diverse and rapidly changing client’s needs. Moreover, it helps to enhance our competitiveness and support the goals of becoming the leader in real estate service providers in the country.</p>	<p>Customer and Product Stewardship</p>	<p>Company focuses on development of product and service through innovation and technology experiences as well as strategic investment with innovation partners. This helps to increase the competitiveness of the Company.</p> <ul style="list-style-type: none"> The Company developed an application, called as “Home+” for customers, as a platform that provides various services of housing. Our housing professionals are ready to answer all queries and share good experiences that respond to all lifestyles. Moreover, there are online and offline activities as well as providing advice, aiming to create satisfaction for customers. The Company developed an application, namely “Mitr App” by applying the principle of Customer-Centric. This aims to be a platform of creating relationships for customers, tenants, and shopping center based on the concept of “Funiverse Retail Experience”. This helps to collect data of customer needs for further development of our working process. The Company developed an application, so called “Mitr-to-go”, as an online platform for shopping and food delivery from shops/restaurants in the shopping center. Cashless Payment system is applied to this platform, aiming to facilitate customers during the COVID-19 pandemic. The Company developed an application, called “Fix It Now”, as a professional maintenance service platform for office tenants in Samyan Mitrtown.

Challenge and Opportunity	Materiality	FPT Strategy
<p>Technology Transformation</p> <p>The Company realized that the rapid change of today's technology and innovation such as Artificial Intelligence (AI), Cloud Computing, and IoT (Internet of Things), etc. are a major role in business operations. Thus, it leads us to focus on research and development of various innovations. This aims to enhance our competitiveness. Moreover, the Company developed various products and services for the market differentiation that meets the customer's need.</p>	<p>Innovation and Process Development</p>	<p>To develop innovation, technology, and digital revolution, the Company has separated "the investment of other related business", as one of our business units. This aims to increase our business opportunity through our business alliances that are keen in innovation and technology. Moreover, the Company developed such innovation and technology, as our own intellectual property and as a tool to enhance our work efficiency for customers who are our key stakeholders in the value chain.</p> <ul style="list-style-type: none"> • The Company has set the goal of becoming a leader in a service provider of the modern big data center in which its technology applied is stable and safe according to the international standard. Moreover, the Company provide a standard and modern data management system, managed by our professional business alliance. This includes its infrastructure that focuses on energy-saving and performance, covering the needs of both local and international large entrepreneurs. • With the business philosophy of creating a good experience and satisfaction for customers (Customer-centric), the Company applied artificial intelligence (AI) and the Internet of Things (IoT) to our products and services. Thus, the Company invested more in technology and continually adopted such modern technology and the digital working systems. In 2021, the Company launched an intelligent platform that adopted the technology of PropTech for managing our logistic parks to achieve the standard of Smart & Sustainable Logistic Park in terms of security and environment. In which it is operated by AI technology and completed the installment of such a technology system of more than 80% by all projects. <p>Moreover, the Company engaged everyone to apply innovation and technology to enhance their work efficiency.</p>

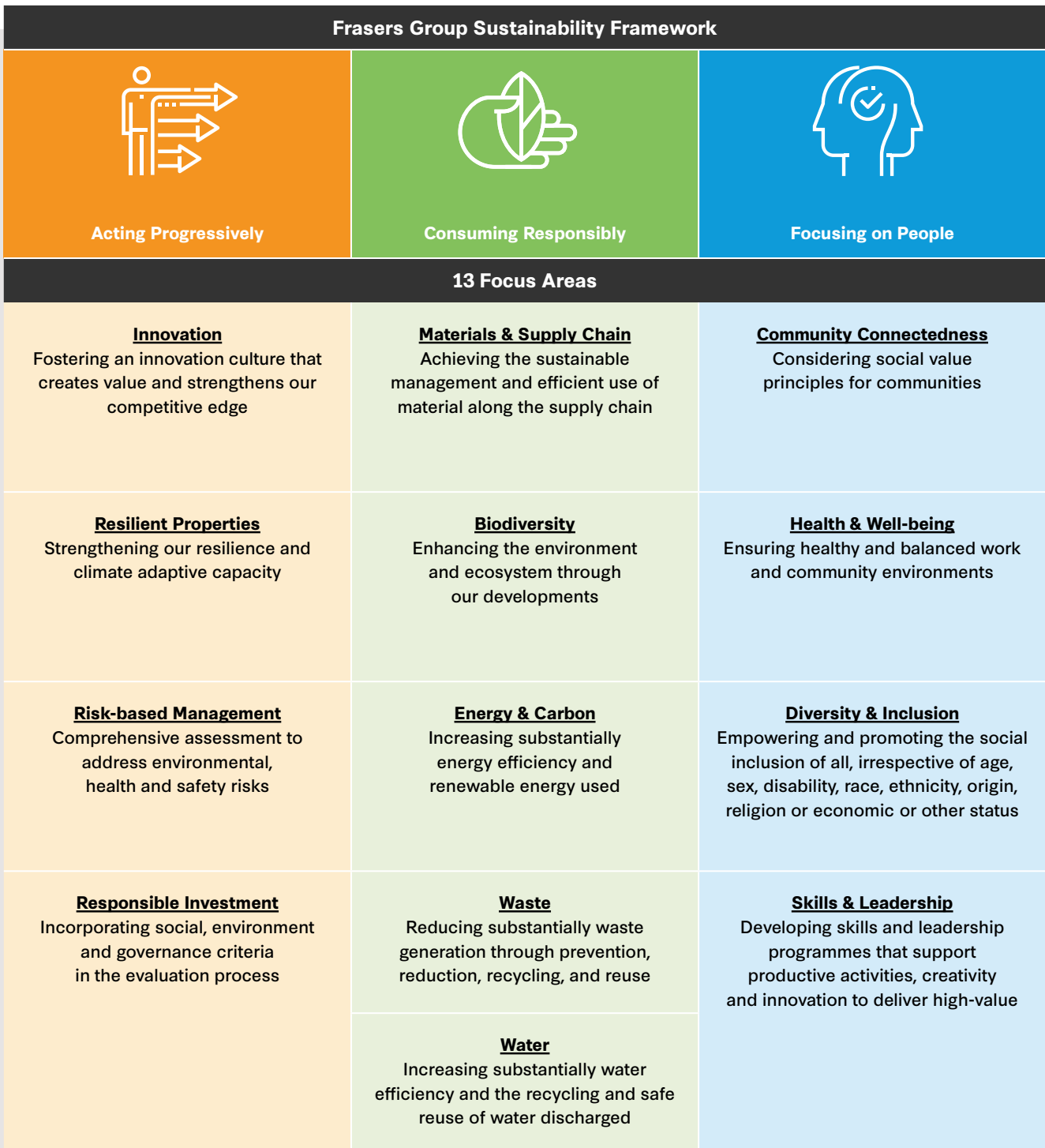
Challenge and Opportunity	Materiality	FPT Strategy
<p>Climate Change</p> <p>The inefficient consumption of energy is one of the critical factors that causes climate change. As known, property development is a business with high energy consumption. This results in the challenge to reduce energy consumption. Thus, energy management is required to be more effective and it leads us more involved in bringing in innovation and clean energy for our business operations. This aims to increase the business opportunity and an economic value. Moreover, it is in line with the government's policies and the United Nations Convention on Climate Change that Thailand has agreed and signed.</p>	<p>Greenhouse Gas Emission</p> <hr/> <p>Energy Management</p>	<p>The Company has provided the management policy of environment, energy, society and biodiversity as a guideline that is eco-friendly in the value chain of business. It focuses on reducing carbon, energy saving and innovative development.</p> <p>Moreover, the Company has set the sustainable strategy and goal to comply with the Sustainable Development Goals (SDGs) of United Nation and the sustainable development framework of the Frasers Property group targeting to be Net Zero Carbon Organization within 2050.</p> <hr/> <p>The Company has set the target to reduce at least 10% of energy consumption by 2025 and driven the projects relating to energy conservation in accordance with the management policy on environment, energy, social, and biodiversity such as the project to reduce energy consumption, utilize the solar power technology in each project as well as developing projects that apply the green building standard. This aims to increase business opportunity and reduce greenhouse gas emission for reaching the goal of becoming a low carbon organization. In 2021, the Company is pleased to share that the Samyan Mitrtown project received an outstanding award of Thailand Energy Awards 2021, in the category of creative building for energy conservation (new and existing building) from the Department of Alternative Energy Development and Efficiency, the Ministry of Energy. It also received a winner award of ASEAN Energy Awards 2021 for new and existing buildings from ASEAN Centre for Energy (ACE). In addition, the Company encourage our customers in the industrial property business sector to apply renewable energy technology according to the guidelines set by laws or the corporate energy conservation project.</p>
	<p>Eco-design Product</p>	<p>The Company has adopted the eco-design, aligning to the Green Building standards that are well recognized both locally and internationally. It was applied to the design for our project development such as Thai's Rating of Energy and Environmental Sustainability (TREES), Excellence in Design for Greater Efficiencies (EDGE), and Leadership in Energy and Environmental Design (LEED), etc. Currently, there are 10 projects in operation with the green building standards, certified by LEED, EDGE, and TREES.</p> <p>The Company is pleased to share that our Samyan Mitrtown project was certified by the standard of LEED and rewarded at Gold level. However, the Company still have other 6 projects that are in the process of requesting certification for the green building standards by LEED, EDGE or TREES.</p>

Sustainable Development of Frasers Property (Thailand) Public Company Limited

The Company has established sustainability policies and goals together with the corporate sustainability framework by considering the materiality issues that are important to all stakeholders, both internal and external risks and opportunities, as well as, the global trends in sustainability, technology transformation, and innovation. The policies and goals cover three dimensions which are economic, social and environment; for example, natural resource, energy, environment and climate change, biodiversity, waste, employees and community care as well as suppliers' management.

The Company has defined sustainability strategies and materiality issues that aligned with the United Nations Sustainable Development Goals (SDGs) and the sustainability framework of Frasers Property Limited which aims to become a Net Zero Carbon Corporation by 2050.

The three pillars of our sustainability framework are following





The Company adheres to raise employees' awareness, knowledge and understanding on sustainability, in order to drive sustainable operations in the organization. In 2021, the Company, therefore, organised a training on corporate sustainability development to emphasis on creating understanding on sustainability, and a workshop to develop sustainability initiatives at the departmental level. For example, a training on conducting reports according to the Global Reporting Initiative standard (GRI), and a training on sustainable development according to the SDGs.

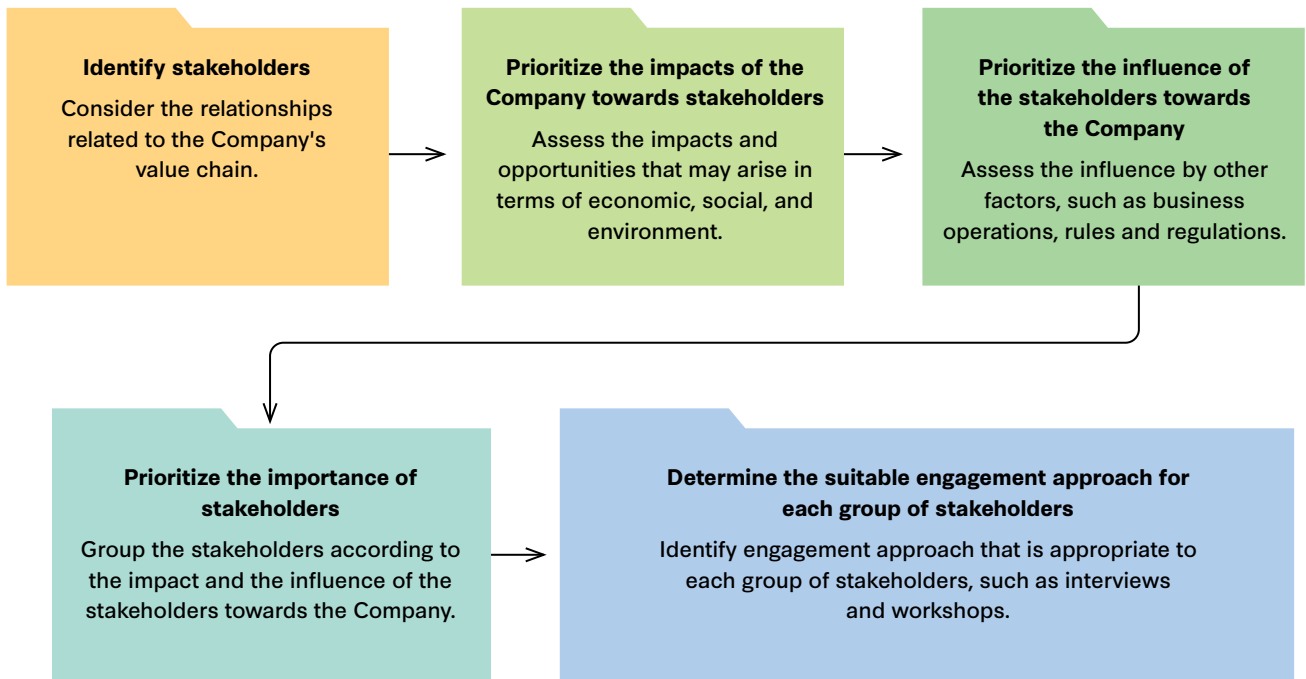
Stakeholder Engagement

GRI 2-25, 2-26, and 2-29

The Company realizes the importance of all stakeholders to business operations; therefore, the Company gives them the opportunities to engage and express their opinions through various activities and communication channels on annual basis. This enables the Company to improve the work processes and to appropriately respond to the issues that stakeholders are interested in.

The Company's stakeholders are categorized into ten groups, namely employees, customers, suppliers, business alliances, creditors, shareholders, communities, government agencies and state enterprise, media, and business competitors.

Stakeholder Analysis Process



Actions to respond to each group of stakeholders^(*)

Stakeholders	Engagement Channels	Materiality issues that importance to stakeholder	Actions for responding to the materiality issues
Customers	<ul style="list-style-type: none"> Annual customer satisfaction survey Customer relationship activities/ marketing activities Meeting with customers Communication through online media/ email Call Center Whistleblowing Contact through the Company's website 	<ul style="list-style-type: none"> A quality after-sales service Customer relationship management Environmental management Efficiently respond to customers' complaints Risk and crisis management 	<ul style="list-style-type: none"> Continuously improve quality of products and services to respond to customers' needs Apply an eco-design to reduce environmental impacts, such as reducing the consumption of resources, water, energy, and the amount of waste generated in each process of construction Provide communication channels for expressing opinions and complaints, and respond to them effectively Regularly conduct a customer satisfaction survey
Employees	<ul style="list-style-type: none"> Town Hall Various communication channels and internal online platform Welfare Committee meeting Annual employee engagement survey Whistleblowing 	<ul style="list-style-type: none"> Business directions and the Company's performance Business ethics Employees' quality of life Adequate compensation, welfare and benefits Career advancement and stability Good environment in workplace Development of competency and knowledge 	<ul style="list-style-type: none"> Transparently communicate the business directions and the Company's performance to employees Organize trainings on business ethics and anti-corruption for employees Development of Innovation and working process Determine appropriate compensation and benefits Focusing on employee care, and the occupational health and safety Continuously develop employees' competency Provide communication channels for expressing opinions and complaints
Suppliers	<ul style="list-style-type: none"> Communication through online media/ email Whistleblowing Contact through the Company's website 	<ul style="list-style-type: none"> Good corporate governance and business ethics Fairness in doing business Transparent and fair procurement processes 	<ul style="list-style-type: none"> Establish business ethics for suppliers, covering human rights and occupational health and safety Operate business with transparency, fairness, compliance with laws and a principle of good corporate governance

^(*) Stakeholders from the Materiality Engagement Workshop were prioritized by department head executives from across the organization, with the top three results as follows: 1) customers 2) employees 3) suppliers/vendors

Stakeholders	Engagement Channels	Materiality issues that importance to stakeholder	Actions for responding to the materiality issues
Communities	<ul style="list-style-type: none"> Organize activities with the community Communication through online media/ email Whistleblowing Contact through the Company's website 	<ul style="list-style-type: none"> A good relationship with the community Compliance with social and environmental laws Local economic development The better quality of life for the community and society A cooperative network to develop the community and society 	<ul style="list-style-type: none"> Operate business with caution to reduce impacts on community and society where it operates Receive and respond to complaints and opinions from community appropriately Organize activities to improve the quality of life for the community and society Strictly comply with relevant laws
Shareholders	<ul style="list-style-type: none"> Annual General Meeting for Shareholders Communication through online media/ email Whistleblowing Contact through the Company's website Site visits 	<ul style="list-style-type: none"> Stable and profitable business performance with growth New business development Innovation and technology development Risks Management 	<ul style="list-style-type: none"> Disclose the operating performance with transparency, aligned with the principle of good corporate governance Analyze and review corporate risks on regular basis to monitor and prepare the appropriate risk mitigation measures, covering both short-term risks and emerging risks Regularly develop products and services through innovations and technologies Strictly comply with relevant laws
Business Alliances	<ul style="list-style-type: none"> Meetings with business alliances/joint-venture Communication through online media/email Whistleblowing Contact through the Company's website 	<ul style="list-style-type: none"> Operating with integrity, fairness, and transparency Business cooperation for growth together New business development Innovation and technology development 	<ul style="list-style-type: none"> Conduct business with transparency and fairness, aligned with business ethics and the principle of good corporate governance Efficiently operate business and continuously develop its business Regularly analyze and review corporate risks and opportunities to monitor and prepare the appropriate risk mitigation measures while looking for business opportunities to develop new products and services Continuously develop products and services through innovations and technologies

Stakeholders	Engagement Channels	Materiality issues that importance to stakeholder	Actions for responding to the materiality issues
Creditors	<ul style="list-style-type: none"> Analyst meeting Meeting with the creditors Site visits Communication through online media/ email Whistleblowing Contact through the Company's website 	<ul style="list-style-type: none"> Compliance with the terms of the loan and debenture Risks Management 	<ul style="list-style-type: none"> Conduct business with transparency and compliance with laws and business ethics Regularly analyze and review corporate risks and opportunities to monitor and prepare the appropriate risk mitigation measures
Government agencies	<ul style="list-style-type: none"> Sponsor the projects organized by the government Be part of the government's working group Site visits Whistleblowing Contact through the Company's website 	<ul style="list-style-type: none"> Compliance with relevant laws and regulations Transparent business performance disclosure Creating economic and social values 	<ul style="list-style-type: none"> Conduct business with transparency, fairness, compliance with laws and a principle of good corporate governance Completely, accurately, and transparently disclose business performance
Media	<ul style="list-style-type: none"> PR news/ press conference A special interview as requested by media Whistleblowing Contact through the Company's website 	<ul style="list-style-type: none"> Receiving information that is complete, accurate, and up to date Disclosure of accurate and factual information A good relationship with media 	<ul style="list-style-type: none"> Conduct business with transparency, fairness, compliance with laws and a principle of good corporate governance Completely, accurately, and transparently disclose business performance.
Business Competitors	<ul style="list-style-type: none"> Joint meetings with organizations related to industry various industry-related organizations Working as a network according to the government policies 	<ul style="list-style-type: none"> Fairness in business competition, and compliance with laws 	<ul style="list-style-type: none"> Conduct business with transparency, fairness, compliance with laws and a principle of good corporate governance Regularly analyze and review corporate risks and opportunities to monitor and prepare the appropriate risk mitigation measures, while seeking business opportunities

Materiality Assessment

GRI 3-1 and 3-2



The materiality related to our sustainable development was reviewed for assessment and prioritization, aligning with the expectations of all groups of our stakeholder. This includes the various risks, business trends, and directions of business operated by the other property developers. The review covers materiality in terms of both economic, environmental, and social, in which it was taken into consideration by the Company and our stakeholders and aligned with the Global Reporting Initiative Standards (GRI Standards).



Procedures of Materiality Assessment

1. Determine Materiality

The materiality of our sustainability was determined, and it covered the related issues in terms of economic, social, and environmental. We considered both the internal factors, such as the direction of corporate strategy, corporate sustainability framework, risks, opportunities and challenges that affect the business. And the external factors are, such as trends in sustainability implemented by the other property developers, as well as collecting data of materiality from stakeholders through various communication channels. This also includes the changing trends in global and regional economic situations.

2. Prioritize Materiality

We prioritized materiality on sustainability into three categories, namely high, middle, and low in the form of “Materiality Matrix”. The Company requires the executives and employees who are involved with various groups of our stakeholders, together with the expert on sustainable development, to prioritize such materiality. The results are divided into two perspectives, including 1) The issues that are taken into consideration by our stakeholders. We will use the data obtained from the stakeholder engagement in various activities, as well as opinions obtained from various communication channels and questionnaires. 2) The issues that are taken into consideration by the Company and affected to our business operations. It aligns with the Sustainable Development Framework of the Frasers Property Group, the United Nations Sustainable Development Goals (SDGs), and GRI Standards.

3. Review Materiality

The materiality assessment was reviewed by the Corporate Governance, and Sustainability Department for ensuring the accuracy and its alignment with our corporate goals and strategies. Then, present it to the Corporate Governance Committee for consideration and approval to disclose the Sustainability Report 2021 to the public.


Materiality Matrix 2021

FPT Materiality 2021

 Environment	Consuming Responsibly	1. Green Building Certification
		2. Supply Chain Management
		3. Biodiversity
		4. Energy Management
		5. GHG Emission
		6. Waste Management
		7. Water Management
 Social	Focusing on People	8. Customer and Product Stewardship
		9. Community Engagement
		10. Corporate Philanthropy
		11. Occupational Health and Safety
		12. Human Right
		13. Employee Management
		14. Corporate Culture
		15. Human Capital Development
 Governance	Acting Progressively	16. Innovation & Business Development
		17. Economic Distribution
		18. Risk Management
		19. Business Continuity Management
		20. Business Ethics
		21. Stakeholder Engagement
		22. ESG Compliance

	Low Zone	Medium Zone	High Zone
Important or influence on stakeholders High			2 7 15 17 13 20
		9 10 18	1 3 4 5 8 11 19
		6 12 14	16
	Low	Important to FPT or material impact to ESG	High

FPT Sustainability Framework and SDGs

Sustainability Strategy	FPT Materiality on Sustainable Development	Materiality on ESG	Key Performance Indicator
Acting Progressively 	Innovation	Innovation and Process Development	Number of innovation initiatives (Project)
	Resilient Properties	Economic Distribution	Dividend Pay-Out Ratio
		Corporate Governance	<ul style="list-style-type: none"> - The performance by Corporate Governance Report (CGR) - Number of significant warnings or results audited by regulators
		Business Ethics and Anti-Corruption	<ul style="list-style-type: none"> - Number of significant complaints on corporate governance - Number of violations related to business ethics - Number of cases related to conflict of interest - Number of cases caused by corruption - Number of cases that are in process of remedy and/or Number of cases, resolved - Ratio of sending publicity letter to suppliers for their awareness of current member status of CAC
	Risk-based Management	Risk Management and Business Continuity Management	<ul style="list-style-type: none"> - The proportion covered by the risk management system - The proportion of Key Risk Indicators (KRIs), determined by all business units - The success rate for developing the Corporate Business Continuity Plan - The rehearsal of Business Continuity Plan will be only implemented at the head office
		Social, Environmental and Governance Compliance	<ul style="list-style-type: none"> - Number of cases arising from non-compliance with laws and regulations on social, environmental, and corporate governance - Number of significant fines
	Responsible Investment	Customer and Product Stewardship	<ul style="list-style-type: none"> - Customer satisfaction rate towards the Company's products and services - Number of complaints regarding customer privacy - Number of complaints regarding safety or environmental impacts from the use of product
		Eco-design Product	<ul style="list-style-type: none"> - Proportion of new buildings in the industrial property business and the commercial property business that are certified by the green building standards - Proportion of existing buildings in the industrial property business and the commercial property business that are certified by the green building standards

	Impact Scope of Key Stakeholders										GRI Standard	UN SDGs
	Employee	Customer	Suppliers	Communities	Shareholders	Business Alliance	Creditors	Government Agencies	Media	Business Competitors		
	✓	✓	✓		✓	✓			✓		3-3, 203	8, 9
	✓	✓	✓	✓	✓	✓	✓		✓	✓	3-3, 201	8
	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	3-3, 2-9 to 2-21	5, 16
	✓	✓	✓		✓	✓	✓	✓	✓	✓	2-26, 3-3, 205, 206, 406	16
	✓	✓	✓		✓	✓	✓			✓	3-3	11, 16
	✓		✓	✓	✓	✓	✓	✓	✓		2-27, 3-3	16
		✓	✓						✓		3-3, 416, 418	16
		✓			✓	✓					3-3, 302-306	9, 11, 12

Sustainability Strategy	FPT Materiality on Sustainable Development	Materiality on ESG	Key Performance Indicator
Consuming Responsibly        	Materials & Supply Chain	Supply Chain Management	<ul style="list-style-type: none"> - Ratio of key suppliers who are aware of and adhere to the Responsible Sourcing Policy for the total number of key suppliers - Ratio of new suppliers who are aware of and complied with the Responsible Sourcing Policy
	Greenhouse Gas Emission	Greenhouse Gas Emission	<ul style="list-style-type: none"> - Percentage of reduction in greenhouse gas missions
	Energy	Energy Management	<ul style="list-style-type: none"> - Percentage of reduction in energy consumption
	Water	Water Management	<ul style="list-style-type: none"> - Percentage of reduction in water consumption
	Waste	Waste Management	<ul style="list-style-type: none"> - An increase in amount of recycled waste - A decrease in amount of total waste
	Biodiversity	Biodiversity	<ul style="list-style-type: none"> - Green zone of all new projects is more than 10% per year - Number of new projects developed in the national conservation areas
	Focusing on People       		Employee Care
Health & Well-being		Occupational Health and Safety	<ul style="list-style-type: none"> - Number of fatality due to work-related injuries by employees and contractors - Number of high-consequence work-related injuries, exclude fatality by employees and contractors - Total Recordable Injury Rate (TRIR) by employees and contractors - Lost-Time Injury Frequency Rate (LTIFR) by employees and contractors - Number of fatalities as a result of work-related ill health by employees and contractors
Diversity and Inclusion		Human Rights	<ul style="list-style-type: none"> - Number of significant complaints on human rights - Number of complaints on discrimination and sexual harassment - Number of complaints on discrimination and harassment that is not related to sexuality
Skills and Leadership		Corporate Culture	<ul style="list-style-type: none"> - Develop working process for driving the corporate culture - Consistency of employees' behavior towards the corporate culture on "Collaborative"
		Human Capital Development	<ul style="list-style-type: none"> - Average number of training hour for all employees
Community Connectedness		Corporate Philanthropy and Community Engagement	<ul style="list-style-type: none"> - Number of significant complaints from community

*Latest edition (In January 2022, the Company reviewed the Sustainable Development Goals, leading to some information was different from Form 56-1 One Report 2021).

	Impact Scope of Key Stakeholders										GRI Standard	UN SDGs
	Employee	Customer	Suppliers	Communities	Shareholders	Business Alliance	Creditors	Government Agencies	Media	Business Competitors		
			✓								2-6, 2-24, 2-29, 3-3, 204, 308, 414	8, 12, 16
		✓		✓							3-3, 305	13
		✓		✓							3-3, 302	7, 8, 12, 13
		✓		✓							3-3, 303	6, 12
		✓		✓							3-3, 306	11, 12
		✓		✓							3-3	15
	✓										2-7, 2-8, 2-30, 3-3, 401, 405, 406	3, 8
	✓		✓								3-3, 403	3
	✓		✓						✓		3-3, 406	5, 8, 10
	✓										3-3	8
	✓										3-3, 404	4, 5, 8, 10
				✓					✓		2-29, 203, 3-3, 413	11, 16

Sustainability Report

Economic Performance





Economic Performance



Net Sales
14,497.65 million baht



6 innovation projects



Economic value distributed
13,065.49 million baht



85% of an average customer satisfaction towards products across all three business units.



Dividend payout ratio
50% of net profit



Received an **“excellent”** rating by the Corporate Governance Report of Thai Listed Companies (CGR)



One project financed by **Green Loan**



No significant complaints of corporate governance, social, and environmental.

Innovation and Process Improvement



GRI 3-3 and 203

From the situation of dynamic change in global technology in recent years, it leads us to foresee business opportunities. By the technological direction itself, the Company adapted ourselves and its business strategies to gain the benefits from this situation. Together with changes in behavior of stakeholders in technological matters that align with global trends, the Company adopted modern technology and integrated it into our main businesses. This aims to effectively achieve success based on the principle of Customer-Centric and creatively deliver innovative experiences to all stakeholders, driving our sustainable growth.

Management guidelines

The Company have set the goals of becoming a leading provider of integrated real estate platforms. To deliver sustainable valued experiences for stakeholders in all sectors, the Company turned ourselves to emphasize more on effective innovation and working process development. To successfully deploy the benefits of innovation, modern technology, and digital revolution, the Company have to split our business into the new one. This aims to increase its business opportunity through our business alliance that has long-term expertise in innovation and technology. Moreover, the Company also see opportunity in expanding its business and develop it to be an intellectual property of the Company. This includes the services that are technology-based, with the belief that this innovative business will be a robust foundation for improving our work efficiency for customers who are key stakeholders in our value chain, aligning to the changing trend of technological behavior of everyone.

To deploy the technological benefits for working process development, the Company require the employee engagement towards creative and innovative thinking in their own departments. This aims to improve or enhance work efficiency for better performance of individuals and sustain good quality of life for themselves which is in line with the sustainable development strategy defined by the Frasers Group. Moreover, as performance improved, the Company are able to quickly respond to the needs of stakeholders in the value chain. Thus, the Company enhanced the work efficiency of our employees through skills training according to the human capital development plan set by the HR department, aligned with the corporate KPIs. The Company also invested more in innovation and technology, aiming our employees to improve and develop innovative working processes, aligned with their roles and duties.



Performance

In 2021, the Company integrated our innovative projects to become a new business, aiming to support the increasing number of customers according to Government Industry 4.0, Business Promotion Policy and the Company brought in more innovation and technology to adopt in our working process as follows:

Co-location Data Center

Co-location data center is considered a business service of renting server space, computer hardware, and its equipment, used as a Main Site and Back Up Site for the customers. This aims to serve the needs and increase its capacity in expanding the services of customers. Most importantly, our co-location Data Center also integrates a data security system to ensure personal data protection as well as the ability that rapidly respond to the changing needs of customers.

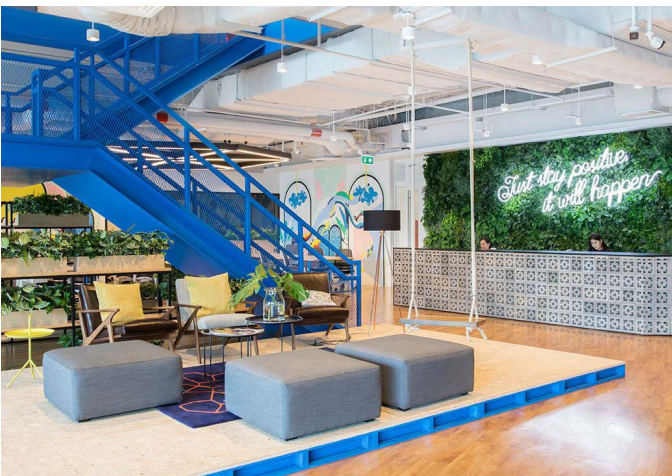
In 2021, STT GDC launched STT Bangkok 1, a high-scale data center campus located on Hua Mak Road, one of Bangkok's major business districts. The building has 7 floors, covering a total area of 30,000 square meters, with a ready-to-use power of 20 megawatts. If both buildings are completed, the total power will be 40 megawatts. The TIA-942 standard covers telecommunication infrastructure and key components of the data center such as location, architectural design, building structure, electrical system, system structure, fire protection

system, and physical safety, etc. The Uptime Tier III standard certifies that STT Bangkok 1 will continue to operate even during maintenance or equipment changes. The design of the building is based on the highest security standards, including multi-layer security, access control, 24-hour CCTV as well as Threat and Vulnerability Risk Assessment (TVRA) standards, to create the most secure operating environment. Moreover, the building is certified to standards of data security and risk management, comprising ISO27001 and PCI-DSS (Payment Card Industry Data Security Standard). This reinforces our commitment in focusing on the security of the storage environment to protect our customers' valuable data from any leakage.

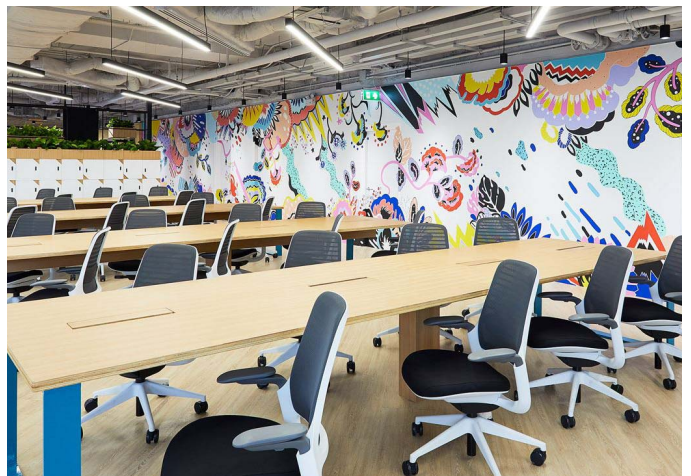


Co-working Space

Co-working space, a space rental service is our business expansion from the conventional service office. Our Co-working space service targets small and medium businesses. The highlight is the focus on functionality and flexible design technology as well as allocating completed facilities and supporting various sizes of businesses. This allows the customers to select the serviced office suitable for their business sizes. In 2021, the Company operated the total number of 4 Co-working space services in different strategic locations, with total areas of 23,044 square meters.



▲
1st branch at AIA Sathorn Tower,
with total area of 3,200 square meters



▲
2nd branch at Capital Tower, All Seasons Place,
with total area of 3,636 square meters



▲
3rd branch at Samyan Mitrtown building,
with total area of 11,812 square meters



▲
4th branch at Amarin Plaza building,
with total area of 4,396 square meters

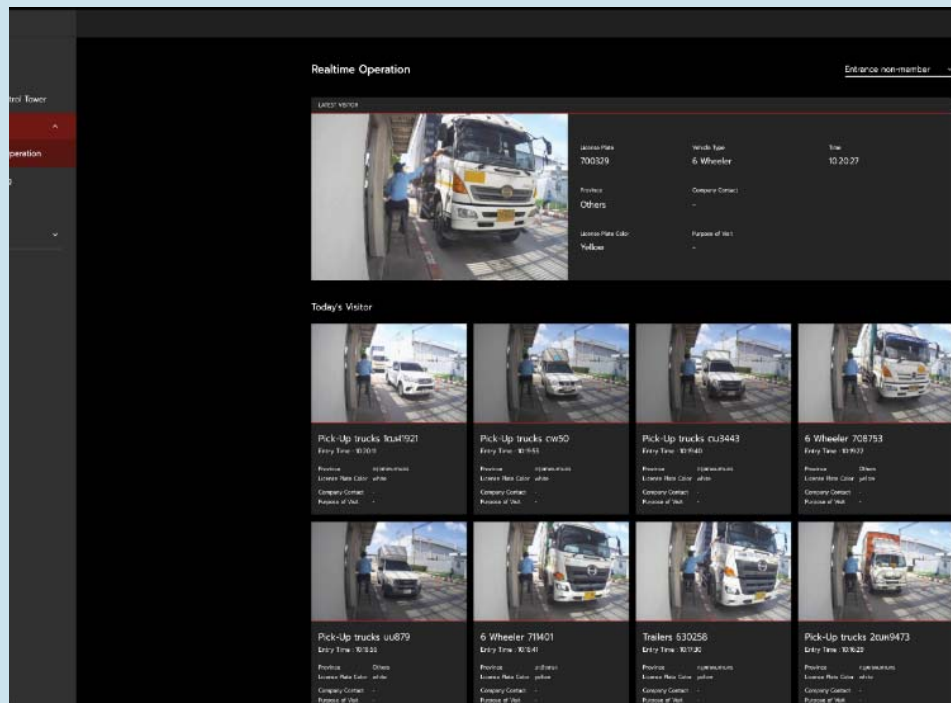
Intelligent Security Platform

In 2021, the Company installed intelligent surveillance cameras and the data is deployed for development of an intelligent security platform that connects all data regarding the accessibility of vehicles entering our project areas. It is able to analyze the traffic patterns of the customer’s vehicles, resulting in ability in making predictions on traffic conditions and activities of customers in the project area effectively. Moreover, the Company are able to analyze data of all areas where the system has already been installed, at the head office without traveling to that project. This helps us save traveling time that aligns with the development of Industry 4.0, and drives business according to the Circular Economy. Moreover, it led to a reduction in the costs of maintaining the common areas of the project by 3.9 million baht per year. In 2021, the Company installed this system in 9 industrial areas as follows:

- | | | |
|----------------|----------------|-------------------|
| 1. Bang Phli 1 | 4. Bang Phli 6 | 7. Laem Chabang 1 |
| 2. Bang Phli 3 | 5. Wang Noi | 8. Laem Chabang 2 |
| 3. Bang Phli 5 | 6. Wang Noi 2 | 9. Laem Chabang 3 |

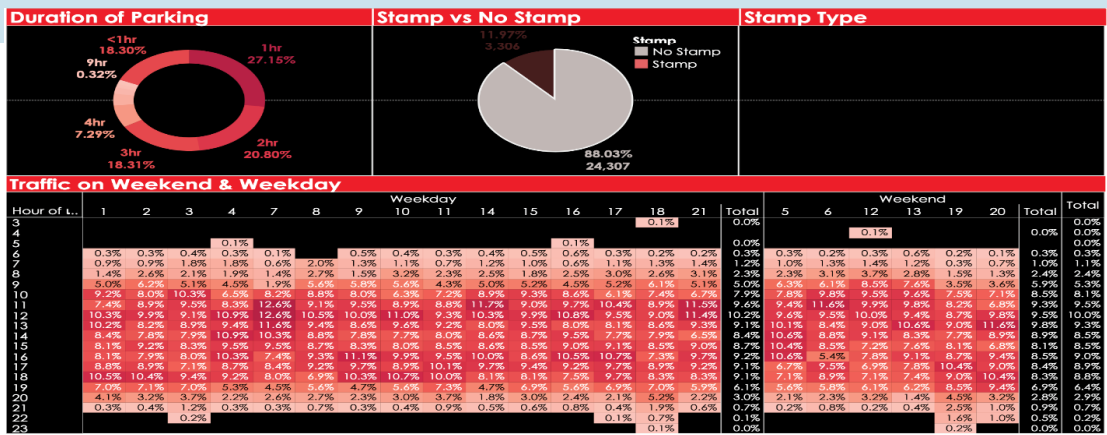
The benefits that customers in the project area will receive from this system are such as, an increase in convenience of registering vehicles in and out of the area via online platform and this system is an additional service for customers who require a Central Monitoring system of their vehicles, etc. The data obtained from AI security platforms can also be used for improving customer satisfaction. This is considered a significant market differentiation and in the future, the Company will further install this system in other projects of the Company both inside the country and overseas.

In addition, the Company also applied this intelligent security platform, including analysis of carbon dioxide emitted by vehicles when entering and exiting the project area. It was for a purpose of environment and piloted at the industrial area of Bangna Km 39 as the first location.



Parking Data Management as new business development

Fraser's Property Commercial is running a business that provides service of office space for rental and frequently encounters problems of traffic management inside the building. Thus, the Company developed a system for collecting and analyzing traffic data within the parking area for data management, so that the building management team can make decisions about the parking fee appropriate to the duration of parking more effectively. This analysis is an example of a parking data analysis but it can be extended further to analyze the customer journey from start to the destination. This data can be used for developing new business models, such as defining advertising guidelines that are suitable for the customers who are on the way to the parking lot, etc.



Indoor Disinfecting Robots (UVC Robot)

The development of automation and robotics is an investment in our new businesses. This is considered an added-value for entrepreneurs based on Thailand Industry 4.0 who require the smart factories and smart logistics. This aims to enhance efficiency and expand customer service's capabilities by adopting an intelligent technology and new innovations in the forms of automation and robotics, developing the Collaborative robots to work with humans. In 2021, particularly, during the ongoing pandemic of COVID-19, maintaining cleanliness in the

building area is one of critical factors in creating confidence for our customers who visit our buildings. Thus, the innovation development business unit has developed the disinfecting robots, aiming for indoor use by the knowledge body of current robot technology. It is based on the Automated Guided Vehicle (AGV) and UV-C lamps by Philips, to supply UV-C robots for indoor service in the buildings of Fraser's Property (Thailand) and for our tenants' stores.





Development of Home Care application for residents, entitled “GOLD CARE”

The Company developed a home care application for home residents, entitled “GOLD CARE” to serve customers who buy houses in the projects developed by Frasers Property Residential. This aims to meet the rapid changes in lifestyle of people living in the digital world that respond to the basic needs and facilitate the residents which is a part of creating a good quality of life for customers in every project. The GOLD CARE platform focuses on facilitating the residents to request the repairing services for their house, notification of maintaining the common zone, as well as giving suggestions on the Company's products and services. This application is able to track the staff's performance in providing services to the residents efficiently and monitor their performances quickly. Moreover, a messaging system is provided for the customers to comment on the Company's products and services, along with a satisfaction assessment system of repair services as well.

Operating & Cost Reduction

Previous system	New system	Operating & Cost Reduction
<p>Call Based</p> <ul style="list-style-type: none"> Accepted case (Avg. 500 Units/Mth) Report Progress case Completed Case (Avg. 750 Units/Mth) 	<p>App Based</p> <ul style="list-style-type: none"> Receive & Accept case via app Tracking Progress via app Completed Case by Homeowner via app Satisfaction Rating by users 	<p>Operating & Cost Reduction</p> <ul style="list-style-type: none"> Case management hours <ul style="list-style-type: none"> Officer for 132 -> 66 Hrs./Mth Manager for 88 -> 44 Hrs./Mth <p>220 Hrs. /Mth → 110 Hrs. /Mth</p> <p>Reduction 50%</p> <ul style="list-style-type: none"> Telephone Charge <ul style="list-style-type: none"> Charge 3 Baht/Time * 500 Units = 50\$ Per month <p>600\$ /Year → 0 \$ /Year</p> <p>Saving 100%</p>
<p>Manual Report</p> <ul style="list-style-type: none"> Repair and complaint report case can bring some information, others report users has been manual. 	<p>Dashboard</p> <ul style="list-style-type: none"> Reports can be retrieved from the application system for data analysis and dashboard features 	



Digital Twin System

Data Center STT GDC requires cooperation from experts and business alliances both domestically and internationally, including Singapore and Japan. To reduce the delay in construction of this project due to the COVID-19 situation, the Company integrated the Digital Twin system into the BIM system. This helps us save up to 25.2 million baht in expenses. The working process is described as follow:

- **Construction delivery** - The design team applied the Digital Twin technology based on BIM files to help inspect the mechanical and electrical devices, so accurate design can be guaranteed and construction defects can be avoided.
- **Sales and Marketing** - After the construction process, the Digital Twin can be used as a marketing communication channel to virtualize customers with the details of the construction without entering into the project site.
- **Operations** - The Digital Twin can be integrated with a Building Management System (BMS), enabling the integration of sensors and IOT systems into the platform. This makes the operation more convenient and flexible.
- **Asset Management** - The Company can use the Digital Twin to check the locations of assets inside the building. This makes it possible to prepare an audit report.
- **Training** - Employees can use the Digital Twin as a part of their initiation training on how to implement standard operating procedures through environmental simulation or VR to avoid human error.
- **Security and Management** - The Digital Twin can be connected to CCTV. This enables security control from the central control room.

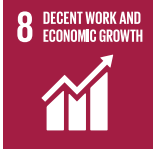
Supply Chain Management (SCM)

In 2021, the Company began to use Web/Mobile Application in supply chain management for our suppliers, especially in procurement and it facilitates the process of purchase order. Our suppliers can verify through the system regarding sending and receiving the purchase orders in real time. This helps tracking each working process more conveniently and reducing a paper-use. It was used by the Frasers Property Residential at the beginning.



Performance	2021	Target in 2025
Number of innovation initiatives (Project)	6	Not less than 5 projects per year

Economic Distribution



The Company operates its business with a commitment to creating stability for all groups of stakeholders relating to business operations. It does not focus only profit, but the Company has concerned on engagement with community, social, and all stakeholders. We believe that the practical sustainability comes from exchanging, learning, and sharing to each other.

GRI 3-3 and 201

Management Approaches

The Company emphasized on working experiences of employees that respond to customer's needs based on the corporate business philosophy of "Inspiring experiences, creating places for good". This aims to create an economic distribution such as dividend payment to shareholders, investments in social and community development, and the enhancement of well-being for all employees etc. To create sustainable economic distribution, we will focus on compliance with the international, national, and social rules and regulations, for example, payment of taxes or fees to the government or local authorities, hiring local workers for distributing income to communities surrounding the our project areas, etc. However, we considered the sustainability of an economic distribution as following details.

Stakeholders	Economic value, distributed
Suppliers and contractors	• Payment to the suppliers, contractor, and landlords.
	• Other operating expenses
Employees	• Salary, wage, and other welfare
	• Provident fund
	• Cost of Human Capital Development
Customers	• Cost of providing services to customers
Financial institution	• Interest
	• Other financial expenses
Shareholders	• Dividend
Government	• Government fee
	• Corporate income tax
	• Local development tax
	• Housing and building tax
	• Special business tax and other taxes
Community	• Budget for social activity

Performance

In 2021, the Company received the project funding in the form of Green Loan for projects, certified by LEED standards. We paid a total dividend of 788.55 million Baht, representing 50.0% of net profit. Moreover, we generated the total sales revenue of 14,497.65 million Baht and the total economic value, distributed to our stakeholders is 13,065.49 million Baht. Thus, our economic value remains 1,432.16 million Baht.



Creating Economic Value	Total sales revenue (million Baht)	14,497.65
Economic Value, distributed	Dividend (million Baht)	788.55
	Payment to the suppliers, contractors, landlords, and other operating expenses (million Baht) ⁽¹⁾	8,122.98
	Employee expenses (million Baht) ⁽²⁾	1,376.00
	Financial costs (million Baht) ⁽³⁾	1,064.40
	Government Fee (million Baht) ⁽⁴⁾	929.81
	Investment in community and social development (million Baht) ⁽⁵⁾	2.22
	Investment in environmental development (million Baht) ⁽⁶⁾	781.53
Economic value	Outstanding Balance (million Baht)	1,432.16

Remark:

(1) consist of payment to suppliers, contractors, and landlords.

(2) consist of salary, wage, welfare, provident fund, and other costs of Human Capital Development.

(3) consist of interest and other financial expenses.

(4) consist of government fees, corporate income tax, local development tax, housing and building tax, special business tax and other taxes.

(5) consist of expenses in community development and activity of philanthropy.

(6) consist of expenses in environmental management, equipment costs, service fees, customer service operating expense, and other expenses.

Performance	2019	2020	2021
Dividend Pay-Out Ratio	51	50	50

Remark: the dividend pay-out ratio depends on cash flow and investment of the Company and its subsidiaries, including legal restrictions and other necessities.

Corporate Governance



GRI 2-9 to 2-21 and 3-3

It is well recognized that good corporate governance performs its duty to strengthen the business foundation. Thus, the Company conduct our good corporate governance based on honesty and transparency able to be verifiable and fair to all groups of stakeholders. It is in line with the principle of good corporate governance for the listed companies 2017 (CG Code), prescribed by the Securities and Exchange Commission, the Stock Exchange of Thailand, recommendations from the Thai Institute of Directors (IOD), and other related criteria. This practice ensures confidence among all groups of our stakeholders, resulting in development of sustainable growth in the long run.

Management Approaches

To develop and enhance the efficiency of our good corporate governance system, the Company have established the “Good Corporate Governance Policy”, used as the business practices for directors, executives, and employees. It covers five critical areas, namely rights of shareholders, equitable treatment towards shareholders, consideration of the interests for all groups of stakeholder, disclosure and transparency. and the accountability of the Board of Directors through the corporate management system. This consists of the Board of Directors, Corporate Governance and Sustainable Development Committee and other sub-committees, including the visionary executives. In which role and duty of the Directors and the corporate management are clearly separated, including the authority for approval by the Board of Directors, In addition, to express the balance of authority and its transparency, the Chairman of the Board and CEO are different person performing the different role and duty.

The Board of Directors performs duty in conducting business, aligning with legal compliance, objectives, regulations, and resolutions of the shareholders’ meeting. This also includes compliance with the announcements, rules, and criteria, prescribed by the Stock Exchange of Thailand, the Office of the Securities and Exchange Commission, and the Capital Market Supervisory Board. In this regard, the Board of Directors has prepared the handbook on “Corporate Governance Policy, Code of Conduct, and Business Ethics of Frasers Property (Thailand) Public Company Limited”, aiming to be a practice for further improvement continually. The Corporate Governance and Sustainable Development Committee performs duty for considering, formulating, reviewing and amending policies, handbooks, and practice for good corporate governance, code of conduct, and business ethics, aligned with the individual role and duty, including the international practices. This aims to develop the corporate governance as appropriate for the nature of the business, the changing economic and social conditions, and present it to the Board of Directors for approval. Moreover, it requires to inform the Board of Directors, Executives, and employees, ensuring that they are acknowledged and complied with, then disclose to the public through the corporate website.



Amendment of good corporate governance policy	Actions related to good corporate governance
<ul style="list-style-type: none"> Amend the role and duty of the Directors, aligned with the structure of the Board of Directors and review the formulation of practice according to the CG CODE. 	<ul style="list-style-type: none"> Determine and implement measures relating to the "No Gift:" policy during the period of festivals and any occasions to employees and those involved with the Company, including the Frasers Thailand Group of Companies. Amend and disseminate the corporate governance policy, codes of conduct, business ethics, anti-corruption policy, whistle-blowing policy or complaints on corruption and unfair practices, as well as organizing annual training for such policies.

The Structure of Corporate Governance

The Company requires the clear determination of role and duty duties for the Board of Directors. This is to create a balance of authority among corporate management and good corporate governance governed by the Board of Directors on September 30, 2021. It consists of 11 qualified experts, namely;

- Four independent directors¹ (one female), representing the proportion of not less than one-third, or 36.36 percent of the entire member of the Board.
- Ten out of eleven are non-executive directors², of which four persons are independent directors according to the definition of Independent Directors prescribed by the Company and the Securities and Exchange Commission.
- One executive director³.

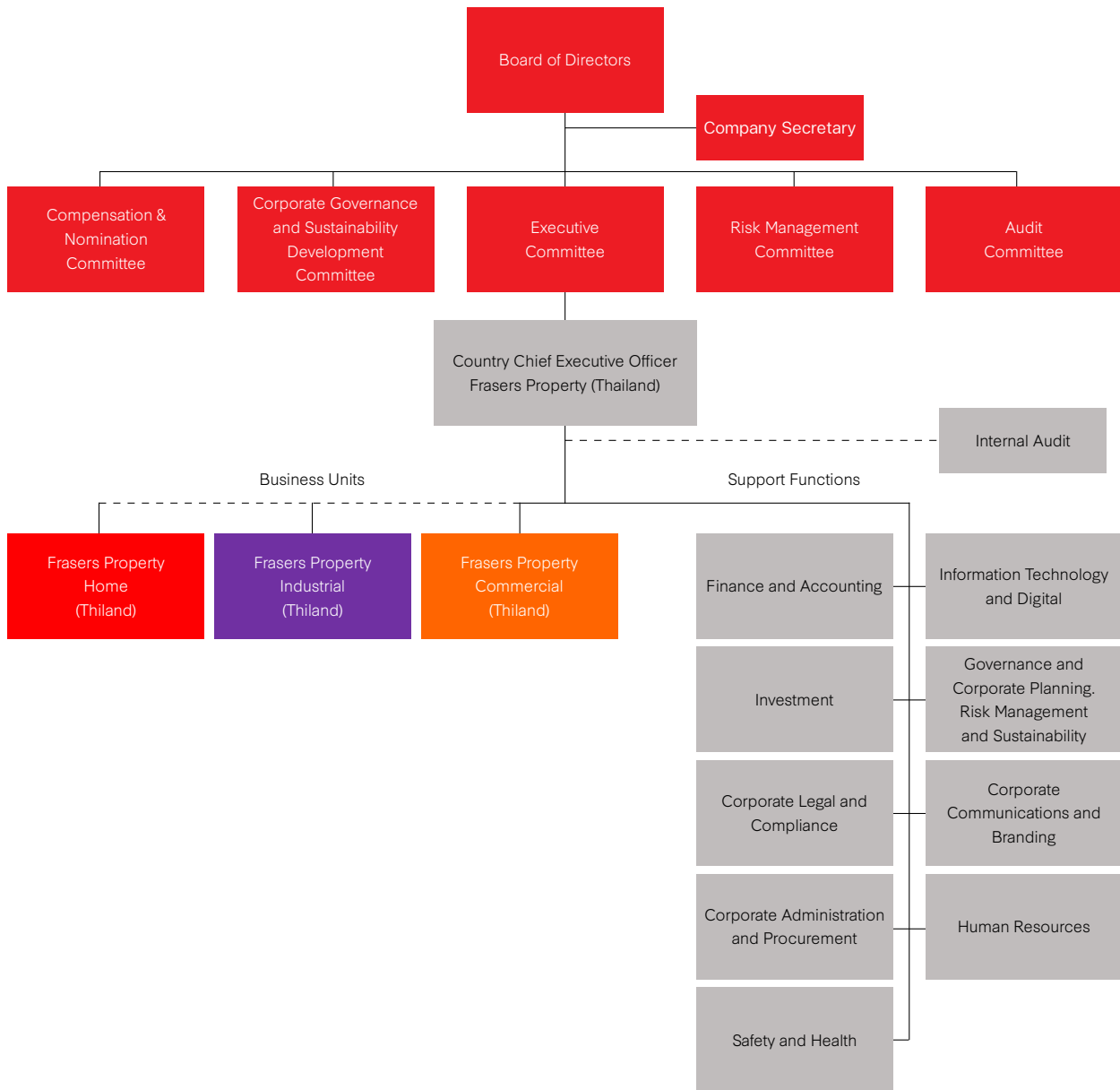
In addition, five sub-committees have been appointed, namely the Audit Committee, the Remuneration and Nomination Committee, the Executive Committee, the Corporate Governance and Sustainable Development Committee, and the Risk Management Committee. In which their roles and duties are separated differently and it is summarized in a diagram of the corporate management structure as follows:

¹ Independent Director is Director being qualified and independent in accordance with the SEC's regulation. View Independent Director's qualifications at Company's website under "Charter of the Board of Directors"

² Non-Executive Director is Director not assigned management role nor is involved with Company's normal operation. It is not required should the Director be Independent Director or not

³ Executive Director is Director with management role and is involved with Company's normal operation

Frasers Property (Thailand) Public Company Limited



Role and duty including key performance indicators of the Board of Directors, CEO, Senior Executives, Executives of each business unit, have been clearly defined. This ensures the Company can operate its business systematically and efficiently that can be monitored, audited in terms of performance evaluation with transparency.

	Role and Duty	Key Performance Indicators
Board of Directors	<ul style="list-style-type: none"> Determine the board structure, visions, objectives, policies, goals to promote sustainability by creating value for the business and be considerate of all stakeholders, including approving strategies, plans and fiscal budgets Govern the internal control system and internal audit as appropriate, that are efficient and effective, aligning to the compliance with laws, rules, and regulations that are relevant to the duty. And govern the subsidiaries, associated companies and joint-venture companies Review other important matters, such as the determination of role and duty for the sub-committees, the connected transaction, and conflicts of interest Support and promote innovation, aligned with the demands of the Company 	<ul style="list-style-type: none"> Assessment of business performance according to the assigned roles and duties Proportion of meeting attendance
CEO	<ul style="list-style-type: none"> Translate the policies assigned by the Board of Directors into practices, in a manner of result-oriented, objective-based that achieves goals as set, based on the practice of good corporate governance, code of conduct, and business ethics Plan the strategy, in consistent with the sustainable development policy Present the critical matters to the Board of Directors for approval Select a person who deserves the nomination as an executive Determine KPIs and performance evaluation for senior executives, aligned with the ESG 	<ul style="list-style-type: none"> Performance that achieves the objectives and goals set by the Board of Directors
Senior Executives and Executives of each business unit	<ul style="list-style-type: none"> Translate the policies assigned by the Board of Directors into practice Develop strategies, policies, stakeholders analysis, and materiality Promote and support business units to implement activities according to a sustainable development plan Monitoring and report the performance on sustainability 	<ul style="list-style-type: none"> Corporate business performance Implementation according to the policy assigned by the Board of Directors

Remark:

Objectives, goals and corporate key performance indicators set by the Board, were implemented, aligned with ESG compliance for sustainable development.

Nomination of the Board

The Company has transparently set criteria and the process of nominating and electing persons to serve as directors of the Company, considering the diversity of qualifications in terms of independence, skill, expertise, and specific experience. This includes gender, race and age to ensure that the composition of the Board of Directors is suitable for corporate governance and able to respond to the changes in the global economic, social, and environmental conditions that will affect the business growth. Moreover, the Company prepared the Board Skill Matrix for consideration, aiming to optimize the high interests towards the Company and its stakeholder of all sectors.

	Skill Matrix	Counts	%	Chainoi Puankosoom	Chali Sophonpanich	Chotiphat Bijananda	Chai Vinichbutr
1.	Property Development and Construction	8	64	/	/		/
2.	Engineering and Architecture	3	27		/		
3.	Management	11	100	/	/	/	/
4.	Accounting and Finance	6	55	/	/	/	
5.	Marketing and Logistics	8	64	/			/
6.	Business Relationship	11	100	/	/	/	/
7.	Strategic Planning	10	82	/	/	/	/
8.	Environmental Management and Sustainability	4	36	/			
9.	Legal	3	27			/	
10.	Economics	10	55	/	/	/	/
11.	Information Technology and Digital	4	36				

Sithichai Chaikriangkrai	Panote Sirivadhanabhakdi	Uten Lohachitpitaks	Chatchaval Jiaravanon	Tithiphan Chuerboonchai	Busaya Mathelin	Thanapol Sirithanachai
/	/	/		/		/
	/					/
/	/	/	/	/	/	/
/		/	/			
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	/	/	/			/

Board of Directors, sub-committee, and meeting attendance

The Company has set the criteria and the quorum of the Board of Directors and the sub-committees. In the meeting, the strategy and annual action plans will be jointly reviewed. In 2021, the proportion of meeting attendance of each director can be summarized as follows:

Proportion of the Board's Meeting Attendance

Director's Name	Board of Directors	Audit Committee	Remuneration and Nomination Committee	Executive Board	Corporate Governance and Sustainable Development Committee	Risk Management Committee
1. Mr. Chainoi Puankosum ⁽¹⁾	8/8 (100%)	5/5 (100%)	2/2 (100%)		4/4 (100%)	
2. Assoc.Prof. Tithiphan Chuerboonchai ⁽¹⁾	8/8 (100%)	5/5 (100%)			4/4 (100%)	4/4 (100%)
3. Mr. Chatchaval Jiaravanon ⁽¹⁾	8/8 (100%)	4/5 (80%)	2/2 (100%)			
4. Mr. Chali Sophonpanich ⁽²⁾	6/7 (75%)					
5. Mr. Chotiphat Bijananda	8/8 (100%)					4/4 (100%)
6. Mr. Chai Vinitbutr	7/8 (87.5%)					
7. Mr. Panote Sirivadhanabhakdi	8/8 (100%)		2/2 (100%)	12/12 (100%)		4/4 (100%)
8. Mr. Uthen Lohachitphitak	8/8 (100%)			12/12 (100%)	4/4 (100%)	4/4 (100%)
9. Mr. Sithichai Chaikriangkrai	8/8 (100%)			12/12 (100%)		
10. Mrs. Busaya Mathelin ⁽³⁾	6/6 (100%)					
11. Mr. Thanapol Sirithanachai ⁽³⁾	6/6 (100%)			12/12 (100%)	4/4 (100%)	4/4 (100%)
Proportion of the entire member	96.59	93.33	100%	100%	100%	100%

¹ Independence Director

² Out of the 8 Board of Directors' meetings, Mr. Chali Sophonpanich was absent for 1 meeting due to the role conflict.

³ Mrs. Busaya Mathelin and Mr. Thanapol Sirithanachai have been appointed as directors according to the resolution of the Annual General Meeting of Shareholders for the year 2021 dated on January 13, 2021.

Performance Evaluation of the Board of Directors

The Company sets criteria and procedures for evaluating the performance of the Board of Directors and sub-committees as a framework for reviewing the Board's performance. The performance evaluation will be regularly held on an annual basis. This consists of the self-evaluation of the entire Board of Directors, self-evaluation of individual directors, self-evaluation of the entire sub-committees, and self-evaluation of individual sub-committee. In this regard, the recommendations and results from the evaluation will be applied to formulate measures for improving business operations aiming to optimize the high interest towards the Company and its stakeholder of all sectors.

Entire Board of Directors	Individual Director	Entire Sub-Committees	Individual Sub-Committee
Average score of 94.94%	Average score of 96.07%	Average score of 96.85%	Average score of 97.44%
Excellent	Excellent	Excellent	Excellent

Enhancing the Competency of the Board of Directors

The Company encourages the Board of Directors to attend the training and various seminars regularly, such as joining seminars with the Thai Institute of Directors Association, the Stock Exchange of Thailand, the Office of the SEC, and other relevant agencies. This aims to enhance the knowledge body and competency continually, ready to operate its business in the rapid changes in economic, social, and environmental situations nowadays.

If more details on corporate governance are required, please access the Corporate Annual Report 2021, titled the "Corporate Governance Policy", on page 145-154, the "Corporate Governance Structure", on page 155-167, and the Key Performance Report on Corporate Governance, on page 168-182, through our corporate website at <http://www.frasersproperty.co.th>.



Performance and Goal

The Company participated in the Corporate Governance Report of Thai Listed Companies 2021: CGR program by the Thai Institute of Directors Association (IOD) on an annual basis. In 2021, the Company was assessed and ranked at a score of "Excellent".

To ensure all directors and executives to continuously develop and improve their practices, the Company regularly encourages development of the knowledge body and competency on corporate governance for the Board of Directors and executives. In 2021, the Company organized a orientation day for Mrs. Busaya Mathelin as our new director, and required her to attend training in the Director Certification Program (DCP304/2021) by the Thai Institute of Directors Association (IOD) and other courses related to directorship continually, such as the Director's Briefing "How boards have risen to the COVID-19 challenge, and what's next", and the National Director Conference 2021 "Leadership Behind Closed Door" by the Thai Institute of Directors Association (IOD).

Performance	2019	2020	2021	Target in 2022
The performance by Corporate Governance Report (CGR)	Very Good	Excellent	Excellent	Excellent
Number of significant warnings or results audited by regulators	None	None	None	None

Business Ethics and Anti-corruption



GRI 2-26, 3-3, 205, 206 and 406

The Company is highly aware of the consequences of disregarding business ethics which directly affects the confidence of the stakeholders. Thus, the Company is committed to implementing and enforcing a system that ensures corruption is prevented in accordance with the Code of Conduct and Anti-Corruption policy. In order to maintain the highest ethical principles and practice with international standards for those working for the Company, mandatory training has been arranged for all employees, aiming to prevent any risks that may affect the Company's business.

Management Approaches

The Company announced the policy of good corporate governance and business ethics to comply with international and national rules and regulations such as the scoring criteria of ASEAN Corporate Governance Scorecard, Good Corporate Governance for the Organization for Economic Co-operation and Development (OECD), and the Securities and Exchanges Act. In this regard, The Company revised the essence of this policy and handbook, aligning to the Principles of Good Corporate Governance for Listed Companies 2017 by the Office of the Securities and Exchange Commission. The details of policy and guidelines for business ethic are as below:



1. Anti-Corruption

The Company realized that corruption affects its sustainable business through the economic, social, and security systems of the country. Thus, the Company established an anti-corruption policy and conducted business with ethics, integrity, transparency, and fairness under the legal framework, principles of ethics, and good corporate governance practices. To support anti-corruption, the directors, executives, and employees of the Company are prohibited from demanding, offering, promising, accepting or soliciting something of value or so influence an action related to bribery or corruption to all agencies, both public and private sectors in any country where the Company's business is involved whether for the benefit of the Company, self, family, friends or acquaintances. The Company promoted values of integrity and responsibility as a corporate culture. In addition, there is a regular audit of the compliance with anti-corruption policy, as well as reviewing guidelines and legal requirements, aligned with changes in business conduct, rules, regulations, and legal requirements such as No Gift Policy, welcome reception, and other interests. This also includes donation or charity policy, political related policy, data recording and retention process, communication and training, penalty for non-compliance with anti-corruption policy, etc. Moreover, the Company set the guidelines for anti-corruption policies as "No Gift Policy" during the festival and on any other occasions to employees, subsidiaries, and external parties.



กลุ่มเฟรเซอร์ส พร็อพเพอร์ตี้ ประเทศไทย
และบริษัทในเครือ
ขอความร่วมมือ
"งดรับ" ของขวัญ ของกำนัล
ในเทศกาลปีใหม่ และเทศกาลต่างๆ
เพื่อส่งเสริมวัฒนธรรมการทำงานอย่างโปร่งใส



All newly hired employees and executives are required to have introductory training during orientation. The online training provides general corporate knowledge of business ethics, internal control, and a report system including comprehensive tests regarding good corporate governance, business ethics, anti-corruption policy, and whistleblowing policy or complaint on corruption. This ensures that all employees understand the obligations, responsibilities while working with an ethical organization. Moreover, to reinforce the importance of ethical behavior through business units, the Company invited our suppliers, network alliances, and other companies to be a member of Thai Private Sector Collective Action Against Corruption (CAC), aiming for our commitment of building integrity in conducting business fairly with all parties.



2. Conflicts of Interest

In order to prevent any actions or conditions that could result in a conflict with the interests within the organization or related partners, the Company established a process to review and prevent actual or apparent conflicts of Interest both at the corporate level and at the personnel level with carefulness, fairness, and transparency. We set out policies and best practices on Conflict of Interest in our Code of Conduct. Thus, the employees shall follow and first consider the interests of the Company and its stakeholders. Moreover, the Company monitor and manage conflicts of interest that may arise between the Company and management team, board of directors or shareholders. The Company conducted preventive measures of unreasonable use of assets, information, and opportunities including unreasonable transactions. By this practice, the Company set a policy for the board of directors, executives, and employees to perform their duties for the best interests of the Company. In case of any Conflict of Interest, the affected person needs to inform the corporate secretary. So, it can be reported to the director or executive for inspecting and regulating such issues.



3. Discrimination

To comply with the policy of good corporate governance, the Company set ethical standards that the board of director, executives, and employee shall adhere as a corporate value together with the Company's rules and regulations by treating all stakeholders, whether customers, suppliers, employees or workers equally without discrimination. This aims to provide transparent, fair, and efficient management and practices as well as creating a good and suitable environment, and maintaining a sustainable relationship. Moreover, the Company formulated human rights policy covering the treatment of everyone equally, no discrimination regardless of differences in physical, mental, ethnicity, nationality, religion, sex, language, age, skin color, education, social status or any other matters under the laws of each country and according to the treaty that each country has an obligation to comply with. This aims to support human rights in the organization and ensures that every employee and stakeholders are treated, protected, and respected equally and fairly.



4. Confidentiality of information

Protecting confidential information is vital to business. The Company set a guideline based on ethical standards of confidentiality of information, data collection, data usage, and stakeholders reporting. It applies to corporate internal regulations, privacy policy, data protection and security of all information that shall be concealed and kept in confidentiality as it is not public information. And it shall be accessed only by authorized persons. Thus, the Company assigned those who has a duty to maintain the security of information strictly, sustain confidentiality of the suppliers, respect of intellectual property, and responsibly use information technology and communication.



5. Antitrust/Anti-competitive Practices

The Company is committed to conducting business fairly, the Company generally conduct business with legal compliance, ethics, and integrity, aligned with corporate guidelines based on ethical standards of practices with our business competitors. It shall be fair and in good practices of competition. It shall be careful in dealing with competitors or contacting persons who work for competitors, including not disclose the Company's information to its competitors. Moreover, it should not attack, slander or seek for confidential information of the competitors by dishonest methods or any improper actions.



6. Insider Trading/Dealing

In response to several fraud cases concerning insiders trading with stocks, the Company has set a policy of insider trading/dealing as a part of corporate governance and ethical standards, aiming to protect disclosure of its confidential information to the public. In which it will impact on the Company and its subsidiaries or suppliers, especially impact on value of share trading in SET. Our employees shall keep inside information confidential and not share the inside information that they know from their duties to others or using inside information for exploitation or to reduce the interests of the Company. Moreover, the Company set a preventive measure by announcing its employees to refrain from trading in the Company's stock during the specified period to prevent acts that may be contrary to such law, policy, and practice.



7. Safety, Health and Environment

Basic safety and health are required specific to the workplace, thus the Company has set a policy and best practices based on ethical standards of safety, health and environment as its operation guidelines to regularly improve the safety, health and environment in the workplace. The Company are concerned about the safety and health of its employees and community by operating in compliance with the laws, policy, requirements, standards and handbook of quality, security, safety, occupational health and environment. This aims to protect and control any loss from accident, fire, work-related injury or illness, health, loss or damage of property, breach of security, improper operation, and various errors that may occur, aiming to maintain a safe working environment for our employees and provide regular drill of safety plans. As a condition of the engagement of suppliers, the Company expect all suppliers to understand its risks, train and practice to work safely, monitor and manage the workforce under a good health & safety management system in achieving our goal of becoming a zero accident organization.



8. IT Security

Many IT consultants from third parties has involved clients' data privacy and sensitive information from different sources of data and collections. Thus, The Company has set a preventive policy of insider information used as a part of corporate governance policy and in compliance with regulations of IT security. The Company also set out the best practices based on ethical standards of intellectual property and information technology and communication. This helps us to work smoothly, benefit the Company and its employees, enhance cautious use of information with outsiders and respect the copyright of the intellectual property owner. Moreover, the Company have formulated policy for IT services and IT security which includes practices during changes in personal data, procurement of equipment and software, rules of use, corporate network system, development and/or improvement of IT services, backup and recovery system, rules of accessing area, equipment and information, as well as response plan for emergency case and providing employee training since orientation and a regularly annual training.



9. Tax operation

Tax has emerged as an importance of ESG, the Company conducts the tax affairs in a sustainable manner, operates its business with transparency and is aware of the duties and responsibilities relating to tax processing in order to build trust with stakeholders. Tax policies are established and consists of 3 main issues as follows:

- **Tax code of conducts:** Accountability to shareholders, performing the operation with integrity to be a sustainable and tax-responsible organization is a level of responsibility and value-driven to be a good citizen that creates value-added to the Company's business, society, and stakeholders respectively.
- **Tax risk management:** As a part of good governance, our commitment and compliance with the laws and regulations in business operation involves tax liability through tax planning. For example, focusing on tax risk management such as tax consequences from changes in tax policy or government tax management. Support for written policies and procedures on tax risk management. Risk assessment in all tax-related activities, the risks of regulatory compliance, operational risk and financial reporting risks of independent auditors.



- Tax transparency:** To conduct the tax affairs in a sustainable manner such tax transparency is about trust. Corporate tax practice is needed to report such tax to government clearly, voluntary and compliance with tax disclosure requirements, public disclosure regarding tax policy and report operation that support overall economic development of the country would help corporate business to build more trust with society and all stakeholders.

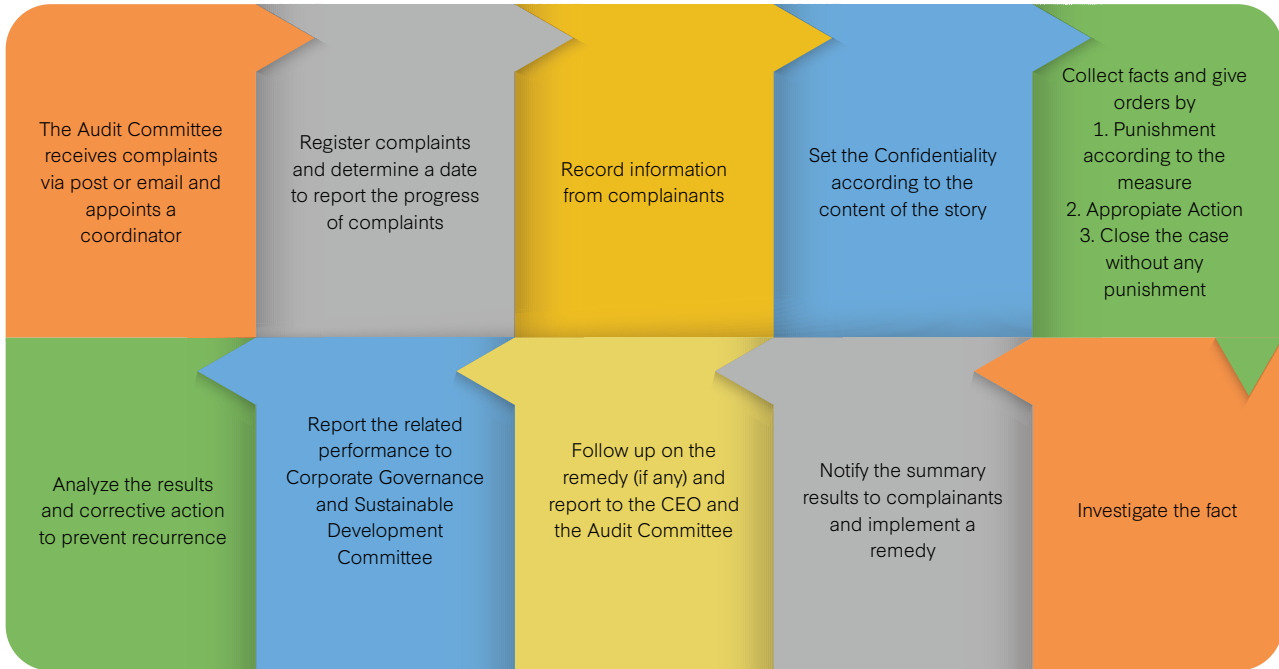
10. Whistleblowing

The Company has set a policy of whistleblowing or complaint on corruption and unfair treatment for both internal and external parties who received or may receive impact from its business to help monitor and ensure its operation is law-abiding. It also encourages everyone in the Company to operate business with integrity, transparency, fairness, and verifiability. The Company provided a communication channel for questioning, complaint and report for incorrect or suspected actions that are not in compliance with the good corporate governance, ethical standards and code of conduct. The Company listens to all complaints with fairness, transparency and integrity to all parties by specifying appropriate investigating time, confidentiality of complainant’s name, protecting the complainant during and after the investigation. The complaints will be used for improvement correctly, appropriately and fairly according to the Securities and Exchange Act.

Complaint channel	Recipient
Post	Send to Chairman of Audit Committee Frasers Property (Thailand) Public Company Limited Address: 944 Mitrtown office tower, 20-23 Floor, Rama IV road, Wang Mai, Pathumwan, Bangkok 10330
Corporate website	https://fraserscentrepoint.sharepoint.com
Online Form	https://www.frasersproperty.co.th/th/corporate-governance/corporate-governance/whistleblowing
Email	FPT.AuditCommittee@frasersproperty.com

In case of unethical manner, the Company has established procedure and process of investigation by clearly specifying the responsible person, determination of solutions together with the Executive Director or the Chief Executive, and penalties, then reporting to the audit committee and the board of directors including recommendation. The related working committee will review, inspect, verify such a case and involved process as well as monitoring of improvement then report to the committee relevant to the case for acknowledgement. It aims to define the preventive process of repeated unethical behavior. In 2021, there was no complaint from stakeholders.

Complaint Investigation Process



Moreover, any discussion of corporate culture, ethical actions and factors of performance evaluation for all executives and employees focusing on workplace safety and health reinforces our commitment to responsible labor practice. For effective corporate governance, the Company has promoted understanding of business ethics through various communication channels, such as:

- New employees received training in good corporate governance, anti-corruption and sustainability. It outlines respect of diversity, discrimination and harassment at workplace
- Communicating regarding best practices through email, corporate Intranet system and other internal communication channels for employees to learn easily.
- Communicating and listening to employee's opinions from LINE Official Account

Performance

In 2021, the Company continues to embed its Global Human Rights Policy applying business ethics, corporate governance, anti-corruption and international standards to prevent any risks that may affect the Company's business operation.

Participation in anti-corruption network

With a commitment to consistently anti-corruption, the Company has been awarded a certificate from Thai Private Sector Collective Action Against Corruption (CAC) as a member of this network continuously since 2017. Moreover, the Company participated the 11th Thailand National Conference on Collective Action Against Corruption in the year 2021 with the motto “Creating Experiences in Honesty Together with Business Partners through Thinking and Acting Sustainably”.



ESG Sustainability Day 2021

As an organization, the Company believe that all people have the right to participate in the labor force. All employees are trained regularly under education on the code of conduct on corporate governance, business ethics and sustainability. On 10 September 2021, the Company organized the activity of ESG Sustainability Day 2021 which covers the materiality of environment, social and governance. This training was designed with an aim that builds awareness of corporate governance policy, business ethics and code of conduct, anti-corruption with role and responsibility of people in the organization, whistleblowing policy and complaint on corruption, and risk management. In addition, the Company has arranged an ESG TALK for communicating and sharing opinions on sustainability business. It is a platform for presenting the last year's performance to employees in the organization. Moreover, the Company organized a fun game which included knowledge of ESG, aiming to publicize and create awareness, focusing on the importance of being a part of corporate sustainable development in the future.

Training on Code of Business Conduct via E-Learning

In 2021, the Company has assigned all employees in 3 business units and Share Services to forge a deeper understanding that focuses on the importance of the code of business conduct through e-learning. To pass this comprehensive test for the relationship between business activities and human rights implications after the learning, every participant shall get the score not less than 80% of total scores. All participants are required to certify the consent to comply with the code of business conduct and record what they got from learning.



Performance	2019	2020	2021	Target in 2022
Number of significant complaints on corporate governance	0	0	0	0
Number of violations related to business ethics	0	0	0	0
Number of cases related to conflict of interest	0	0	0	0
Number of cases caused by corruption	0	0	0	0
Number of cases that are in process of remedy and/or Number of cases, resolved	0	0	0	0
Ratio of sending publicity letter to suppliers for their awareness of current member status of CAC	-	-	100%	100%

Risk Management and Business Continuity Management



GRI 3-3

At present, most businesses are always facing rapid and uncertain changes in terms of strategy, finance, practices, rules and regulations including relevant laws as well as Emerging Risk. Thus, risk management of both internal and external factors plays a major role in driving its business continuity management to be more effective. This aims to minimize the negative impacts that may arise and cause the unpredictable challenges towards business operations. Meanwhile, it helps increase the business opportunity as well.

Management Approaches

Our risk management is under the monitoring of Corporate Governance Committee through Risk Management Committee, aiming to develop best practice for the sustainable growth, with the key responsibility as follows;

1. Review and approve policy, objectives, and risk management framework on annual basis.
2. Drive the process of determining risks and assessment on impacts and opportunity caused by those risks for prioritizing the risks and select the method of risk management as appropriate.
3. Consider and review the Risk Tolerance Limits, Corrective Measures, and monitoring performance of risk assessment in both situations of business as usual and crisis (Stress Testing).
4. Assess risks that may arise from new products or new business development or Emerging Risk. This includes the determination of preventive measures for the risks that may arise from such business operation.
5. Review the Charter of Risk Management Committee on annual basis. If amendment is required, it will be presented to the Board of Director for approval.

In addition, Risk Management Committee performs duty in holding a meeting for monitoring corporate risks and performance of risk management in accordance with the Risk Mitigation Plan. This includes the audit report of Risk Management system, required to present to the Board of Director on quarterly basis as well. In this regard to the year 2021, the implementations regarding risk management are stated as follows;

1. **Review Risk Management Policy:** This will be reviewed by the Risk Management Committee to suit the current economic situation, and aligned with the international standards. This will be applied as framework for the executives for further business operation.
2. **Review Charter of Risk Management Committee:** It will be reviewed and amended by the Risk Management Committee to suit and be in line with the Corporate Principle of Good Governance. This aims to support the governance practice of the Board of Director regarding the consideration of key risk factors that may arise and comprehensively determine the management guidelines for risk management. This is to govern the executives perform their duties with systematic and efficient approaches in risk management, including seeking business opportunity that may arise from such risks.

- 3. **Approve the Risk Tolerance Limit:** It will be approved by the Risk Management Committee, together with determining and assigning the duty of risk management to the executives. The advice from the Risk Management Committee will be comprehensively provided to the executives to establish system and process that are effective. This includes the performance monitoring as regular and continuously for reporting the Board of Director as acknowledgement.
- 4. **Approve and provide advice for risk management:** The Risk Management Subcommittee has collected risk profile for assessment. It is prioritized by the magnitude of potential impact towards corporate goals and its business operation. This includes risks in terms of environmental, social, human rights and good governance, along with determining the responsible party for that risk. Moreover, risk management plan and risk management measures including the regular monitoring system of risk management for all department shall be determined. Meanwhile, the Risk Management Committee will comprehensively provide advice on the risk management guidelines, aiming to develop the best practice and the performance will be reported to the Board of Director for acknowledgement.

Moreover, the Risk Management Committee concerns about the Emerging Risk that will significantly arise in the next 3-5 years and provides recommendation for managing the Emerging Risk in 2021, comprising of risks arising from the pandemic of COVID-19 and legal compliance on Personal Data Protection Act – PDPA.

- 5. **Encourage the Risk Management Department to organize training on risks and risk management for directors, executives, and employees** on regular basis. This aims to create comprehension and awareness on the essence of risk management required to regularly practice every year. Recently, directors participated the training on “Risk Issues for Board”, the Director Certification Program (DCP304/2021) by the Thai Institute of Directors Association (IOD), covering the 3 course outlines, namely Risk Structure, Risk Management, and Risk Monitoring. Moreover, the well-recognized specialist on risks and internal audit was invited as lecturer for internal training, as well as organizing the academic activities on risk management for the executives and employees through ESG Day event.



In this regard, the Risk Management Committee adheres to performing its duty on monitoring the performance of corporate risk management. It ensures the shareholders and all groups of stakeholder that our risk management process is efficient and capable to successfully manage all key risks. This is to minimize the potential impacts towards business operation and corporate performance.

Management Approaches for Corporate Risk Management



Business Continuity Plan was established in 2019, aligned with the principles and requirements of Business Continuity Management System: BCMS (ISO 22301:2012), covering the procedures of analysis on impacts towards business and risk assessment, as well as business continuity plan. Moreover, it was planned to cover all businesses of the Company by 2027.

Performance

The Company requires all business units to determine the Key Risk Indicator: KRIs and report to the Risk Management Committee on quarterly basis. In addition, the assessment of corporate risk management system comparing to the international standards was conducted, in collaboration with the external expert. The results of such assessment were applied as tools to improve the corporate risk management. Also, training was organized to create awareness and comprehension on the essence of risk management for the executives and whom relevant to this issue.

Type of Risk	Description
Reputational Risk	<ul style="list-style-type: none"> • Potential risk that may arise from the event that results in negative impacts towards reputation, vision or public awareness and corporate image.
Operational Risk	<ul style="list-style-type: none"> • Potential risk that may arise from a routine practice, aiming to achieve its strategic goals as set, such as <ul style="list-style-type: none"> • Risk arising from economic and property market conditions. • Risk arising from short-term lease contract • Risk arising from the market condition • Risk on project management
Commodity Risk	<ul style="list-style-type: none"> • Potential risk that may arise from a product shortage or fluctuation in price of that product, such as <ul style="list-style-type: none"> • Risk on market, sale, and unsuccessful transfer of ownership of that property by customer. • Risk on land acquirement • Risk on labor and contractor' shortage • Risk on dependence of few construction contractor.
Financial Risk	<ul style="list-style-type: none"> • Potential risk that may arise in various factors, namely <ul style="list-style-type: none"> Currency: Potential damage that may arise from the factor caused by the change in currency, creating impacts towards the value of assets and debts in the foreign currency. Interest Rate: Potential damage that may arise from the factor caused by the change in interest rate, creating impacts towards the value of assets and debts with interest. Liquidity: Potential damage that may arise from failure to meet financial obligations caused by the inability of converting securities or assets into cash without creating a loss or a loss against capital or income, such as <ul style="list-style-type: none"> • Risk on cost management • Risk on economic condition • Risk on the fluctuation of interest rate • Risk on investment of future project • Risk on the criteria of housing loan by commercial banks.

Type of Risk	Description
Country/Political Risk	<ul style="list-style-type: none"> • Potential risk that may arise from the business operation or investment in foreign countries, such as Government expropriation
Strategic Risk	<ul style="list-style-type: none"> • Potential risks associated with current income or forecasted income or capital arising from improper formulation/execution of business strategies, inability in adapting to changes in business, economic and technological conditions
Compliance Risk	<ul style="list-style-type: none"> • Risk arising from changing rules and regulations, and the national policy, such as • Risks associated with the execution of land development and its laws. • Risk on enforcement of the Personal Data Protection Act (PDPA)
Environmental and Social Risk	<ul style="list-style-type: none"> • Risk arising from the environmental impact caused by the operation of the under-construction project towards the community, such as the risk on environmental measures regarding the construction.
Emerging Risk	<ul style="list-style-type: none"> • Risk arising from climate change • Risk arising from the pandemic of COVID-19 • Risk arising from Digital Transformation

For the year 2021, due to the epidemic of COVID-19, changes in financial reporting standards and emerging risk of the new law on Personal Data Protection Act, B.E. 2562 (2019), the Company therefore encourages the employee to enhance their comprehension of such risks. This leads us to develop work processes that ensures the proper compliance with the laws. In addition, the Company organized training for employees regularly, embedding them with a core value that requires the continuous practice of risk management, lectured by the well-recognized experts from external organization.

Emerging Risk

By the assessment of corporate risks, five key emerging risks were found, namely Risk arising from renewable energy technology, risk arising from digital transformation, risk arising from climate change, risk arising from the pandemic of disease, and risk relevant to legal compliance with the Personal Data Protection Act-PDPA.

From such risks, the Company have reviewed our visions and missions, including development of the emerging risk management framework by the responsible department, in accordance with process of the corporate risk management. This includes the analysis and development of the monitoring system along with management plan of such emerging risks. It aims to minimize the impacts of such risks towards our business operation. It can be summarized as follows;

Risk arising from Renewable Energy Technology

With the current direction of renewable energy technology that has developed rapidly, the Company foresees a business opportunity that will bring more interest of renewable energy consumption into our business operation. This helps us to enhance our business competitiveness and to provide quick response to the needs of those who require the renewable energy consumption in their business operations. The Company have come up with the initiative of installing the solar panels that generate electricity for the internal consumption in our factories and warehouses for rent. By this opportunity, the risk factors that may affect the long-term business operation still exist. This makes us reconsidered adjusting our investment strategies as well, such as changing lease conditions regarding the requirement of installing the solar energy technology in the buildings, the long-term conditions of Power Purchase Agreement (PPA) with the service providers, etc. Thus, the Company take this strategy into consideration for every newly-developed projects.

Risk arising from Digital Transformation

As understood well, the rapid changes in technology at the present results in the changes in customer behavior in all sectors. In order to drive both business of our company and our tenant's, the Company have adopted technology to enhance an efficiency of our work process. By this opportunity, the Company have established the Smart Solutions business unit that focuses on investments of new businesses that apply the integrated technology through joint development together with our strategic alliance. This is to create the value-added from the principles of sharing resources, knowledge-base, expertise, technology, and customer database, combining as Smart Solutions Platform. The Company believe that it will be the cornerstone as the integrated real estate platform for all groups of our business. As the result, it will lead to the development of highly efficient work processes, applied for our key stakeholders such as customers, suppliers, and employees in a comprehensive manner.

Risk arising from Climate Change

Global climate change has become a key risk factor for business operations across the world. The Company recognized those impacts from the events of drought, great flood, etc. For handling such risks, the Company have taken into consideration from the selection of project development's locations, and focusing on project design that supports the various incidents, such as selecting locations for developing projects in the industrial estates with measures to support various crises caused by global climate change. In addition, the Company also contribute our best effort in reducing impacts arising from the global climate change by starting to create a database of greenhouse gas emissions that can be applied as a basis for the various project development of the Company, with a commitment to reducing the greenhouse gas emissions generated by our business operations in the future as well.

Risk relevant to legal compliance with Personal Data Protection Act - PDPA

The Personal Data Protection Act, B.E. 2562 (2019) or PDPA will come into full force on June 1, 2022. This law will be effective in protecting personal data such as: Name, address, phone number, bank account, email, LINE ID, website user's account, fingerprints, medical health records, etc., all of which can identify the owner of that information. It can be data in the form of documents, paper, books, or stored in electronic format. The purpose of the law is to prevent the misuse of personal data by malicious people, or infringes on privacy to intimidate the interests of the data subject and the person in charge of the data. Risk relevant to legal compliance with the Personal Data Protection Act that may affect to the Company includes personal data disclosure of employees and customers without the consent, and cyber threats, etc. Thus, the Company prepared the practices for compliance with such laws, such as organizing training on Personal Data Protection Act for executives and employees, as well as appointing a Personal Data Protection Officer (DPO). and working groups to handle this issue any further.

Risk arising from the Pandemic of COVID-19

In 2021, the Company have faced the uncontrollable external risk caused by the pandemic of COVID-19. Its spread has created a great impact towards the organization in term of the economic dimension. With the slowdown in the domestic and global economy, it directly affects the income and purchasing power of our customers in all groups of business. It also includes the health risks of employees with the potential for infection, risk on business operation for the projects under construction by the government measures on suspension of construction activities in the developing areas or affect the business operation of our tenants in the office building. Thus, the Company place importance on establishing the rigorous measures to prevent risks arising from infection, as well as implementing a business continuity management plan. This aims to minimize the impacts that will affect our stakeholders such as customers, suppliers, and communities. In this regard, the measures to manage risks arising from the outbreak of COVID-19 have been established as prescribed by the government, including the mitigation measures provided to all groups of customers, such as;

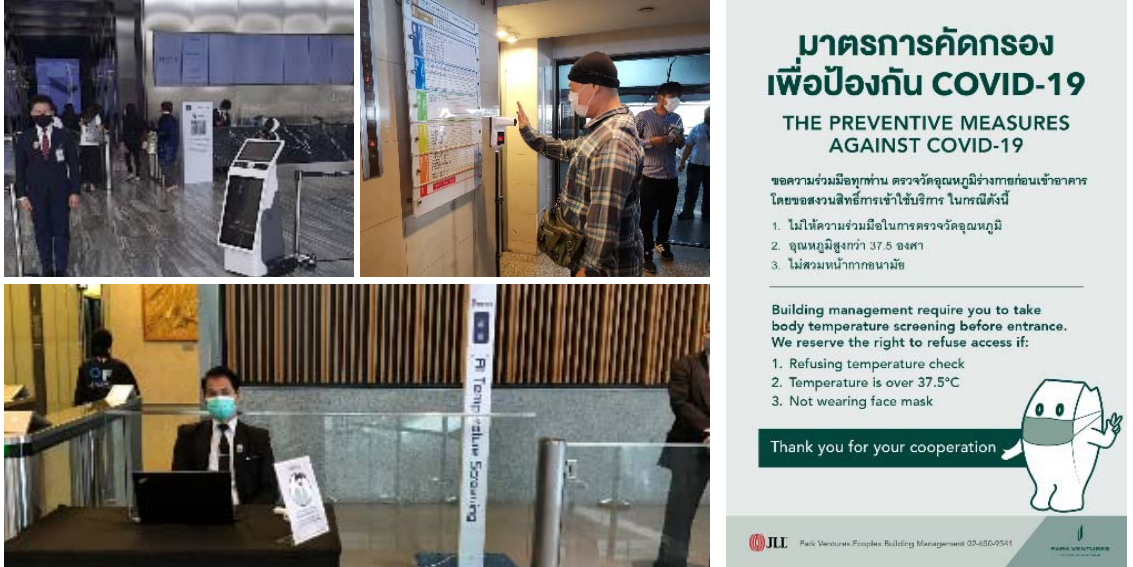
- Free ozone spraying service for all shops in Samyan Mitrtown Shopping Center.
- Provide sourcing service of masks and disinfection equipment for all shops in Samyan Mitrtown Shopping Center
- Distribute the brochures on prevention and surveillance of COVID-19
- Marking a sign of 1 meter distance on the floor according to social distancing measures.
- Provide service of temperature-detector before entering the building as the safety of building service users and staff will wear masks, gloves, and face shields.
- Provide areas with signs for strictly complying with social distancing measures.
- Free alcohol gel service is provided in the surrounding area for cleaning hands and desks. This includes the cleaning measures that will be implemented in every 30 minutes, while the meeting room will be cleaned after use.



Preventive Measures of COVID-19 for FYI Center, Mitrtown Office Tower, and Goldenland Building

1. Screening measures before entering the building

- Implement the screening measure for all visitors, along with the installation of blocking gate at the entrance, to force all visitors to pass through the screening area for checking the temperature. The temperature shall not exceed 37.5 degrees and all visitors must wear a mask in the building’s area at all times.
- Set up a sign for building’s users to check in and check out. (Thai Chana Application) around the public relations counter and the exit of the building.



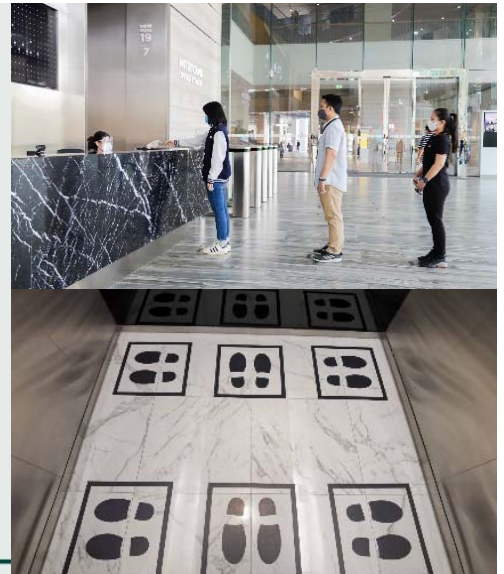
2. Cleaning Measure

- Clean all areas, such as the public relation counter, building boarding passes, parking tickets, turnstiles, and passenger elevators both inside and outside of all sides regularly with disinfectant.
- Provide weekly spray with disinfectant in common areas of the building.
- Provide alcohol gel in the common area.

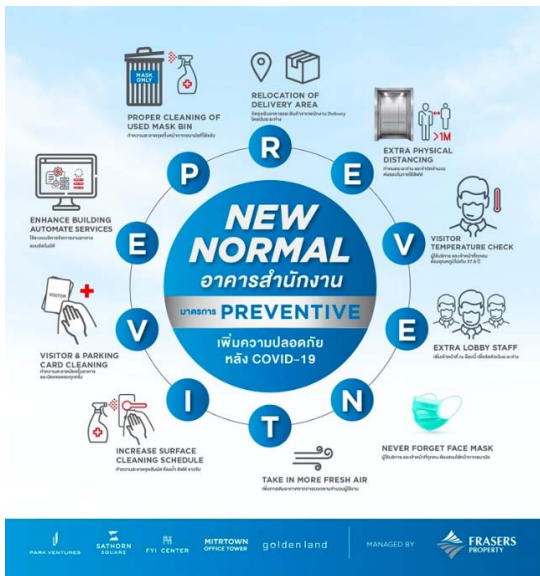


3. Social Distancing Measures

- Limit the number of visitors to the building for general purpose, such as riders of food deliver service are not allowed to enter the building. The food pick-up area is provided in the lobby instead.
- Enforce social distancing measures, limiting the number of elevator passenger at 1 person per time. That passenger shall stand only according to the specified sign or when contacting public relations, shall keep a distance and stand only for the specified distance.
- When contacting public relations, shall keep a distance and stand only for the specified distance.



4. Various additional public relations to tenants in the building



In 2021, the Company are in the process of developing procedures for business continuity management. The business continuity management structure is divided into 3 levels, namely the operational level, business unit level, and corporate level. Training on basic knowledge was organized for our employees in March and workshops will be implemented by 2022 at the head office and requires the regular rehearsals every two years. In addition, the Company will arrange for surveillance and review of business continuity management processes through an internal audit system and review by the executive.

Performance on Risk Management	2018	2019	2020	2021	Target in 2022
The proportion covered by the risk management system	60%	100%	100%	100%	100%
The proportion of Key Risk Indicators (KRIs), determined by all business units	40%	70%	85%	95%	100%

Social, Environmental and Governance Compliance



GRI 2-27 and 3-3

Frasers Property (Thailand) has placed a strong emphasis on operating business in compliance with all applicable laws, rules, and social regulations, as well as environmental management by performing the social responsibility in order to be accepted by the community and society. Thus, the Company operates its business according to the laws and the relevant rules and regulations to obtain a license to operate or expand the business while preventing any negative consequences that may incur extra costs from non-compliance with the law, and the impacts on the confidence of the Company's stakeholders.

Management Approaches

For the Company's management approaches regarding social and environmental compliance, Legal and compliance department is responsible for establishing a set of action plans annually, as well as reviewing and monitoring the business operation against applicable laws, together with other entities in the Company's supply chain. Moreover, the Company organized internal training to create a better understanding of the new laws or relevant laws, which resulted in the most efficient operations effectiveness. In addition, the Company provides a communication channel to inform the most updated information on the related regulations and corporate compliance to all departments.



Performance

In 2021, there were no lawsuits that had a negative impact on the Company's assets or other subsidiaries where its shareholders' equity is more than 5%. Also, there were no lawsuits that significantly affect the Company's business operation or other subsidiaries, in which its impact cannot be quantified. Furthermore, there were no lawsuit filed as a result of the company's or its subsidiaries' normal business operations. In addition, there were no unresolved disputes or significant fines that may cause the Company to be unable to achieve its business goals.

List of the laws related to the Company's materiality issues in 2021, categorized by ESG

Materiality	Key list of laws in compliance with corporate materiality in 2021
Governance	Securities and Exchange Act
	Public Limited Company Act
	Personal Data Protection Act
	Code of Best Practices for Directors of Listed Companies
Environment	Corporate Governance Code for Listed Companies
	Public health Act
Customer or community	Factory Act
	Laws regarding Building Control
	Laws regarding land
Employee	Laws regarding labor protection
	Law regarding social security
	Law regarding provident fund
	Laws regarding safety, occupational health and environment at workplace

Activities regarding operations in compliance with laws

1. Activities related to Personal Data Protection Act (PDPA)

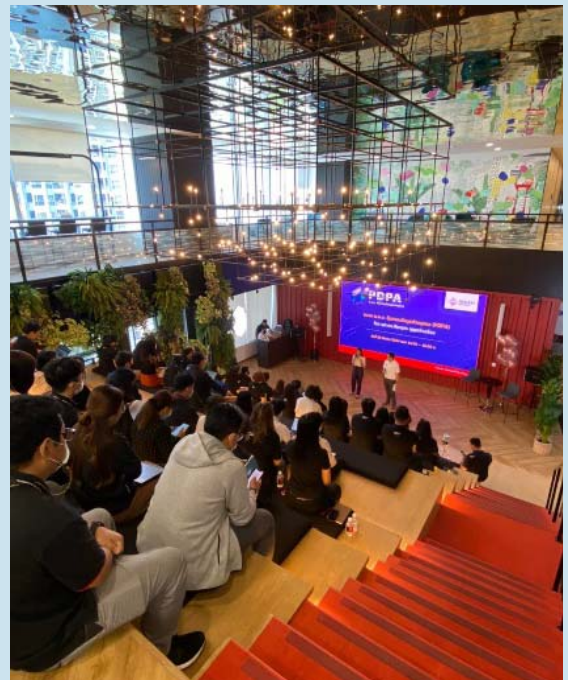
- Organized a troop march for encouraging all employees to join the training on PDPA.



Troop Match Activity



PDPA training



- Organized a training on the PDPA by inviting Asst. Prof. Dr. Piyabutr Boon-aramruang, from the Faculty of Law, Chulalongkorn University, as a lecturer. The training focuses on language that is easy to understand and consistent with the practical guidelines. Great attention was received by employees who work at the head office. This activity was also organized through the Zoom application for employees who are unable to attend or work on the site. At the end of the activity, there was a Q&A session for employees. Those who could answer the questions from the lecturer have received the hotel or dining gift vouchers as complimentary.



2. Legal Matters

Legal Matters is the system that the Company developed as a 24-hour legal services channel for requesting contract/legal document review, legal consultancy, company registration documents and, collecting various types of contract, etc.

3. Operations in compliance with environmental prevention and mitigation measures, as well as the measures for monitoring environmental impact at Samyan Mitrtown.

The project has strictly adhered to and complied with the required measures. Its operation has a low impact on the surrounding environment, which demonstrates the Company’s awareness of the importance of maintaining the Project’s environment. There are further improvement plan for the Project’s water management in the future.



Performances	2021	Target in 2025
Number of lawsuits that had a negative impact on the Company’s assets or other subsidiaries	0	0
Number of lawsuits that significantly affect the Company’s business operation or other subsidiaries	0	0
Number of lawsuits were filed as a result of the company’s or its subsidiaries’ normal business operations	0	0
Number of significant fines	0	0

Customer and Product Stewardship



GRI 3-3, 416 and 418

With commitment to sustainable products and business practice, the Company understands the diverse needs of customers and responds to gain their satisfaction. Simultaneously, the process of product and services development and corporate social and environmental responsibility for long-term trust are our long-established sustainability principles and goals. Thus, the management of customer and product stewardship is one of the materialities that we focused on.



Management guidelines

We required a treatment towards customers included as a part of the Business Ethics Handbook by taking into consideration the creation of sustainable value for all customers with clear goals. The practices are as follows:

- Delivering customer-focused product and service based on its safety and sustainability of customers selection.
- Convenience and on-time delivery as required by the diverse customers.
- Anticipating customer needs by the knowledgeable and competent service staff who have excellent problem-solving skills with effective remedy.
- Practices as professionals, based on business ethics and good corporate governance.

To prioritize customer relations, we established guidelines for building relationships with the diverse customers as appropriate, aiming to respond to the needs of customers in Thailand. As a result, it finally leads to the creation of business opportunities continually, namely;

- Improve the customer retention by frequently visiting the regular customers.
- Create knowledge sharing with customers at the meeting and broadening the working process through our corporate visits.
- Demonstrate the valuable consultant skills on factory or warehouse design including its utilities system design.
- Assist customers in coordinating with the local public sector, consulting and working closely with government service providers, recommending guidelines for compliance with the requirements of local government agencies.
- Develop repair notification system via Home Plus application to systematically support the 24-hour customer service.
- Provide continuous support to our local community.

In order to continually develop the more efficient products and services and to ensure the security of our customers' personal data, we provided the management guidelines as follow:

Customers' Personal Data Protection - We established guidelines for securing our customers confidentiality, such as;

- Define the authentication of data access and create awareness of that requirement to all employees to perform in the scope of their own responsibility and its restrictions that require the authorized permission.
- The Company performs the duty to retain and conceal the sensitive customer personal data, except required by law to disclose or it was approved by the Board of Directors under the terms of the relevant regulations and not contrary to the law.
- Disclosure of information, answering questions or expressing opinions to third parties shall be performed by the authorized persons. When general staff with no authority are asked to answer those questions, please refuse to express any opinions politely and suggest the questioner to directly meet the authorized persons for this matter, such as managing director or the assigned person. This aims to disclose the correct information in the same direction. Moreover, it is prohibited to disclose the customer's personal data to a non-related person.
- The Company requires the Investor Relations (IR) to disclose the corporate information and related news to the public. The IR will coordinate with the related department that owns such required information to provide the details and then summarize it for approval from the managing director or the assigned person before publishing to the public, based on the Information Disclosure Policy of the Company.
- The employees should keep information in the forms of paper documents and/or in electronic files. Some documents shall be kept in the form of paper, as required by the law. So, the employees should study case by case. When it has reached the due date, such paper documents can be destroyed.
- The Company can check, search, track, investigate, and control the use of the information system by its employees. It aims to protect the confidential documents and data files as well as its security of the corporate information system.

Complaints management - The customers are able to submit their complaints regarding services after signing the lease agreements of the factory and warehouse. It includes the maintenance services of the building system according to conditions prescribed in the agreement through the corporate complaint channels such as the after service via telephone, email, or corporate website. Our complaint management system will record the customers' complaints and define the period of remedy, including the remedy monitoring system, the reporting system for investigating the causes and its remedy. It also includes the response to the customers' complaints within the given period. This aims to ensure that all customers' complaints have been resolved as fast as possible.

Customer satisfaction survey - The Company conducted a survey form and sent it to customers, along with the survey team from Third Party and our relevant staff from the customer relation management department to conduct a primary interview. It helps the Company understand the specific problems and certain needs of the customers as well as maintaining a good relationship with them.



Performance

In 2021, all customers' complaints had been managed and resolved within the given period, in which it achieved the annual target as set. No significant complaints regarding the customer's privacy, or safety or environmental impacts from the use of our products, are found.

Customer and product stewardship activities by Frasers Property Residential

In 2021, the Fraser Property Residential organized the activities for residents in our project as following:



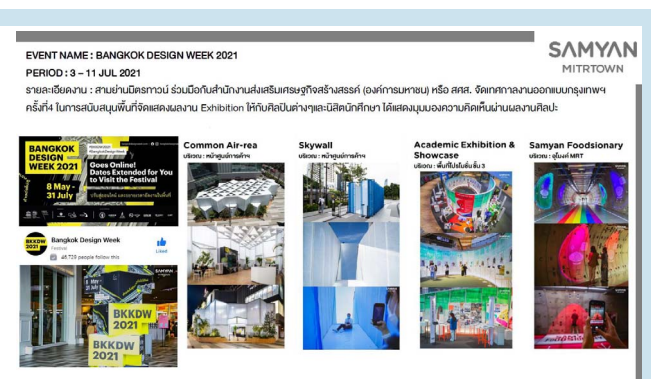
- Introduced a sales promotion campaign for new residential projects to the medical personnel and hospital officers in the healthcare industry. With extending 48 month-installments down payment plan at the time of booking the finished house and townhome for all projects.
- Proposed a promotional campaign during the pandemic of COVID-19 with an offer of special discount to the customers who early put the deposit on the Company's housing property.
- Customer care policy provided for the customers residing in the 8 projects, affected by the event of fire by the Ming Ti factory, located in Soi King Kaew 21. The Company helped homeowners to make a list of any damage, and to provide the repair service. In addition, the carbon masks and drinking water were distributed to the homeowners as well as giving some meals to the fire-fighting service volunteers.



Customer and product stewardship activities by Frasers Property Commercial

In 2021, we held the activities for tenants and the community surrounding the Samyan Mitrtown Shopping Center. Details are as follows:

- Provided the temporary space for blood donation, in collaboration with the National Blood Centre, the Thai Red Cross Society, through the activity, called "Going through COVID-19 crisis together by blood donation"
- Organized the "Ruem Mitr Marketplace" event. This activity was for micro retailers who were non-residential retailers of the shopping center. Some sellers affected by the pandemic of COVID-19 were given opportunities to set up a booth to sell their products at the shopping plaza zone, located in the CBD. Total number of participants are 93 micro/small retailers.
- Provided the common area in Samyan Mitrtown to encourage the creative business, aiming to support the art exhibition. It was in collaboration with the Creative Economy Agency (Public Organization) or CEA to organize the forth exhibition of "Bangkok Design Week 2021". It was an art exhibition for various artists, designers, creators, and students.
- Supported in-house media for a sales promotion campaign within the shopping center by offering the special privileges to customers who have been vaccinated against COVID-19.
- Organized "Mitr helps Friends" event by inviting restaurants, retailers, and tenants of the shopping center to sell their products at the given space. With successful selling, it benefited those shops in gaining more sales during the economic slowdown, the total number of participants is 17 shops.
- The results of the event survey showed that the tenants, government agencies, and private event organizer placed a high level of satisfaction on organizing the "BANGKOK DESIGN WEEK" event according to their opinions and feedback about the performance and its concrete view of the Company's support and care by committing to join the next event.
- The activity's performance survey results represented the view of the business alliances, suppliers, retailers, and micro retailers. Participants were mostly satisfied with the performance of the organizer. From the interview, they were likely to have the event of "Mitr helps Friends" market on quarterly basis and were very enthusiastic to join whenever it is available.
- Facilitated convenience of ordering food delivery for tenants and customers through "Mitr TO GO" food delivery service application.



Customer and product stewardship activities by Frasers Property Industrial (Thailand): FPIT and other relevant businesses.

Frasers Property Industrial (Thailand) Company Limited (FPIT) and other relevant businesses was recognized by Frost & Sullivan, as the 2021 Thailand Integrated Warehouse Developer Company of the Year. The result was recognized the outstanding performance and achievement across the global leading companies in Thailand market. This received award reflects on the excellent operation, excellent financial performance, long-renowned industry leadership, and the effective development of products and services, aligned with the corporate strategy. It also reinforces FPIT's ability to offer a fully integrated solutions for the flexible warehouse development that perfectly meets all needs, suitable to today's working trend and changing logistic management. The Company seeks to implement business with both innovation and technology management and above all, our vision to create the most satisfaction to customers and communities where our business is operating.



Performances	2020	2021	Target in 2021
Number of complaints regarding customer privacy	0	0 ⁽¹⁾	0
Number of complaints regarding safety or environmental impacts from the use of product	0	0 ⁽¹⁾	0
Customer satisfaction rate towards the Company's products and services	84%	87% ⁽²⁾ 84% ⁽³⁾ 84% ⁽⁴⁾	more than 80%

Remarks:

(1) No any legally significant complaint

(2) Survey results of customer satisfaction by Residential Property Business

(3) Survey results of customer satisfaction by Industrial Property Business

(4) Survey results of customer satisfaction by Commercial Property Business

Eco-design Product



GRI 3-3 and 302-306

With the idea of developing continuously the business and meet the needs of customers, tenants, and investors who concern about environment, social and governance (ESG), the Company has applied the principles of eco-design to the existing and under developing projects in each business sectors. The Company aims to develop and enhance the existing properties and new projects as well as certify by the national or international green building standards to be a business opportunity. By doing this, the Company can increase competitiveness and resilient properties.

Management Approaches

For eco-design of building, the Company has applied the principles of Excellence in Design for Greater Efficiencies (EDGE), Leadership in Energy and Environmental Design (LEED), Thai’s Rating of Energy and Environmental Sustainability (TREES), and assessment criteria of ASEAN Energy Award and Thailand Energy Award to the design of construction of all new projects, aiming to obtain the green building certification. With our existing projects of an average of 15-20 years in age, the Company has initiated the project of renovation and transformation, called “Asset Enhancement Initiatives: AEI in Building and Park Level”. The building design and construction criteria is based on the green building standards.

Moreover, the Company joined the Global Real Estate Sustainability Benchmark (GRESB), the leading ESG metric for the global real estate and infrastructure investments. The Company will use the GRESB’s assessment report to continuously develop and improve the sustainability in the Company.

Design and construction criteria according to the green building standard



01 Sustainable Site Selection



02 Management and Maintenance



03 Energy and Atmosphere



04 Water Efficiency



05 Material and Resources



06 Waste Management



07 Indoor Environmental Quality



08 Innovation and Design

In 2021, there were 2 more company buildings certified by international standards. This led to increasing the number of green buildings to 10 green building certifications in the Company. The details are as follow:



The project of Unicorn 'Havi' Frasers Property Multi Temperature Logistics Distribution Center at Bang Phli2, W8.

It is a built-to-suit warehouse building which certified by LEED at Gold level (Core and Shell version 3.0)



Sustainable Site Selection

Both buildings are located in Bang Phli on Bangna-Trad Km.19 road, which is a strategic location for logistics and distribution center. This enables an effective control of logistics costs. Moreover, the Company has a measure in the air quality control during construction such as covering all opening areas with plastic sheets during construction, cleaning in the construction site both before and under the construction, and creating negative pressure by the use of a temporary ventilation system at the construction site.



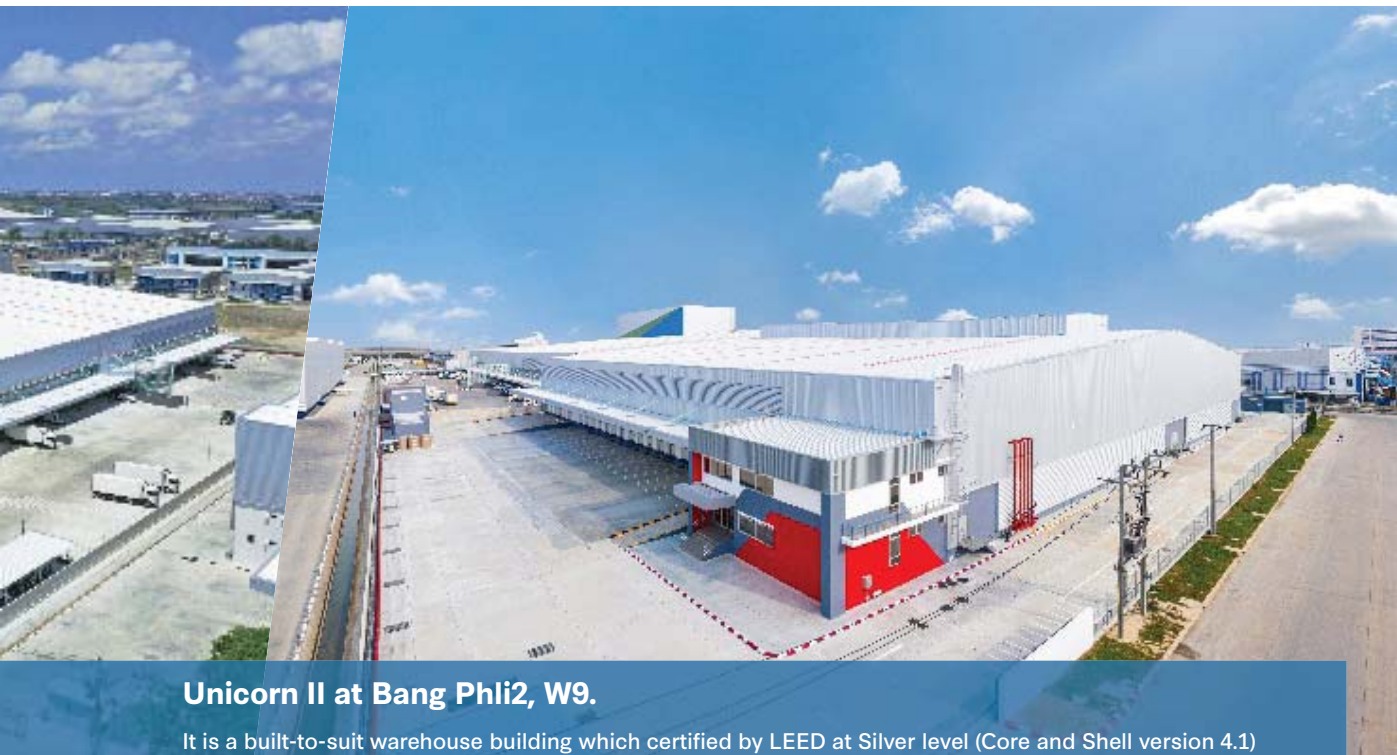
Management and Maintenance

The project installed a sub-metering device for inspecting and monitoring the electricity and water consumption, aiming to maintain its consumption's efficiency. Moreover, the Company also installed a smart exhaust fan that enhance a ventilation of air and heat from the building. This smart system has a heat detection and automatic on/off technology. Once, the heat is accumulated inside the building, it will automatically turn on/off the system to maintain a good environment, energy-saving efficiency, and convenience.



Energy and Atmosphere

The Company has selected refrigerants for air conditioners that create a low impact on ozone depletion and greenhouse gas emissions. Moreover, the Company did not use the extinguishing agents that impact on ozone depletion as well. For energy efficiency, the Company installed the effective heat insulator and added more glass windows inside the building, aiming to reduce heat conduction into the building. Also, both buildings were installed the zoning lighting system to control the electrical switch following the operation time, LED light bulbs, and solar cells system.



Unicorn II at Bang Phli2, W9.

It is a built-to-suit warehouse building which certified by LEED at Silver level (Core and Shell version 4.1)



Water Efficiency

The Company has reduced water consumption inside the buildings by selecting and installing the water-saving fixtures and reduced water consumption outside of the buildings by selecting the native plants which are resistant to Thailand 's climate and low watering requirements. This led to the water-saving of more than 50% of total water consumption in the project.



Material and Resources

The Company selected the construction materials such as steel and concrete contained the recycled content material of more than 20% and produced in Thailand. Also, the Company selected the color paints and all types of coating varnish with a low volatile organic compounds (Low VOCs).



Waste Management

The Company organized training on waste management for contractors and conducted the waste management by segregating into different waste categories before disposal or being collected as well as campaigning and encouraging our tenants to segregate the waste before disposal.



Indoor Environmental Quality

The buildings were installed and controlled heating, ventilation, and air conditioning system (HVAC), Exhaust Fan, Fresh Air System, CO₂ Sensor, and Air Velocity for better indoor air ventilation, good well-being, and energy saving.

Moreover, Mitrtown Office Tower, which is the property under commercial business, is the 4th office building that was certified for the green building standards by the U.S. Green Building Council (USGBC), after Park Ventures building (platinum level), Sathorn Square building (Gold level), and FYI Center (Gold level). The details are as follows.



Mitrtown Office Tower

locates in the Samyan Mitrtown project and was certified by LEED Gold standard (Core and Shell version 3.0)



Sustainable Site Selection

Mitrtown Office Tower is a 31-storey building with a leasable area of approximately 48,000 sq m located in Samyan Mitrtown. It is a mix-used project on Rama IV Road. Before construction, the Company conducted an environmental impact assessment report (EIA) according to government guidelines and installed EV chargers for electric cars.



Management and Maintenance

The Company installed the Building Automation System (BAS) and Intelligent Command System to detect the electronic devices that may be malfunctioning.



Energy and Atmosphere

The Company selected LED light bulbs to save energy consumption by the lighting system of more than 50 percent. The utilized space is designed to use natural light to save energy and maintain the quality of indoor environment. About 76.29% of the utilized areas, natural light can access at a level greater than 110 lux. Moreover, the Company selected the extinguishing agents and refrigerants for air conditioning systems that do not contain substances that destroy the atmosphere.



Water Efficiency

The water-saving fixtures were installing in the building, resulting in a water-saving by 45.37%. Moreover, the building has designed to reduce the level of stormwater runoff by utilizing green space and the retention tank, with capacity of 225 cu.m. to reserve rainwater. It resulted in a reduction in stormwater runoff by 76.3%.



Material and Resources

The Company selected the construction materials that contained the recycled content up to 23.24% of the construction material cost such as Concrete Rebar steel and Aluminum Cladding, etc.



Waste Management

During the construction phase, the Company provided a training of waste management and recyclable waste sorting from the construction material waste such as metal, plastics, glass. It can be sorted totally more than 4,000 tons. During the operation phase, the Company set a campaign to encourage the tenants to segregate the waste before disposal.



Indoor Environmental Quality

The building was installed a high-efficiency air conditioning system for exothermic and good air ventilation. By doing this, the Company actively saved energy by 19.8%.



The FYI Center

was certified by LEED Gold standard (Core and Shell version 3.0)



Sustainable Site Selection

20% of the project area is allocated as a walking path and green area. Moreover, the building provides safe and convenient parking for cyclists by providing bicycle parking lots and shower rooms at basement B1. It locates in the city zone, making it convenient for tenants to travel by public transportation such as subway (MRT); In addition, the building has parking lots for Eco-car.



Management and Maintenance

The building was installed the Building Automation System (BAS).



Energy and Atmosphere

The building was installed LED light bulbs to save energy by 14% and more than 75% of the office space receives natural light. The Company also installed daylight sensors that detect light in well-lit areas to reduce electricity consumption. Moreover, high- efficiency glasses were installed to reduce Low-E thermal conductivity and high thermal barrier walls, resulting in reducing the electricity consumption for air conditioners by 24% compared to general office buildings. R-134A refrigerants that contain low ozone depletion substances and emit low greenhouse gas emissions were used at the building.



Water Efficiency

The building was installed water-saving fixtures aiming to reduce water consumption by 35% and adjusted the stormwater runoff by designing green space to absorb excess rainwater and using a retention tank to reserve rain water. The Company also collected condensate water from air conditioning systems in groundwater tanks for watering plants.



Material and Resources

The Company selected the construction materials contained recycled content material.



Waste Management

During the construction, a training of waste management and recyclable waste segregation from the construction material waste was conducted. During the operation phase, the Company set a campaign to encourage the tenants to segregate the waste before disposal.



Indoor Environmental Quality

The ground floor of the building was designed to receive natural wind blowing into the front courtyard which is a public space throughout the day. It also includes the indoor air ventilation systems that generated an energy efficiency of more than 30% compared to the general standard.

Asset Enhancement Initiatives: AEIs in Building and Park Level

In 2021, the Company has revamped and maintained the prefabricated factory buildings that have an average construction life of 15-20 years. The asset enhancement initiatives has created value-added to the 1st generation building to meet the current needs of customers based on the principles of Customer-Centric. It provided services of smart sustainable solutions based on eco-building requirements according to LEED and TREES standard such as re-designing the facade of the factory building to receive the appropriated natural light and save energy, designing bare ceiling, improving sanitary ware to modernize and save water,

selecting of all LED energy-saving light bulbs, replacing the insulation on the factory roof to save energy consumption, improving ventilation systems to increase indoor air ventilation and reduce the heat inside the building, installing a sensor system to measure indoor air quality and control the electricity consumption, and selecting eco-friendly materials. The Company has completed 3 warehouse buildings: W3/1, Bangna km. 39 project, in the project area of 11,259 sq m.





▲ AEl's project and warehouse, building W8/1 - W8/4, project area of 8,000 sq m.



▲ AEl's project and warehouse, A1.6 Plot 5-2, project area of 1,875 sq m.

In addition, the warehouse inside the industrial park was remodeled for business purpose while the common area was adapted for current needs according to the guidelines of the asset enhancement initiatives in Park level combining with the adoptions of technology.

This aims to create the most effective consumption of renewable energy and resources. For example, improving direction signs in Logistics Park to facilitate visitors and increase traffic safety within the Logistics Park.



Eco-design of the Frasers Property Residential

The Company focused on designing all housing projects according to the principles of Eco-design for both common area and the house. The details are as follows:

Grandio Sathorn project

- The project was designed the green area to easily access from homeowners. By encouraging the residents to use the common areas with eco-efficiency design to support a variety of activities both exercise and leisure (Active-Passive Activities).
- The project was constructed a pond in garden of the project area for being a recreational area, increasing the humidity of the area and being a small runoff pond. The water in the pond can also be used for watering the plants in the project. In each project, the native plants were used according to soil and water conditions in that area to reduce water consumption and areas that require maintenance.
- House structure design is in relation to the sunlight and wind direction of the project site. The project was designed the high roof of the house, aiming to reduce the heat entering the upper room. Also, a ceiling for ventilation was added in the eaves area.
- Soft tone color for painting was chosen for concrete walls, including the selection of painting colors that contains the properties of heat-reflecting and sun protection.
- The reduced the size of the concrete area around the house by changing to a green area, aiming to reduce heat accumulation in the house.
- Glass windows were chosen to receive the natural light and wind into the house for energy-saving.

- Doors, windows, and heat absorbing glass were selected in order to reduce the heat inside the house.
- LED light bulbs were installed for energy-saving.
- The water saving fixtures were installed in the project.
- The Frasers Clean and Cool Air, an air exchange system that provided the better indoor ventilation. It helps to increase the oxygen inside the house and decreases the carbon dioxide. Also, it can filter PM 2.5 up to 95%, as well as increasing the efficiency of the air conditioners in the house, aiming to save more energy and electricity costs.



Performance	2020	2021	Target in 2027
Proportion of new buildings in the industrial property business and the commercial property business that are certified by the green building standards	100%	100%	100%
Proportion of existing buildings in the industrial property business and the commercial property business that are certified by the green building standards	25%	29%	60%

Sustainability Report

Environmental Performance





Environmental Performance



10 Buildings are certified by the Green Building Standards.



44 GJ of renewable energy was consumed within the Company.



100% of all new buildings operated by the industrial property business and the commercial property business are certified by the Green Building Standard.



92% of total water withdrawal from our business operations came from the source of low stress level.



To become net-zero carbon emissions organization by 2050



About **5** tons per year of waste are recycled.

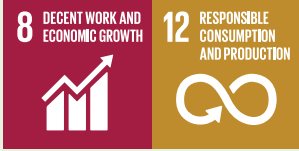


6,496 tonCO₂e of greenhouse gas emission was reduced by our projects.



Green area represents **13%** of the utilized areas in our new projects.

Supply Chain Management



GRI 2-6, 2-24, 2-29, 3-3, 204, 308 and 414

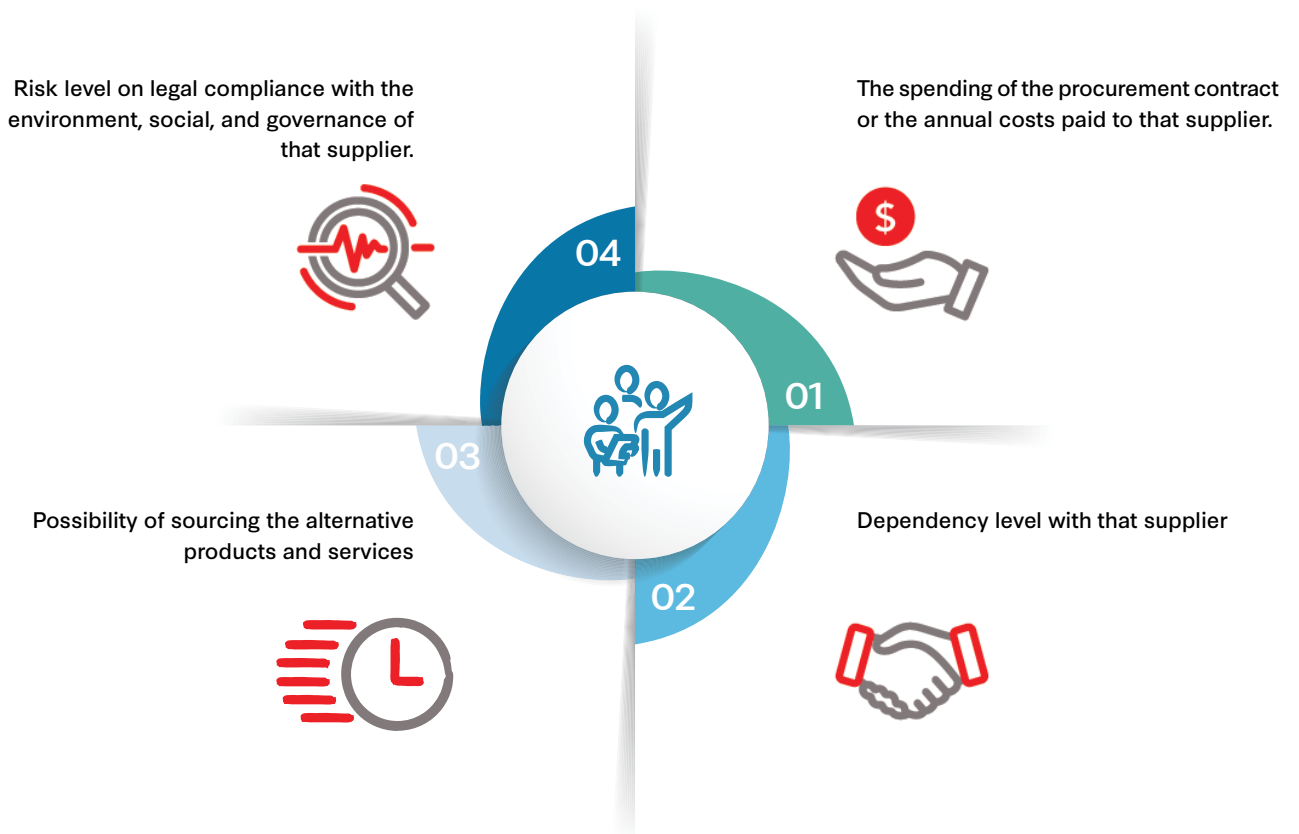
The Company realized that it is our focal point in conducting Supply Chain Management that is responsible to the matters of environment, social, and governance, such as occupational health and safety, human rights. This also includes the adaptation to climate change, responsible resource consumption, and the achievement of becoming the Net Zero Carbon Organization by 2050, etc. Thus, we adhere to managing our supply chain efficiently, aiming to reduce the potential risks, sustain our business continuity, and drive our suppliers to sustainably grow along with us together.

Management Approaches

The Company formulated the strategies for supply chain management that is material to the sustainable growth along with suppliers. We promoted responsible and effective resource consumption. This also includes our procurement that focused on the local and domestic suppliers as priority. It aims to create social value and promote the public interests of the community. Thus, we conducted the Business Code of Conduct, covering the materiality of social, environment, and governance, as a framework for all suppliers.

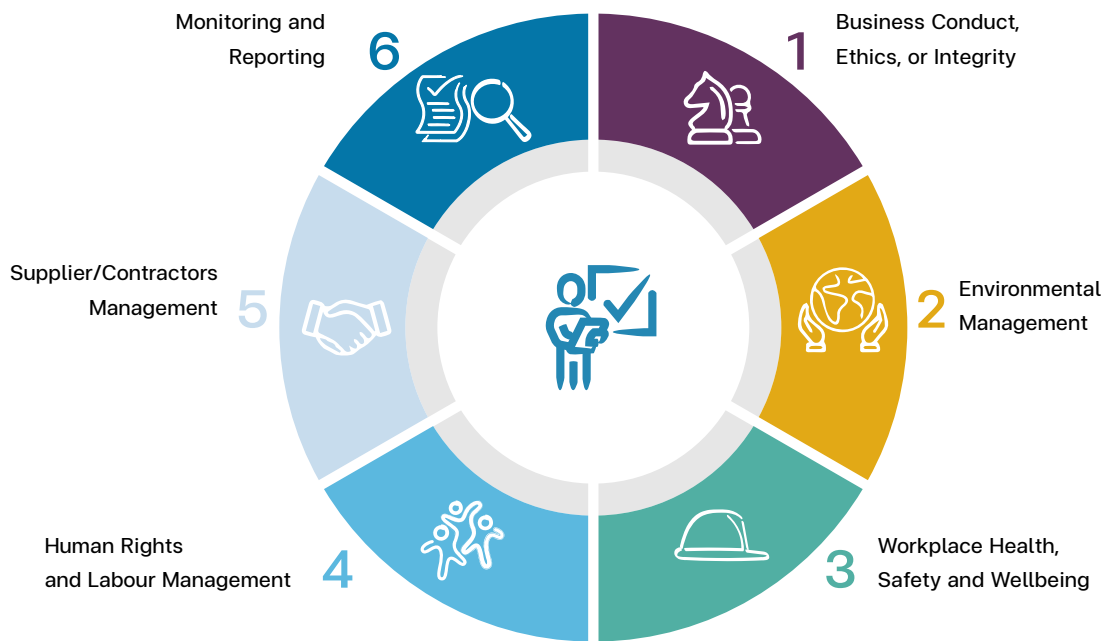
In 2021, the Company conducted the Spending Analysis of all suppliers, aiming to develop our Responsible Sourcing Policy (RSP) together with defining key suppliers. This will be used for our supply chain management and further controlling the potential risk factors arising from our suppliers.

Criteria for defining key suppliers



Moreover, we enforced the Responsible Sourcing Policy and publicized it to our key suppliers. In which it requires them to be aware of and comply with its requirements. To ensure our main business units are implementing it in the same direction, we conducted the Vendor Sustainability Assessment Survey (VAS), used for preliminary appraisal for suppliers, aligning with the principle of ESG Compliance as defined in VAS.

Vendor Sustainability Assessment Survey (VAS)

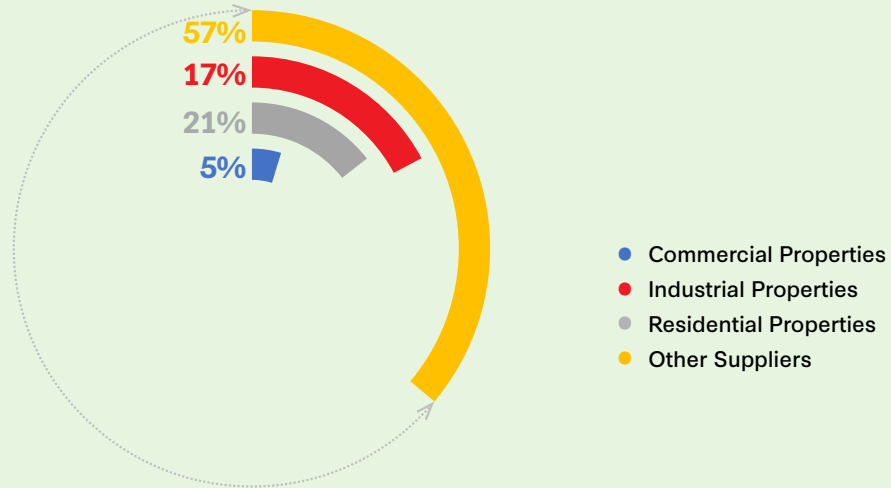


If the certain suppliers conduct their businesses aligning with the VAS, as required by the Company, we will rate them in a higher rank as potential suppliers. To support our suppliers engaged in this program and aware of our concern in sustainability in our procurement process thorough value chain, we are still in the process of study, aiming to enhance its efficiency, such as Supplier ESG Due Diligence and Supplier Development Program through training on sustainability, etc.

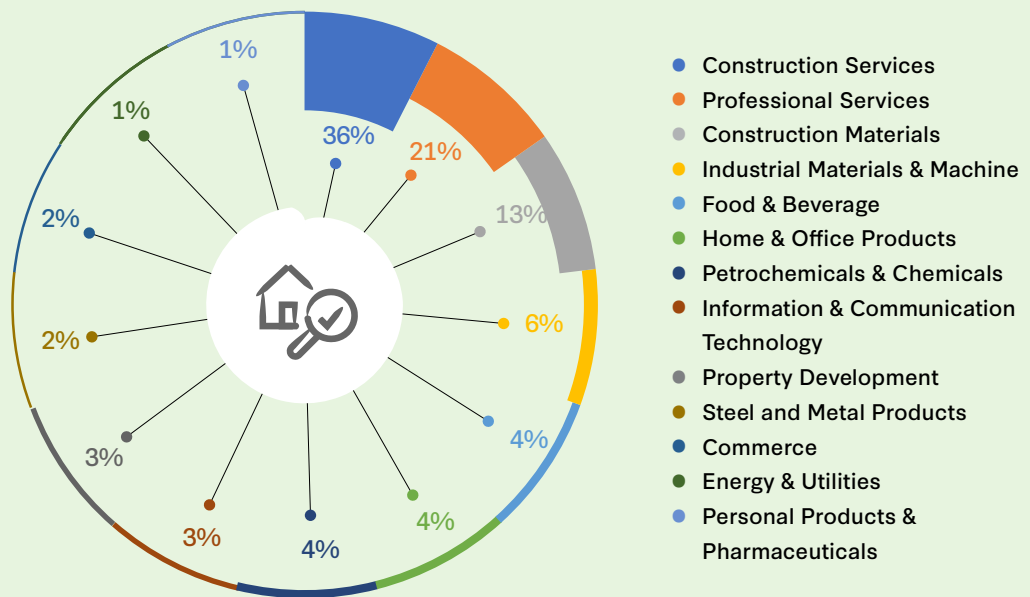
Performance

Our suppliers are divided according to our three business units, totaling 1,963 companies, accounting for 92 key suppliers or representing 26% of the total costs of the Company. Such key suppliers are aware of and comply with our Responsible Sourcing Policy (RSP) as well as responding to our VAS.

Key Suppliers Spending to Total Suppliers Spending by Business Units

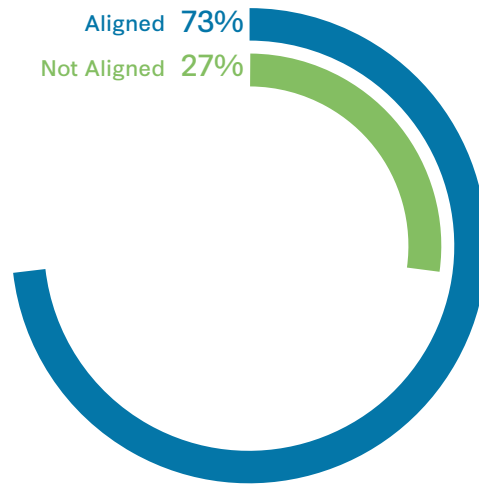


Ratio of key suppliers grouped by type of business (data of 3 business units)



Remark: Total number of key suppliers is 92 companies

Ratio of sustainability practiced by key suppliers, aligned with criteria of VAS



Remark: Total number of key suppliers is 92 companies



Sustainable Growth Program with Suppliers

Supervisor of The Year Award 2021

It is a program to upgrade the competency of project manager and contractor. We provided training and assessed the performance of project manager and contractor through academic tests and exams on a monthly basis. This aims to certify the quality of work performance and safety at the workplace, aligned with our safety policy. Moreover, we, together with the project manager or contractor, conducted the construction inspection with certain questions, aiming to test his comprehension whether it aligns to our criteria. It requires a person whose score is highest to receive the Supervisor of The Month Award in each category. This competition is divided as the following details;



- Structure work- Tunnel Form Construction
- Architect Work- Tunnel Form Construction
- Precast Construction
- Conventional Construction
- Utility Work





Supervisor of the Month



March 2021

ระบบ Tunnel Form งานโครงสร้าง สถาปัตยกรรม	โครงการ / ทีม GT-TNCW GT-SWR3	ผู้ชนะ คุณอนุสรณ์ พรหมประเสริฐ คุณศราลักษณ์ สายอร
ระบบ Precast	โครงการ / ทีม GN-NWPC	ผู้ชนะ คุณสรรัตน์ ทองชูบ
งานสาธารณูปโภค	โครงการ / ทีม GN-SRRP	ผู้ชนะ คุณคำรณ สวาสุ

frasersproperty.co.th

Performance	2021	Target in 2025
Ratio of key suppliers who are aware of and adhere to the Responsible Sourcing Policy for the total number of key suppliers	12%	80%
Ratio of new suppliers who are aware of and complied with the Responsible Sourcing Policy	100%	100%

Remark: Total number of key suppliers is 92 companies



Greenhouse Gas Emission



GRI 3-3 and 305

Global climate change has become a vital concern that every corporate shall consider in their business plans. In the present, sustainability development plays a major role along with conducting business as it causes greenhouse gas (GHG) emission both directly and indirectly. Therefore, it is necessary to monitor and control such activities to prevent the increase in global average temperature above 2 degrees Celsius. The Company has set its target on a reduction of greenhouse gas emissions by aiming to limit the increase to 1.5 degrees Celsius in line with the Paris Agreement in accordance with the United Nations Framework Convention on Climate Change (UNFCCC).

Management Approaches

In 2021, the Company has expanded the scope of greenhouse gas emissions assessment covering 3 main business units and set out the base year data. In January 2022, the Company has reviewed and conducted a report in accordance with "Requirement for Reporting and Calculating Carbon Footprint of Organization, 5th Edition, January 2021" by Thailand Greenhouse Gas Management Organization (Public Organization). This is for assessment and monitoring the Company's GHG emission volume and establishing measures to control greenhouse gas emissions caused by various activities of the organization both directly and indirectly.



Assessment guideline	Assessed GHG	Global Warming Potential (GWP) reference	Emission factor reference
Requirement for Reporting and Calculating Carbon Footprint of Organization, 5 th Edition, January 2021	<ul style="list-style-type: none"> Carbon dioxide (CO₂) Methane (CH₄) Nitrous oxide (N₂O) Hydrofluorocarbons (HFCs) Perfluorocarbons (PFC_s) Sulfur hexafluoride (SF₆) Nitrogen trifluoride (NF₃) 	Intergovernmental Panel on Climate Change (IPCC) Fifth Assessment Report (AR5)	<ul style="list-style-type: none"> Thailand Greenhouse Gas Management Organization (Public Organization) Heating value from Department of Alternative Energy Department and Efficiency Intergovernmental Panel on Climate Change 2006 (IPCC) Department for Business, Energy & Industrial Strategy 2021, GOV.UK



Scope 1: Direct Emissions	Scope 2: Energy Indirect Emissions	Scope 3: Other Indirect GHG Emissions
<p>Calculated by greenhouse gas emission and absorption from</p> <ul style="list-style-type: none"> • Stationary combustion such as lawn mowers, electricity power generators, and Liquefied petroleum gas (LPG), etc. • Mobile combustion such as gas emission by corporate vehicles, etc. • Leakage and others such as filling refrigerant and fire extinguishing chemicals. 	<p>Calculated by greenhouse gas emission from</p> <ul style="list-style-type: none"> • Purchase or import of the use of energy within organization such as electricity, etc. 	<p>Calculated by greenhouse gas emission resulted from</p> <ul style="list-style-type: none"> • Purchase Goods and Services such as paper, water etc. • Waste Generated by waste category in Operations* • Downstream Leased Assets such as energy consumption by the tenants* • Investments*

* Commercial Property Business

Moreover, the Frasers Property Company Group has implemented a sustainability program aiming to achieve a low carbon society and become the net-zero carbon emission organization by 2050. Management approaches on greenhouse gas emission was established as follows:

1. Establish climate change policy aiming to reduce greenhouse gas emissions and move forward to achieving a low carbon society as prescribed in corporate strategy and goals by the Fraser Property Company Group.
2. Prepare a manual and develop a system for collecting and recording data to obtain the quality data that are sufficient and reliable for corporate greenhouse gas emission assessment.
3. Establish the company's base year and set out the clear target of greenhouse gas emission reduction.
4. Develop and monitor the performance resulting from implementing the reduction on greenhouse gas emission program.
5. Create awareness, comprehension, and motivation for employees to engage in the reduction of the greenhouse gas emission program.
6. Prepare requirements for construction design of new projects to apply materials and products that are environmentally-friendly, aiming to reduce greenhouse gas emission.
7. Disclose the amount of greenhouse gas emissions to stakeholders and the public.

Performance

In 2021, the Company developed a data management system for collecting data related to sustainability data. A training was organized for those who are responsible for procurement that is related to the Material Group for Sustainability to provide the data as required by the Company.

เริ่มใช้งานแล้ว!

MATERIAL GROUP FOR SUSTAINABILITY

ร่วมเป็นส่วนหนึ่งเพื่อลดการปล่อยก๊าซเรือนกระจกของบริษัท ด้วยการนำ Material Group for Sustainability จากการใช้ PO ผ่านระบบ SAP และ FPT Home SM

เฟรเซอร์ส พร็อพเพอร์ตี้ ประเทศไทย

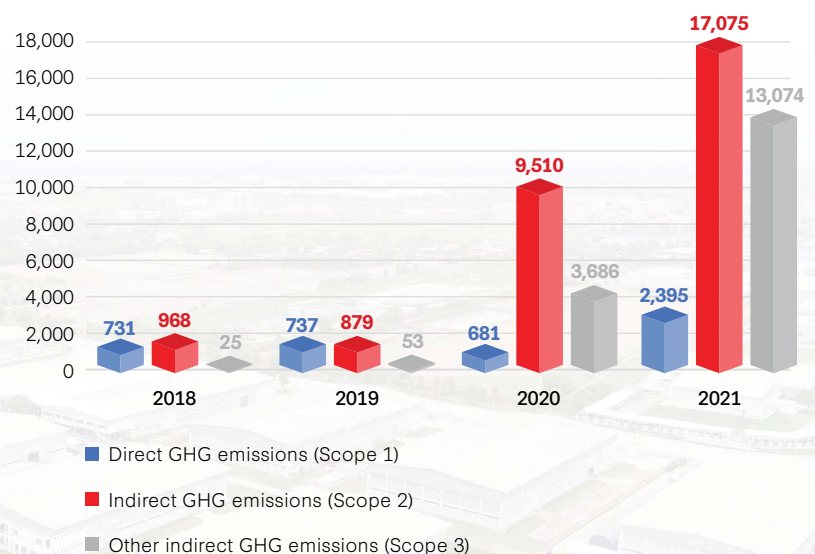
In addition, the Company has developed the roadmap for net-zero carbon and corporate strategy to achieve its goal guided by a leading consulting company. It aims to create comprehension regarding the risks resulting from climate change. This enables our staff to clearly identify the direct and indirect impacts towards the business. Moreover, it enables us to understand the appropriate guidelines for selecting technology or management strategies to minimize the impacts from climate change risks on the Company's business.



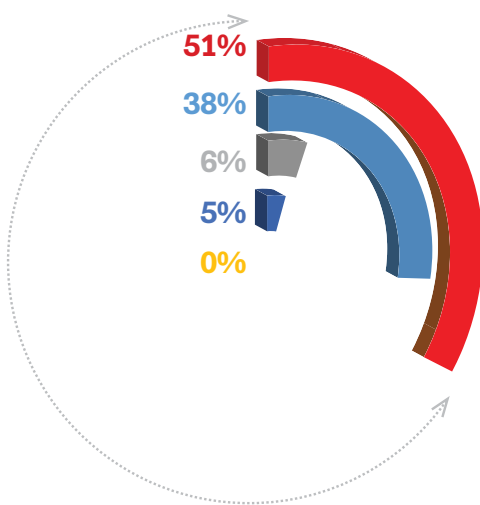
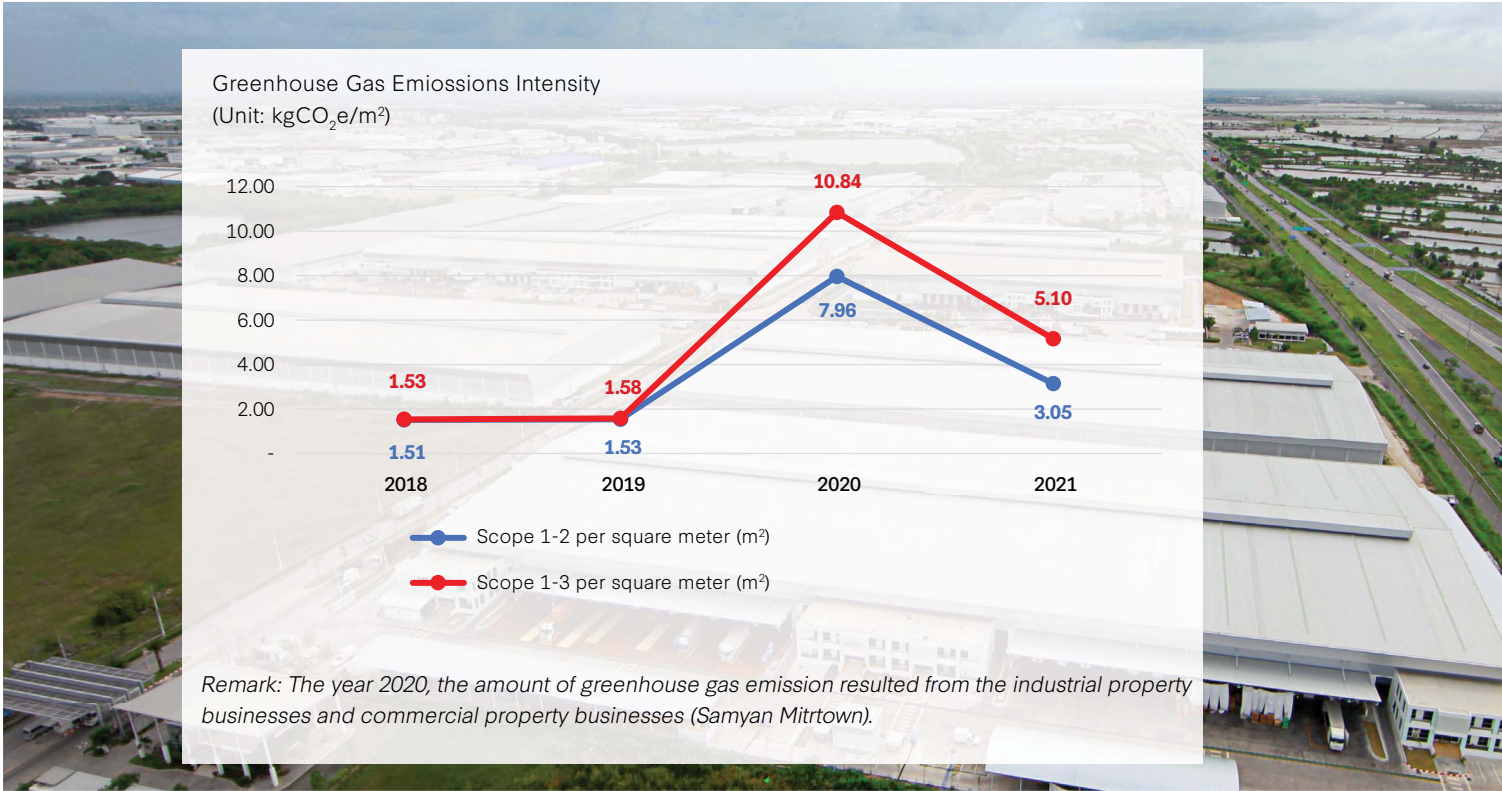
From the 2-year consecutive data collection (2018-2019) by the industrial property business sector, the proportion of Scope 1: Direct Emissions, Scope 2: Energy Indirect Emissions, and Scope 3: Other Indirect GHG Emissions was at an average of 43%, 55% and 2% respectively.

Due to the business integration in 2020 whereas the year 2021 was set as a base year for 3 main business units, it significantly led to the increase in the total volume of greenhouse gas emission. Moreover, the scope of data collection resulting from Scope 3: Other Indirect GHG Emission was expanded covering the waste generated in operations, downstream leased assets, and investment category. Thus, the proportion of Scope 1: Direct Emissions, Scope 2: Energy Indirect Emissions, and Scope 3: Other Indirect GHG Emissions was changed to 7%, 53% and 40% respectively. As a result, the Company focuses mainly on the projects related to energy and electricity power management.

Total
Scope 1, 2, and 3
 Greenhouse Gas Emissions (Unit: tonCO₂e)



Remark: The year 2020, the amount of greenhouse gas emission resulted from the industrial property businesses and commercial property businesses (Samyan Mitrtown).



The Proportion of Other Indirect Greenhouse Gas Emissions (Scope 3) in 2021

- Purchase Goods and Services
- Downstream Leased Assets
- Waste Generated in Operations
- Business Travel by Air Travel
- Investment

Remark: The year 2021, all employees refrain from any business trips by air travel due to preventive measures of COVID-19 pandemic.

Exhaust Gas Inspection Project to reduce Carbon Dioxide and PM 2.5 Emissions

With our continuous efforts to minimize carbon emissions, the Company has implemented the exhaust gas inspection project for cargo trucks for the 3rd consecutive year. Good cooperation from customers has received with warm welcome. This aimed to focus on 6-wheel cargo trucks or bigger that drove through the projects developed by the industrial property business sector. Exhaust gas resulting from those trucks were inspected according to the government standards by the smoke opacity meter. If the vehicle’s exhaust gas exceeds the standard, the Company will advise practice & procedures to meet the specific requirements. In 2021, the Company organized this activity at the Bangna Km. 39 in April 2021 and would conduct the further activities at the Bang Phli 1 and the Wang Noi 2. Unfortunately, due to the epidemic of COVID-19 throughout Thailand, we have paused such activity at the Bang Phli 1 and the Wang Noi 2.

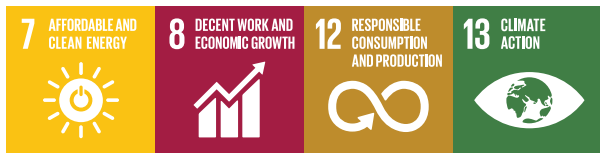
As a leading developer of the industrial property and logistics services, the company located various projects in 50 strategic locations of industrial sectors across the country. We have numerous vehicles driving through the projects at an average of more than 2,000 units per day. Therefore, the exhaust gas inspection project was established for cargo trucks with the following objectives:

1. To reduce Carbon Dioxide emissions and PM 2.5
2. To be a part of improving outdoor air, along with improving the well-being for those who work in the project and reside in nearby communities.
3. To drive this campaign together with the Thai industrial property sector for a robust and sustainable growth.



Performance	2018	2019	2020	2021 (Base year)	Target	
					2025	2050
Scope 1: Direct Emissions unit: tonCO ₂ e	731	737	681	2,395	Reduce Greenhouse gas emission by 15% compared to the base year.	Net-zero Carbon emission
Scope 2: Energy Indirect Emissions unit: tonCO ₂ e	968	897	9,510	17,075		
Scope 3: Other Indirect GHG Emissions unit: tonCO ₂ e	28	51	3,686	13,074		
GHG Emission Intensity, Scope 1 & 2 unit: kgCO ₂ e/m ²	1.51	1.53	7.96	3.05		
GHG Emission Intensity, Scope 1 - 3 unit: kgCO ₂ e/m ²	1.53	1.58	10.84	5.10		

Energy Management



GRI 3-3 and 302

The Company was realized that energy is a main factor for business operation and cannot avoid the volatility in energy demand as well as effects on the Company’s operating cost. Thus, our stakeholders always take into consideration our robust business performance and the continuous increase in business opportunities, including reducing greenhouse gas emission and effective energy management. Therefore, the aforementioned factors are crucial for considering investment with us.

Management Approaches

The Company realized that the effective energy management resulted in the reduction of our operating costs. Moreover, it also reduces greenhouse gas emission arising from its business operations or our stakeholder’s activities. By the analysis, our main energy consumption is from electricity, used in office buildings, plaza, common area, vacant building, and housing construction. This includes the use of fuel in the form of diesel and gasoline in our activities. Therefore, in 2021, the Company developed the projects relating to energy conservation in accordance with our environment and energy management policy. The relevant measures were established for an effective management of operating costs. This aims to increase business opportunities from the use of renewable energy and reduce greenhouse gas emissions, reaching our goal of becoming a low-carbon organization.

At the present, our energy management approaches are as follows:



Comply with the Green Building Standards that are well recognized both locally and internationally, such as TREES, EDGE, and LEED, along with Eco-Design.



Publish our energy conservation campaign through various communication channels or activities such as the internal digital media. This aims to encourage our customers and employees to be aware of business opportunity and its essence.



Develop data recording system by requiring all employees with the purchase orders, categorized in the Materials Group for Sustainability, shall report such data in the Sustainability form as required by the Company.



The Company started to adopt renewable energy technology such as installing solar power systems on the roof. This aims to reduce the internal energy consumption in the building, with our advice provided to our tenants. At the present, the solar power system is partially installed on the roof of our new buildings and our future plan for further installation of solar power technology is in the process of preparation.



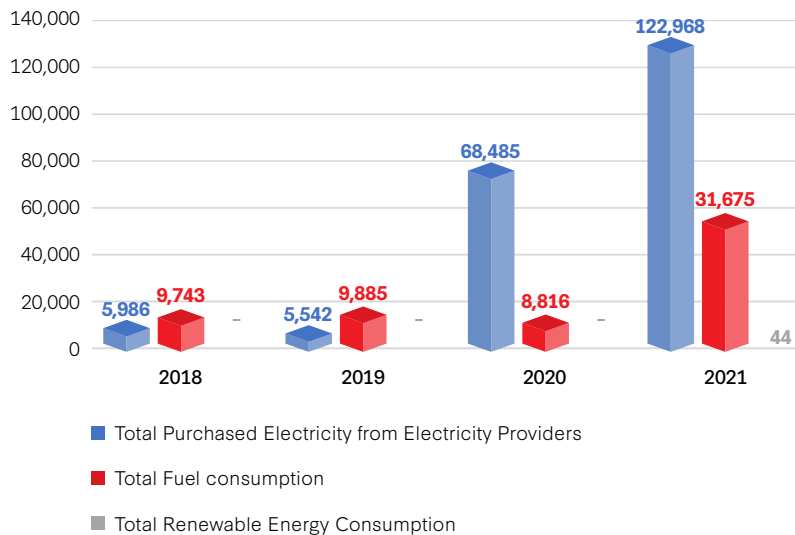
Performance

As a result of the 2-year consecutive data collection (2018-2019) by the industrial property business sector, it was found that the total energy consumption in all projects was from the electricity purchased, fuels, and LPG, accounting for 37% and 63%.

In this regard, after our restructuring in 2020, we have set the year 2021 as our base-year for our three main business units. It leads to the increase of the total consumption of energy consumption significantly. It made our total electricity consumption that we purchased from the electricity providers rose to 79% and energy consumption from fuels was down to 21%. Thus, the projects related to energy and electricity management are mainly taken into consideration. As a result, in 2021, we started to adopt renewable energy in our activities by applying the solar power technology, which accounted for 44 Gigajoule of energy consumption. Moreover, we developed projects relating to the effective energy management as well.

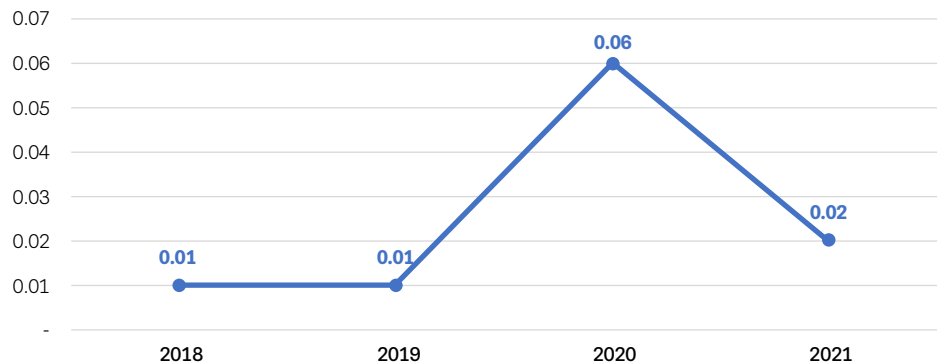


Energy Consumption within Organization
(Unit: Gigajoule, GJ)

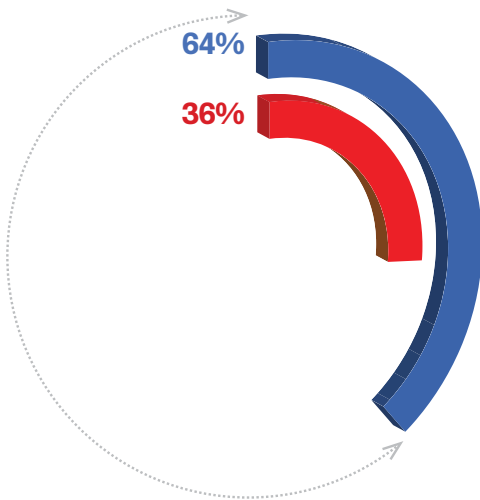


Remark: The year 2020, the total energy consumption within organization resulted from the industrial property business and commercial property business (only Samyan Mitrtown).

Energy Consumption Intensity
(Unit: Gigajoule/m², GJ/m²)



Remark: The year 2020, the total energy consumption within organization resulted from the industrial property business and commercial property business (only Samyan Mitrtown).



The Proportion of Energy Consumption within Organization and outside Organization in 2021

- Energy Consumption within Organization
- Energy Consumption outside of the Organization

Remark: The energy consumption outside of the organization is from the activities by our tenants and investment of the commercial property business sector.



ASEAN ENERGY AWARDS 2021



Thailand Energy Awards 2021 and ASEAN Energy Awards 2021

The Company are pleased to share that the Samyan Mitrtown project received an outstanding award of Thailand Energy Awards 2021 for energy conservation in the category of Energy Conservation Creative Building for New and Existing Building, which was organized by the Department of Alternative Energy Development and Efficiency, Ministry of Energy, and a winner award of the ASEAN Energy Awards 2021, in the category of New and Existing Building from the ASEAN Center for Energy (ACE) after the achievement to obtain the certification by Leadership in Energy and Environmental Design: LEED at Gold Level from the United States Green Building Council in 2020.



Project to reduce fuel consumption for activities in common areas

In 2021, the energy management is still our focal point. The regular and ongoing activities are taken into analysis. It aims to adopt the appropriate technology for the maintenance of our green area of each project. As a result, the Company replaced the current models of mowers by the fuel-saving models. Pilot activities were implemented in the projects located in the east and Ayutthaya. For that circumstance, the Company saved its operating cost about 62% and reduced the fuel consumption by 40% compared to the fuel consumption by the former model of mower. In which it reduced GHG emissions about 4.99 tonCO₂e per year.



Energy-Saving Program

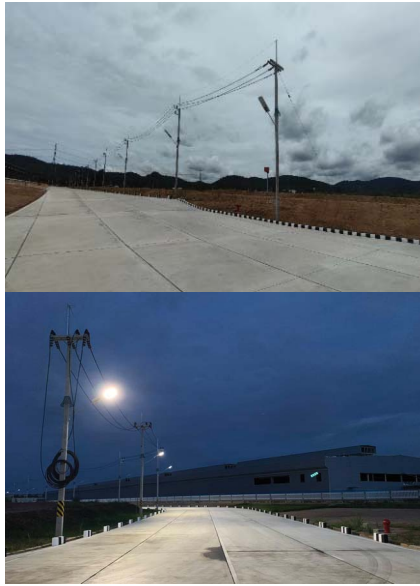
The Company's factories and warehouses in the industrial property business has offered an option for tenants to change the light bulbs from a metal halide High Bay lamp to an LED High Bay lamp to prolong the service life of the lamp, which helps reduce the energy consumption and save tenants' costs. It also create value-added and its business opportunities for the Company. One LED High Bay lamp helps tenants save about 4,325 baht or 48 baht per square meter per year, which reduces CO₂e emissions by 0.56 tons per year.



<p>Technology Information</p> <p>Current</p> <p>New</p>	<p>Metal Halide High Bay</p> <ul style="list-style-type: none"> • High Heat • Low Efficiency • Low Sustainability Rating • Shorter Lifespan • Brightness reduced to 60% after ~10,000 Operating Hours 	
	<p>LED High Bay</p> <ul style="list-style-type: none"> • Low Heat • High Efficiency • High Energy Saving • Long Lifespan • Brightness reduced to 70% after ~50,000 Operating Hours 	

In this year, there are tenants that have participated in this project and have changed 579 light bulbs which help reduce 324.24 tons CO₂ equivalent per year and save cost about 2.5 million baht. If all factories and warehouses including real estate investment trust for Frasers Property Thailand Industrial Freehold and Leasehold REIT or “FTREIT” have replaced all light bulbs, it will reduce approximately 31,851 tons CO₂e per year in total.

In addition, the Company has begun to replace the streetlamps with solar LED lamps in 2021, which could save electricity cost about 63,000 baht per year, or equivalent to the reduction of CO₂e at 0.438 tons per year.



DLIGHT 100 Series
Happy Bright for Your Life

LED STREET LIGHT SOLAR PAD-SERIES 100 W

APPLICATION / DESCRIPTION
NEW DESIGN FOR REPLACE OLD LAMP TO SAVING ENERGY AND LONG DURATION TIMES

SPECIFICATION

BODY MATERIAL	ALUMINUM ALLOY	SOLAR PANEL TYPE	MONOCRYSTALLINE SILICON
OPTICAL MATERIAL	CLEAR POLYCARBONATE	SOLAR PANEL SIZE	18V / 120W
LED CHIP	OSRAM (SMD LED)	BATTERY TYPE	LITHIUM BATTERY (BUILT-IN)
POWER	100 W	BATTERY SIZE	12V / 45AH
LUMINOUS FLUX	16,000 lm	CHARGE TIME	6-8 Hrs. (STRONG SUNSHINE)
EFFICACY	160 lm/W	WORKING TIME	3-5 Days (SAVING MODE)
COLOR RENDERING INDEX	≥ 70	AMBIENT TEMPERATURE	-30 ~ 60°C
LED COLOR TEMPERATURE	6,500 K ± 500 K	LIGHTING SOURCE LIFE	> 50,000 Hrs.
BEAM ANGLE	80°x150°	INGRESS PROTECTION RATING	IP 65

LIGHT DISTRIBUTION

DIMENSION

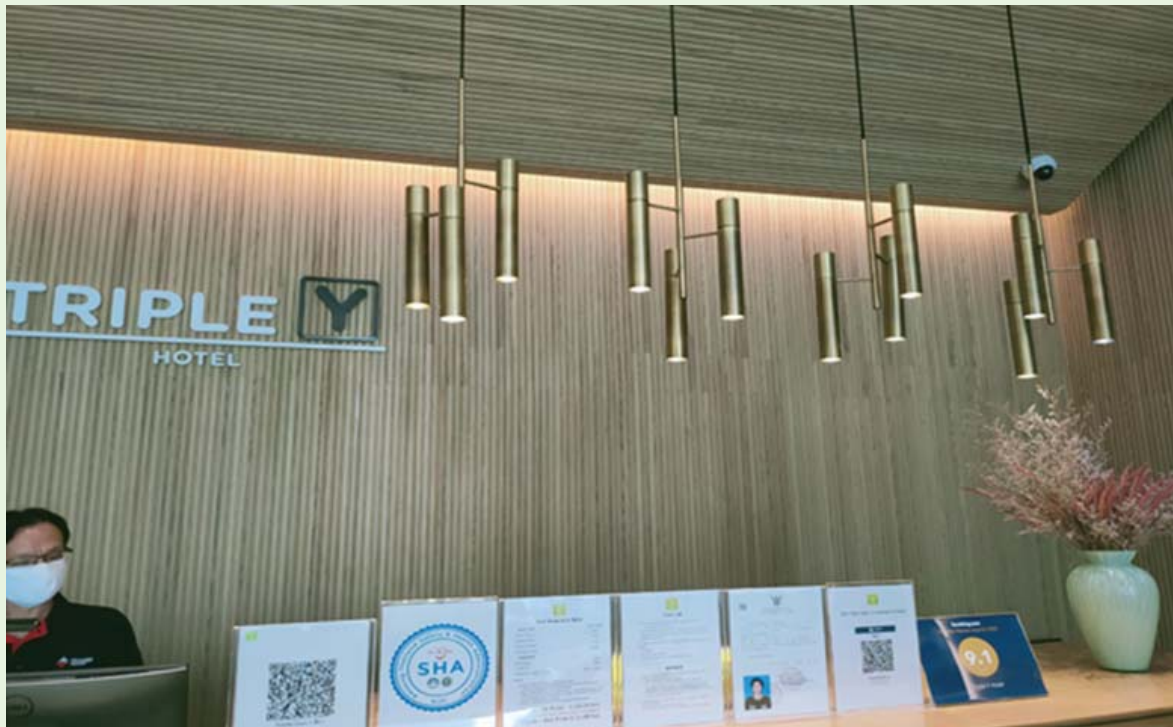
MODEL	DIMENSION (mm.)			WEIGHT (kg)	REMARK
	W	L	H		
SL-STPAD100E5	340	1310	60	20.9	REPLACEMENT SUPPLY MH/HPS 150 WATT

DL-SD-100-1002

Energy-Saving program by Triple Y Hotel

The hotel has removed light bulbs in areas that are rarely used. This can reduce the electricity consumption by 57%, and saves 59,000 baht per year, representing the reduction of CO₂e emission by 7.42 tons per year. This also includes the changes of light bulbs from incandescent lamp 220 v 40w that causes overheating and shorter service life. Therefore, the replacement of the bulb to 3 watt LED bulb, which gives similar brightness

compare to the incandescent bulb while greatly reducing the heat and cost. This resulted in the reduction of electricity consumption for hotel by approximately 92.5% per year, equivalent to 0.16 tons of CO₂e emissions per year. In addition, the hotel has replaced electronic transformers to reduce the voltage from 220 v to 2.5-6 vdc which is harmless to human.



Environment Month

With an aim to become a successful environment management, the Company embedded the culture of environment conservation to our employees. Thus, the Company have set that March of every year is the Environment Month. This aims to create awareness of employees in energy consumption and engagement in the environment conservation for corporate sustainability. It is based on our business philosophy of "Build-to-Zero", aiming to reduce greenhouse gas emission to zero by organizing the campaigns, called "Take the Unplug Pledge" and "FPT stands in solidarity to support Earth Hour". Both activities aim to create the environmental awareness of unplugging electrical devices when not in use. As a result, it reduced the energy consumption.

On March 27, 2021, the lights of advertising signs, light bulbs surrounding the buildings and lighting system inside the building were turned off as appropriate. Moreover, the tenants were invited to participate in this activity, so there were 300 companies with more than 20,000 employees to join, showing the solidarity of their engagement and support to the project of World Wildlife Fund (WWF) along with the government agencies and private companies. This activity encouraged everyone to turn off the lights for 1 hour across the country to reduce energy consumption and global warming. With this campaign, it resulted in reducing the electricity consumption in the common areas of our projects by about 100 kWh. Moreover, the Company still carry out this campaign for making it as the regular practice of employees such as turning off the lighting switch and unplugging the electrical devices when not in use.

Energy-saving mercury lamps installation project

The residential property business recognizes the importance of energy-saving as an significant issue in sustainable development for every residential project. Therefore, the concept of energy-saving has been adopted as part of the residential project to maximize the cost-effective of energy consumption by installing the LED mercury lamps in the common areas of the Company's residential projects that has been constructing until present. The installation of LED mercury lamps could save the energy, totaling 645 kilowatt-hours per project or representing the economic value that the Company can save at 36,000 baht per year per project.



Renewable energy

In 2021, the industrial property and investments in related business has begun installing Solar PV Rooftop on the roof of the warehouse with a capacity of 40 kWp or 54,615 kWh per year. This can reduce CO₂e emission at 30 tons per year and helps save costs approximately 201,000 baht per year. In this regard, the Company sees more business opportunities from using renewable energy in the future to increase its competitiveness. Therefore, the renewable energy technology has been adopted as a part of the Company's business strategy.



Performance	Total energy (unit: Gigajoule, GJ)				Target
	2018	2019	2020	2021 (Base year)	
Total Energy Consumption within Organization	15,729	15,427	77,301	154,687	The total energy consumption, reduced by 10% within the year 2025
Total Electricity Purchased from Electricity Provider	5,986	5,542	68,485	122,968	
Total Fuel consumption	9,743	9,885	8,816	31,675	
Total Renewable Energy Consumption	0	0	0	44	
Energy Consumption Intensity (unit: GJ/m²)	0.01	0.01	0.06	0.02	
Total Energy Consumed outside the Organization⁽¹⁾	-	-	25,685	86,323	

(1) Total energy consumed by tenants and investment of commercial property business sector

- refers to the information is not available

Water Management



Water, as a natural resource, is considered an essence to all stakeholders. Thus, it is necessary for us to develop water management to prevent water shortage, monitor the event of flooding, including the drainage system and the quality control of effluent before discharging to the natural water sources. Moreover, it includes preservation of natural water sources, aiming to achieve sustainable water management.

GRI 3-3 and 303

Management Approaches

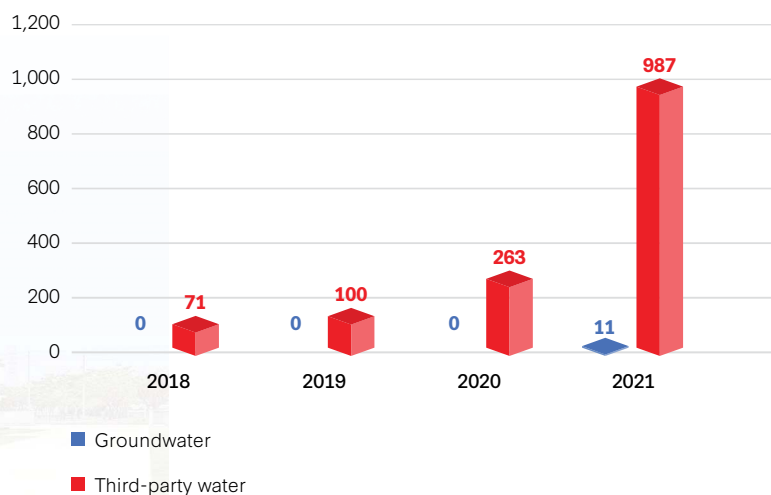
Risk assessment for water was conducted due to the impacts arising from the global climate change that has begun to create effects towards the water management in our operating areas. In which it was caused by the drought and the event of flooding, etc. Thus, the Company emphasized on the water management in our activities through the eco-design for buildings that adopt the water-saving fixtures. Moreover, the Company selected the plants that require less watering or are tolerant to the drought, to grow in company project areas. This includes strict compliance with relevant laws as well. The Company also conducted the assessment of water consumption according to the risk of water stress area based on the Aqueduct Water Risk Atlas and developed guidelines for the natural water source preservation. In 2021, the Company initiated the implementation according to the policies and defined guidelines on the water management for new projects. This aims to reduce the risks arising from global climate change and to conserve the natural water sources.

Performance

From the 2-year consecutive data collection (2018-2019) by the industrial property business sector, the Company found the average water consumption from all areas was 86 million liters.

However, the Company was restructured in 2020 and the Company have set the year 2021 as the base year for our three main business units. This leads to the volume of water consumption increased significantly. In 2021, the Company disclosed the volume of water withdrawal from water stress area, it was found that 92% of our water withdrawal came from the source of low water stress area.

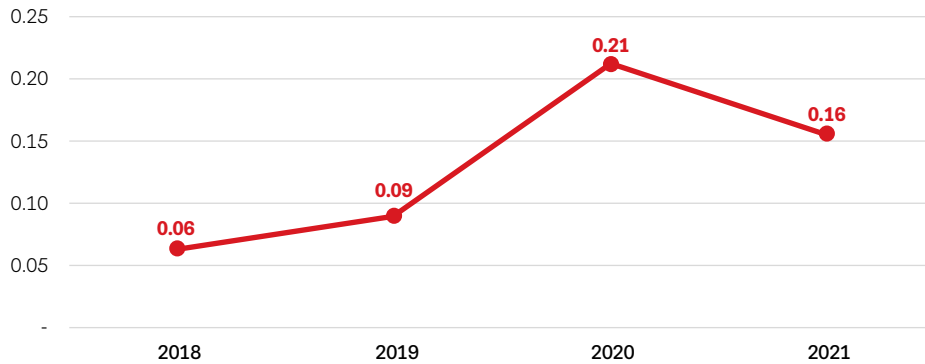
Water Withdrawal from All Areas by Source
Unit: million liters



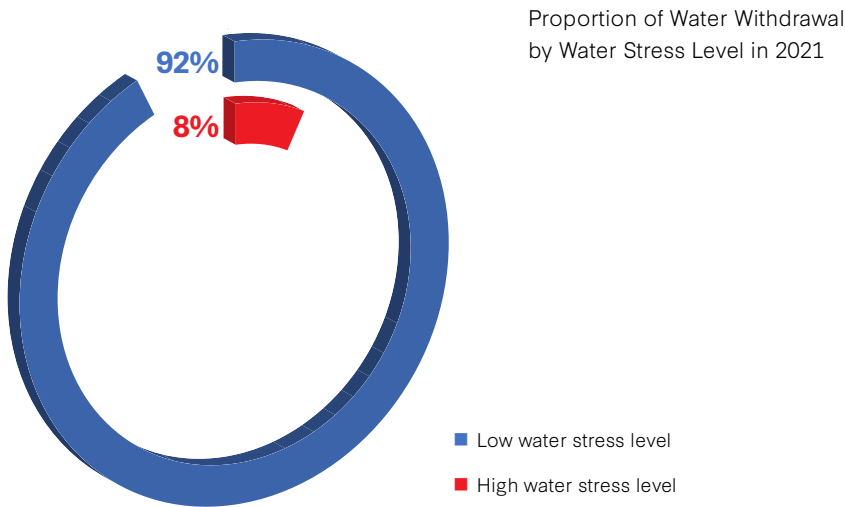
Remark: in 2020, the volume of water withdrawal from all areas resulted from the industrial property businesses and commercial property businesses (Samyan Mitrtown).



Water Withdrawal Intensity
Unit: m³/m²



Remark: in 2020, the volume of water withdrawal from all areas resulted from the industrial property businesses and commercial property businesses (Samyan Mitrtown).



Nevertheless, the Company realized the problems arising from the global climate change, thus the measures on monitoring and responding to crisis were defined based on the 3Rs principles, namely responsibly water consumption (Reduce), reuse of water based on its locations and quality as appropriate (Reuse), and recovery of the effluent by improving its water quality (Recycle). Those principles will be used in activity that requires the high amount and quality of water and reduce the effluent as well. At the present, the Company are in the process of establishing measures and targets of water consumption reduction in new developing projects together with the Frasers Property Group. This aims to take into considerations of the water management with regard to our business operations such as management of water consumption inside and outside our building, inspection of water leakage in piping system, installation of automatic water control systems, installation of tracking water consumption, reduction of the water supply in air conditioning system, and water recovery, etc.

In 2021, the total water consumption of all projects was at 998 million liters and the Company developed the water-saving program and the water recovery program as the following details:

1. The Company applied the eco-design based on the international standards of LEED to the Samyan Mitrtown (SYM) building. In the SYM office was selected water-saving fixtures. It resulted in the water-saving of 45.37% of water consumption, compared with performance of the general fixtures.
2. Industrial property business sector adopted the 3Rs principle for building maintenance such as the replacement of the water-saving sanitary ware and the inspection of water leakage in the piping system. Moreover, the industrial property business sector recycled the effluent to water plants in the green area of the Bangna Km. 39 project. By doing this, it reduces its operating cost for maintaining green areas.



3. The Company has set the standards of water management for new developing projects. This aims to reduce water consumption and increase the efficiency of water management in all new projects. The standard of water management was implemented by January 2021 and onwards. The goals of the water management standard are in four areas, namely:

- Reduction of water consumption inside the building by 15% compared with the Green Building Standards. This includes selection of the water-saving fixtures, automatic water system to control the water consumption, alternative water sources such as rainwater, treated water as well as installation of an automatic detector of water leakage.
- Installation of sub meters with automatic data recording system at the main water consumption source such as drinking water, alternative water, leasable areas, common areas, and tenant's areas, etc.
- Reduction of water consumption in the project's areas such as installing a water supply system with humidity detector, growing the local plants or plants that require low watering and other suitable alternatives as appropriate, etc.
- Reduction or modification of the water consumption in air conditioning system such as selecting air-cooling system instead of water system (depending on costs, resources, locations of projects, and climate condition), using water from an alternative water source or the water system designed for the multi-cycle reuse before discharge, etc.

Performance	Total Water (unit: million liters)				Target by 2025
	2018	2019	2020	2021	
Total Water Withdrawal	71	100	263	998	Reduce water withdrawal by 10%
Water Withdrawal Intensity within Organization Unit: m ³ /m ²	0.06	0.09	0.21	0.16	

Waste Management



GRI 3-3 and 306

The Company is aware of the importance of effective waste management. This is because the impact of inefficient waste management system from upstream to downstream can affect environment and social as well as reputation of the Company. Therefore, the Company aims to conduct the waste management system efficiently as well as encourage employees to participate this activity along with the Company in order to create the waste management awareness in corporate culture and build the effective waste management for society. As a result, it enables us to reduce the impacts towards society and environment as well as saving the operating costs incurred.

Management Approaches

To strengthen the corporate sustainability, the Company established the waste management practices that comply with the international guidelines and relevant laws. By such practice, the Company has applied the principle of 3Rs, which is reduce, reuse, and recycle, to our waste management program of the organization as well as creating awareness for all employees regarding waste minimization and waste recovery. This will lead to not only a reduction in the amount of waste disposed by landfill method but it also reduces the impacts towards environment and operating costs.

Moreover, the Company encourages employees to participate in an activity of waste segregation. With the 3Rs effort, it helps to promote the understanding by using colored waste sorting bins near a high traffic area. Thus, once the employees gain a greater understanding of the entire process and be able to sort the waste properly, this will lead to effective waste management.

Example photo of waste sorting bins for offices in the project area



Performance

In 2021, the Company has continually promoted waste management through activities of employees such as reducing amount of paper-use in the organization, promoting waste sorting by providing the recycling collection service point at the head office and its office branches. This helps the employees and stakeholders to understand our waste management responsibly and efficiently through a practice thinking and 3R's basic approaches.

Paperless Program (E-Tax Invoice & E-Receipt)

In order to reduce and avoid waste, Frasers Property (Thailand) and its subsidiaries has applied E-Tax invoice & E-Receipt which is paperless system for customers. These electronic documents are approved by the Revenue Department, in which it is an anti-counterfeiting system which can be traced back. The E-Tax invoice and E-receipt will be immediately generated and sent to the customers via email. For the customers who do not have an email address, the Company will send an electronic document link via SMS. So that they can access the document immediately as well. The Company has started using E-Tax invoice and E-Receipt since September 1, 2021. This helps to reduce the amount of paper-use in the Company and saves the operating time. Moreover, it also increases the convenience for the customers. The idea of reducing paper waste to zero could save the amount of paper-use approximately 167,000 sheets per year or valued at 241,000 baht.

เริ่มใช้งานแล้ว!
E-TAX INVOICE & E-RECEIPT

ลดการใช้กระดาษ ประหยัดเวลา
ด้วยใบกำกับภาษีอิเล็กทรอนิกส์
และไม่รับอิเล็กทรอนิกส์

เฟรเซอร์ส พร็อพเพอร์ตี้ ประเทศไทย

Organic Waste to Composting project

The cost of organic waste disposal from maintenance of green area in each project is a major problem at present. Thus, the Company initiated a project to convert those organic waste into compost on the 3Rs practice according to the standard and quality control regarding guidelines set by the Department of Agriculture. This leads to reducing 100% purchase of chemical fertilizer to zero and cutting disposal cost. In 2021, this program has been implemented in the project areas of Eastern Seaboard, Laem Chabang, Bangna, and Wang Noi.






Waste segregation project by commercial property business unit

In 2021, the commercial property business unit has conducted waste segregation project and details are as follows:

- a. "Trash to Give" project, implemented at the Park Ventures Ecoplex and Sathorn Square.
- b. "Mitr Save The World" project implemented at the Mitrtown Office Tower.
- c. "For Your Inspironment" project inspiring awareness of the world's conservation implemented at FYI Center.

The purpose of these projects is to promote community engagement by tenants, employees, and customers for waste segregation in daily life. The project started with a provision of the colored sorting bins for collecting food waste, general waste, plastic bottles, glass bottles and aluminum cans. This is to create awareness of waste management at the source. Throughout the project period, more than one ton of waste can be sorted properly. Waste received from this project was sold and the proceeds were used to raise charitable funds. Moreover, cash donation equivalent to total sale of such waste was added into the charitable fund by the project management team. The Company directed funding to the Green World Foundation to support the environmental activities to the community.

WASTE MANAGEMENT CAMPAIGNS AT OFFICE BUILDINGS

		NUMBER OF COMPANY PARTICIPATING	ACTUAL WEIGHT OF RECYCLABLE WASTE COLLECTED	PET BOTTLE (KG)	GLASS BOTTLE (KG)	ALUMINIUM CAN (KG)	AMOUNT OF DONATION GENERATION
	PARK VENTURES	26	507.2	287.6	197	22.6	3493
	SATHORN SQUARE	23	518.8	448.2	60.4	10.2	3798
	FYI CENTER	14	194	123.8	59.9	10.3	1998.70
	MITRTOWN OFFICE TOWER	6	249.65	189.2	48.45	12	2846.85



Waste Recycling Project and Waste Sorting Campaign by Triple Y Residence

The Company has held the activity to promote waste management in daily life campaign to those who reside in the Triple Y Residence building. This is to create awareness of the household waste sorting, in which participation was well received by the residents. In this regard, the Thai Beverage Recycle Company Limited has arranged a collection service of the recycle waste on-site every month. It was grouped into three categories: plastic bottles, cardboard cartons, and aluminum cans. On monthly basis, the amount of household waste that can be sorted, which are plastic bottles, amounted to 18 kg., cardboard cartons amounted to 140 kg., and aluminum cans amounted to 1-2 kg.



Performance	2020	2021	Target in 2025
Total waste generated (Tons)	1,505	991	Amount of all types of waste is reduced by 10%
Total recyclable waste (Tons)	-	5	Amount of recyclable waste is increased by 10%
Total waste directed to disposal by landfill method (Tons)	1,505	986	Amount of all types of waste is reduced by 10%

Remark: Data derived from the Commercial Property Business sector ONLY.

Biodiversity



GRI 3-3

The Company realizes that company's development projects may cause direct and indirect impacts on ecosystems and biodiversity. Thus, the Company aims to minimize and avoid impacts as much as possible in corporate operation. Moreover, the Company responsibly take into consideration the positive impacts in our operating areas. The Company believes that it is the guidelines to create well-being to those residing around that community as well as raising the public awareness of preserving the ecosystem and environment for the co-existence among our staff and everyone in the community.

Management Approaches

To create a sustainable society, the Company has developed the Environmental, Energy, Social and Biodiversity Management Policy as the guidelines for our practice. The policy identifies biodiversity as one of our materiality, aiming to reduce the negative impacts towards the biodiversity arising from our activities.

The Company conducted the measures on risk assessment and developed the mitigation plan to handle the impacts on environment and biodiversity that may arise from our activities. In which it is related to requirements, standards, regulations, and laws before developing any projects such as Environmental Impact Assessment (EIA). In all aspects of corporate activities, the Company have set preventive measures and long-term mitigation measures, aiming to reduce our corporate risks and impacts. Thus, after well and carefully considering such issues, the Company applied the principle of eco-design for our project development process. Meanwhile, during the period of developing projects, the Company continuously monitored all potential risk factors closely to ensure its responsible operations as well as selection of the materials and equipment that are from the legal and environmental-friendly sources according to responsible sourcing policy. By doing this, it can ensure that the Company are not involved in destroying ecosystems and biodiversity .

With this responsible practice, the Company conducted the environmental activities for employees, aiming to create awareness and embedding the corporate culture on biodiversity such as reforestation projects, aiming to protect and preserve ecosystems and biodiversity, and so forth.

Performance

In 2021, the Company focuses on increase green zone in its projects to preserve biodiversity. The areas that have not yet been developed are selected and developed as the green zone. The Company also grows the local trees to maintain the environmental conditions around the projects to be similar to the original ecosystem.



◀ Michel Banana Planting Project

- By improving land-use effectively, the Company added value the vacant land in Frasers Property Logistics Park (Bangna) by planting banana trees which are high nutrition, short cultivation period, and easy to cultivate. These lead to be a low planting cost. By doing this, the Company can align our sustainability framework in environmental dimension. Its productivity will be used for our social activities in the surrounding community. Moreover, this project can create the other benefits such as the efficient land utilization that creates value for the surrounding community, a possibility of being the learning center for community based on the Royal Science Project of Economy Sufficiency, and so forth. This project has been implementing. As a result of such practice in 2021, the Company has 50 Lady Finger banana trees, 10 Gros Michel banana trees, 20 Pisang Awak banana trees, including chili, tomato, holy basil, cucumber, long bean, corn, lemongrass, and papaya.



▲ chili



▲ tomato



▲ papaya

- Green zone development in the housing development project The Company developed the green space in the housing development projects in compliance with the land development requirements for housing. It requires every housing project to develop the green space and recreation zone not less than 5% of total developing area.

Performance	2021	Target
Percentage of green zone in the new developing projects	13%	Green zone of all new projects is more than 10% per year
Number of new projects developed in the national conservation areas*	0	None of new projects developed in the national conservation areas*

*Natural conservation area means a national park area, a conservation area, a sanctuary according to the announcement of the relevant government agencies, UNESCO World Heritage, conservation area according to Ramsar Convention on Wetlands, the protected areas under International Union for Conservation of Nature: IUCN (IUCN Protected Area Category) and High Conservation Value Area: HCV.

Sustainability Report

Social Performance





Social Performance



Employee Engagement stood at **62%**



“Design Thinking” training was provided for the employees at all levels.



Average training hours per FTE was **44** hours per person per annum.



The number of fatalities as a result of work-related illness of employees and contractors was **ZERO**



Provided the area in the vacant factory to establish the field hospital for COVID-19 patients, with a total number **430** beds.



Established **1,000** beds of community isolation centers for COVID-19 patients in our building area.



Continually engage in social activity resulting in **1,087,450** cc of blood donated to the National Blood Centre, the Thai Red Cross Society.

Employee Care



GRI 2-7, 2-8, 2-30, 3-3, 401, 405 and 406

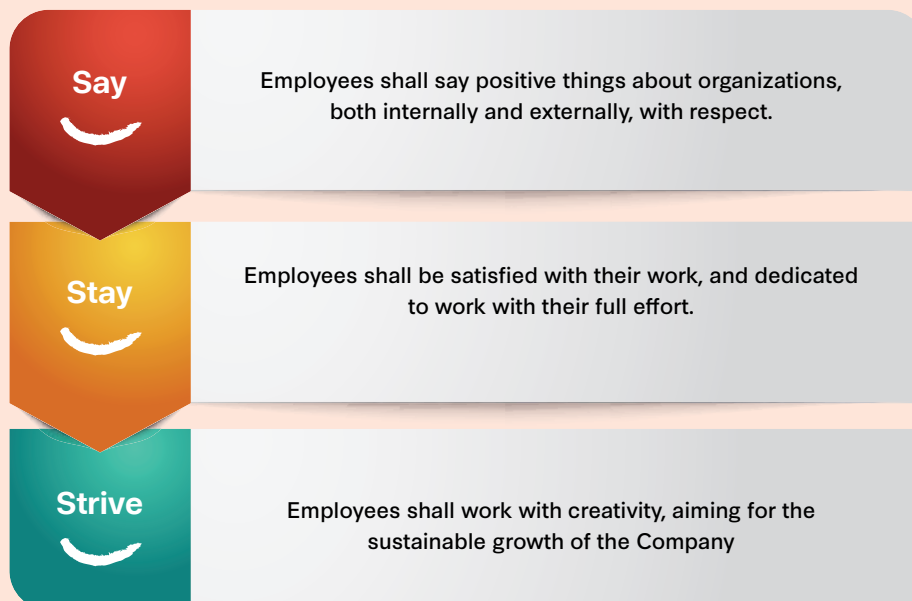
The Company has been focusing on people because an effective business operation requires interacting with the communities, employees, and customers, as well as connecting with social value, to contribute good environments, well-being, and life balance, as well as occupational health and safety. Therefore, the Company continually develops employees' capabilities and leadership, especially enhancing their creativity in innovation to develop higher value products and services. The Company has a corporate culture to increase confidence in their difference and promote the social coexistence of all people aligned with human rights principles.

Employee Management

The Company believes that the principle of "Focusing on People" is a key to our success that increases business competitiveness. This includes employee management that creates a happy workplace, which results in employee engagement that leads to higher work efficiency and better performance of the Company's business. Additionally, the Company provides equal opportunities for employees with diversity in terms of age, knowledge, ethics, language, etc. This increases the inclusiveness of the organization which leads to balance, flexibility and continual development.

Management Approaches

The Company applied the practice to develop a good relationship between the Company and employees. With the belief to create the good employee engagement toward the organization, these three elements shall be included, as follows:



The Company developed three practice's guidelines as follows:

- **Compliance with laws and international practices:** by treating employees according to the national laws and international labor standards prescribed by ILO regarding the principles and fundamental rights of work. For instance, compliance with the principle of human rights, prevention of child labor and forced-labor, including the rights to establish the welfare committee, etc.
- **Employment system, performance management and fair compensation:** by selecting the job applicants according to the competency-based, without discrimination regardless gender and age. Moreover, the Company proposed fair compensation based on the Value-based Management principle. The compensation management is aligned with three key performance indicators, namely Corporate-related KPI, Personal Work-related KPI, and Behavior-based KPI. The Company has an employee's performance evaluation on annual basis. This also includes the decision-making on hiring or dismissal through an appropriate procedure, not depending on any individual or discrimination.
- **Employees' Quality of Life:** by applying the principles of Happy Workplace and appointing responsible team namely "People Passion", aiming to create happiness at the workplace. Furthermore, the Company focuses on occupational health and safety, including career opportunity, compensation, and welfare. For example, provident funds, and healthcare insurances, etc. The Company has set out guidelines for appointment, relocation, competency development and retirement of employees at all levels.



Additionally, the Company annually conducts an employee engagement survey to ensure that all employees understand the purpose and be able to express their opinions regarding their work. After completing the survey, the result will be analyzed and communicated to all employees and management, as well as used to develop the improvement measures. The results of the employee engagement survey will be reported to the Board of Directors on an annual basis.

Performance

Compensation Management System



The Company determines the fair compensation by considering the scope of the individual job responsibilities and their competencies, regulated by the Remuneration Committee and the Performance Evaluation Committee. The compensation structure will be revised every 2 years to be in line with the labor market and maintain the corporate competitiveness. In addition, the annual bonus scheme for the employees will be considered based on the Company's business performance.

Employment System, Performance Management and Fair Compensation



The Company emphasizes the fair practices, therefore, all employees will have a performance evaluation on an annual basis through FPT ME system. In addition, employees will define key performance indicators with their supervisors to be aligned with their works in collaboration. Hence, employees are acknowledged and be part of defining the success indicators or behavior needed for their work. Moreover, the Company uses Balance Scorecard as part of evaluation for considering compensation, bonuses, and promotions, as well as for planning capability development for employees sustainably.

Development of Happy Workplace Organization



The Company realized that a happy workplace is an element that encourages individual performance to be more efficient, while enhancing employees' experiences. This is aligned with the Company's corporate values and business philosophy. Thus, the Company has applied the 8 principles of Happy Workplace and communicate the information to employees through the Workplace Group, as well as promoting the joint activities through the employees' social clubs.



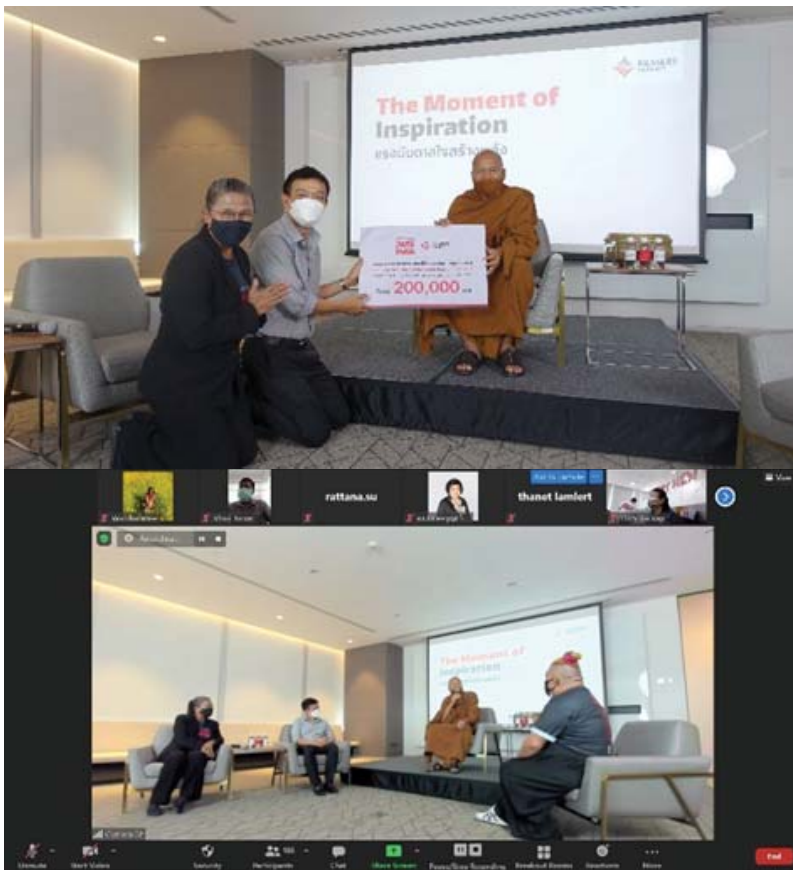
1) Happy Body (Wellness): focus on bringing employees' good health both physically and mentally. As the Company believes that healthy employees are prompt to respond to the customers' needs effectively.

▲
"Run for Friends" events, with total of 1,067 runners and 125,062 km. in total distances



2) Happy Heart (Generosity): encourage employees to be considerate to others and society.

▲ Employees with the same month of birthday are invited to share life experiences through stories, pictures cards, along with having lunch together for more acquaintance.



3) Happy Society (Good society): encourage employees to love, unite, and be generous with the philosophy of “Well-being of employees is a good foundation for the stable growth of the Company.”

The monk blessings activity was held at the workplace to gain an encouragement, and to share the inspiration gained from participating in the “Run for Friends” event. This activity supports employees to create good mental health by taking part in helping their friends and society.

◀ “The moment of inspiration”

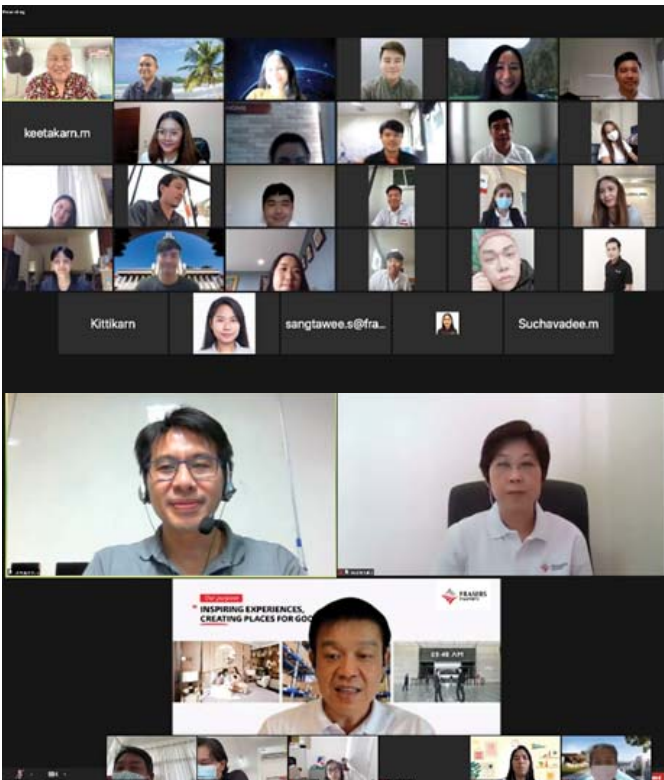


4) Happy Relax (Relax): encourage employees to get a relaxation from work and life. This helps reduce their stress and increase their work efficiency, as well as strengthen both mental and physical health.

This activity aims to provide the tool for managing feeling and emotions by using “Feeling Wheel”. This tool helps them manage their feelings and their emotional more effectively.



▲ *Feeling wheel*



5) Happy Brain (Knowledge): encourage employees to develop their knowledge and skills. This leads them to self-development to grow their professional and career stability. With the philosophy of “People who constantly develop their own competencies would result in the development of that organization.

◀ *Training program to enhance employees’ skills and expertise in each topics*



6) Happy Soul (Peace): emphasizes the development of consciousness, meditation, and strengthen their mental. This leads them to the right direction, being in the right mind, concentration, intelligence to work and be able to deal with any difficulties. The Company encourages employees to be good, think good, and do good while having faith in doing good deeds.

This activity was organized for employees to have an opportunity to spend time with themselves through Dharma practice, meditation, and being rightful mind at all times in order to understand the truth and knowing themselves better.

▲ Frasers Property White Camp



7) Happy Money (Debt-free): focuses on building an understanding on financial management, cultivating the value of saving and helping employees spend money wisely, as well as understanding their own financial situation as the concept of a sufficient economy.

This activity aims to provide knowledge about investments that are suitable for them and preparation before investing. This helps them to be able to plan their expenses and save properly.

► Financial Wellness: Tips for saving and investment "Salary man edition"

FRASERS PROPERTY

ขอบคุณเพื่อนๆ เฟรเซอร์ส พร็อพเพอร์ตี้ ที่ร่วมกิจกรรม

Mother Day "แม่ลูกคู่ใจ"
สำหรับโพสต์ที่ได้รับ **127** ไลก์ที่สุกคิง

พี่เหมียว จินตรา ทองเนียม
(Corporate Administration)

รับรางวัล
ชุดของใช้ในบ้านสำหรับคุณแม่ มูลค่า 2,000 บาท จาก Big C

เป็นกำลังใจให้ทุกคน
ที่มาร่วมงาน Big C มูลค่า 500 บาท
ทุกพื้นที่ในกรุงเทพฯ (ใต้)
Sales (East Zone Project)

สอบถามเรื่องมูลนิธิแม่ดีเด่นได้ที่: ทีม Corporate Learning and People Passion ปิ่น, เนิธ ☎: 094-953-6926, 081-820-2019

เฟรเซอร์ส พร็อพเพอร์ตี้ ประเทศไทย

FPT Mother Day

8) Happy Family (Good family): supports employees to have a warm and stable family by developing a healthy family relationship with love, understanding, and trusting each other as the principle of living.

Celebrating Mother’s Day to share photos of the employee’s love towards their mothers or the employee who is being a mom. This creates a positive attitude/feeling to their families such as mother and child talking about the places they used to go together or want to go, as well as presenting awards to the most favorite moms who get the best voting via the sharing post.



Employee Management during the pandemic of COVID-19

Due to the pandemic of COVID-19 that affects the quality of life, health, well-being, and mental condition of the employees, the Company has established the measures regarding COVID-19, and provided the health care for employees.

การประเมินความเสี่ยงต่อการติดเชื้อ COVID-19



ผู้ป่วย	เสี่ยงสูง	เสี่ยงต่ำ	ไม่เสี่ยง
 ผู้สัมผัส	 ใกล้ชิดผู้ป่วย = เสี่ยงสูง	 ใกล้ชิดผู้สัมผัสที่เสี่ยง = เสี่ยงต่ำ	 ใกล้ชิดผู้สัมผัสที่เสี่ยงต่ำ = ไม่มีความเสี่ยง
<ul style="list-style-type: none"> ผู้ที่สัมผัสใกล้ชิดกับผู้ป่วยยืนยันโรคโควิด-19 เช่น เรียน อากาศในห้องพัก หรือทำงานในห้องเดียวกัน มีการพูดคุยกับผู้ป่วย ระยะ: 1 เมตรมากกว่า 5 นาที หรือถูกไอ จาม จากผู้ป่วยโรคโควิด-19 โดยไม่มีกำบังป้องกัน เช่น ไม่สวมหน้ากากอนามัยหรือหน้ากากผ้า อยู่ในบริเวณที่ปิด ไม่มีการถ่ายเทอากาศ เช่น ในรถปรับอากาศ ในห้องปรับอากาศ ร่วมกับผู้ป่วยโรคโควิด-19 และอยู่ห่างจากผู้ป่วยไม่เกิน 1 เมตร มากกว่า 15 นาที โดยไม่มีกำบังป้องกัน เช่น ไม่สวมหน้ากากอนามัยหรือหน้ากากผ้า 	<ul style="list-style-type: none"> ผู้ที่ทำกิจกรรมอื่นๆ ร่วมกับผู้ป่วยโรคโควิด-19 แต่ไม่เข้าเกณฑ์ความเสี่ยงสูง จัดเป็นผู้ที่มีความเสี่ยงต่อการติดเชื้อต่ำ ให้สิ่งเกตุอาหาร หลีกเลี่ยงไปที่ชุมชน สวมหน้ากากอนามัยและปฏิบัติตามคำแนะนำการป้องกันโควิดของสาธารณสุขอย่างเคร่งครัด 	<ul style="list-style-type: none"> ผู้ที่ทำกิจกรรมอื่นๆ ร่วมกับผู้ป่วยโรคโควิด-19 แต่ไม่เข้าเกณฑ์ความเสี่ยงสูง จัดเป็นผู้ที่มีความเสี่ยงต่อการติดเชื้อต่ำ ให้สิ่งเกตุอาหาร หลีกเลี่ยงไปที่ชุมชน สวมหน้ากากอนามัยและปฏิบัติตามคำแนะนำการป้องกันโควิดของสาธารณสุขอย่างเคร่งครัด 	<ul style="list-style-type: none"> ผู้ที่ไม่มีความเสี่ยง
การปฏิบัติตัวของพนักงาน	<ul style="list-style-type: none"> แจ้งฝ่ายทรัพยากรมนุษย์ต้นสังกัดทันที บริษัทฯ ส่งตัวไปตรวจตามสถานพยาบาลที่กำหนด กรณีไม่พบเชื้อ ให้ Work from home 14 วัน (นับจากวันที่ใกล้ชิดผู้ป่วย) และรายงานสุขภาพตลอด 14 วัน 	<ul style="list-style-type: none"> มาปฏิบัติงานตามปกติ รายงานผลสุขภาพ เช่น อุณหภูมิ อาการของร่างกายที่ฝ่ายทรัพยากรมนุษย์ ตลอดระยะเวลา 14 วัน 	<ul style="list-style-type: none"> มาปฏิบัติงานตามปกติ

ถ้าพนักงานเป็นผู้สัมผัสเสี่ยงสูง ควรทำอย่างไร



ตนเองเป็นผู้เสี่ยงสูง → แจ้งใคร → ตรวจสอบที่ไหน → ปฏิบัติตัวอย่างไร

ใกล้ชิดผู้ป่วย = เสี่ยงสูง

แจ้ง HR ต้นสังกัด

- SHARE SERVICES
- HOME
- COMMERCIAL
- INDUSTRIAL

รับรายงาน และได้รับยืนยันให้เข้าตรวจ

1 ตรวจสอบที่ ศูนย์บริการสุขภาพ (เบอร์ปาร์ก)

1. จ่ายตามจริงราคาพนักงาน
2. ต้องแจ้งชื่อที่ HR เท่านั้น

หรือ

2 ตรวจสอบที่ สถานพยาบาลอื่น

จ่ายตามจริง ไม่เกิน 1,200 บาท

พบเชื้อ

- เข้ารับการรักษาตามสถานพยาบาล จนกว่าจะสิ้นสุดกระบวนการรักษาหรือปลอดเชื้อ
- เข้าปฏิบัติงานตามปกติ

ไม่พบเชื้อ

- กักตนเอง และ WORK FROM HOME 14 วัน
- ตรวจหาเชื้ออีกครั้ง
- ถ้าไม่พบเชื้อ ให้แจ้ง HR ต้นสังกัดก่อนกลับมาปฏิบัติงานตามปกติ

*กรณีเครือญาติพนักงานจะเข้ารับการตรวจที่ PROLAB เบอร์ปาร์ก ต้องแจ้งชื่อฝ่ายทรัพยากรมนุษย์เช่นกัน จะได้รับสิทธิ 1,200 บาท(ไม่สามารถเบิกกับบริษัทฯ ได้)

Measures to take care of employees during the pandemic of COVID-19

1. Deferring record of time in/out or working time.
2. Implement a flexible Work-from-Home policy.
3. As a Measure for high-risk employees, the employees will have RT-PCR swab testing and the Company will be responsible for the costs. In case of confirmed infections, the Company will provide urgent assistance to transfer employees to both public and private hospitals as an emergency.

Measures to take care of employees during the pandemic of COVID-19 The Company sanitized the office building on a weekly basis.



Measures to take care of employees during the pandemic of COVID-19 situation. The company appointed the COVID HOTLINE team as a direct communication channel for employees' inquiries during the pandemic of COVID-19.

FPT Covid Hotline

ตอนทุกคำถาม!! ที่เพื่อนๆ กังวล

สอบถามข้อมูล เรื่องโควิด-19			
ติดต่อเรา กับ FPT Covid Hotline			
กรุงเทพ	062-564-5425	เชียงใหม่	087-773-4184
ภูเก็ต	096-159-6423	ขอนแก่น	083-232-9236
ชลบุรี	083-555-1666	สุราษฎร์ธานี	092-895-3245
นครราชสีมา	089-240-7519	บุรีรัมย์	081-451-4878
อุดรธานี	089-689-5115	นครราชสีมา	065-518-7935
		ขอนแก่น	083-264-9891

Measures to take care of employees during the pandemic of COVID-19 situation. In case of positive result, a HEALTH CARE KIT will be delivered to the employees to use while waiting to be admitted which includes lozenges, Andrographis extract, surgical masks, thermometer.



Measures to take care of employees during the pandemic of COVID-19

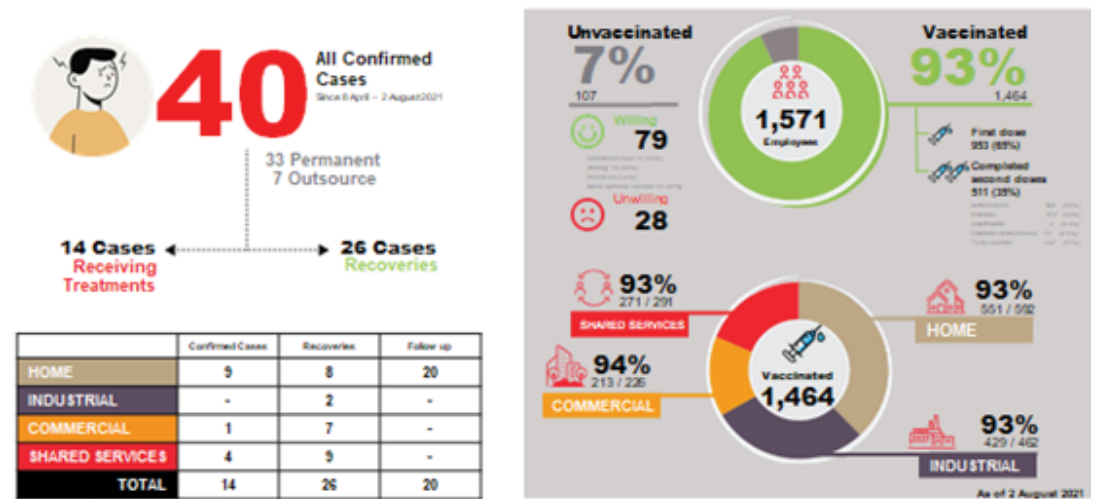


Measures to take care of employees during the pandemic of COVID-19 situation
The Company encourage all employees to receive vaccinations by offering the vaccination at various service points provided by the government.



Measures to take care of employees during the pandemic of COVID-19 situation
The Company provided the support for registration of "Employees' family" vaccinations.

COVID-19 Situation and Vaccine Update



The Company monitors and reports the situation of the infection within the organization as well as the number of employees vaccinated to forecast the workplace situation and be able to provide sufficient support for employee vaccination.

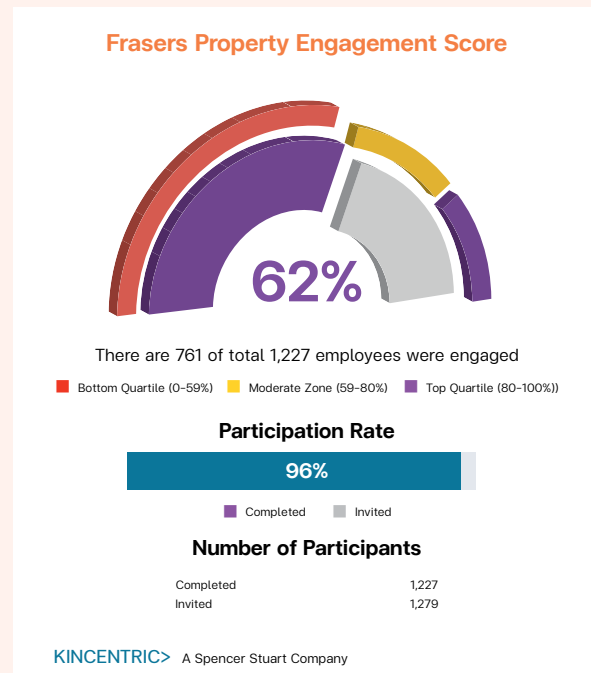
Employee Engagement

To increase the employee engagement towards organization, the Company used the results from the last year assessment to analyze and develop communication plans to respond to employees' lifestyles and enhance their competencies, including:

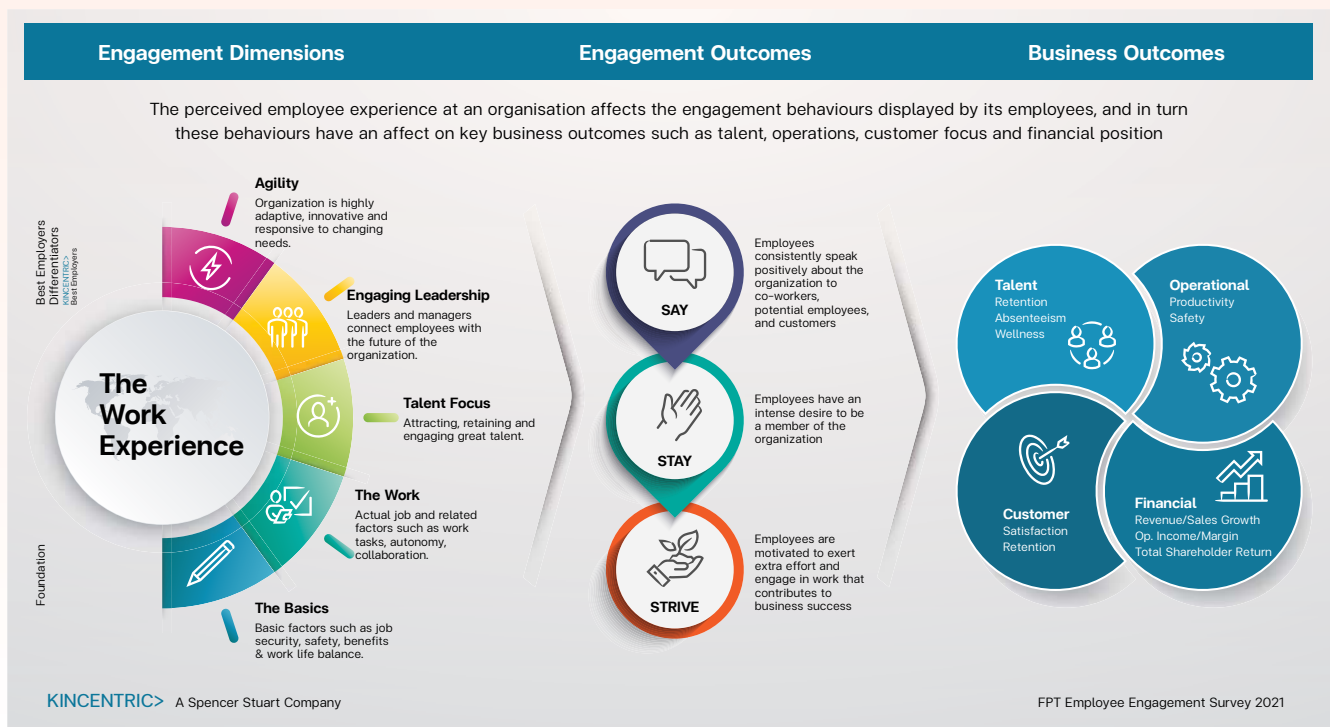
- Appointment of a welfare committee to improve employees' well-being.
- Allocating budgets for employees' activities of recreation, leisure, wellness, and learning. The activities are focusing on building and promoting team unity, while increasing their creativity and reducing illness that may occur in the future.
- Establishing human resource management to motivate and drive the leadership skill for supervisors and executives such as "Design Thinking" training.
- Providing communication guidelines for supervisors to be able to communicate with their staff regarding the company's information, especially opportunities to succeed in their career path.
- Encouraging employees to enhance their knowledge and competencies through internal and external training.
- Organizing activity "Town hall" meetings where the senior executive can communicate with employees regarding business directions, movements, news, and other important issues. This is to ensure that all employees had the same understanding of business direction and development. Meanwhile, the executives had an opportunity to inspire them to work more effectively.
- Providing a convenient and various communication platform, such as MS-Outlook 365, Workplace by Facebook, Line OpenChat, Facebook Closed Group, etc.
- Providing laptops to employees instead of PCs and installing a high speed Wi-Fi that covers all areas of the organization to increase the working speed.
- Applying technology to create support system that can be used anywhere and anytime, such as employee management system (FPT ME), disbursement system (EZ-Pay), e-Procurement system, and meeting room booking by Meeting Hub etc.
- Improving working rules and regulations such as Flexible Working Hours that align with city lifestyles and are suitable for employees to take care of their family and their ages.



In 2021, the Company conducted employee engagement survey by interviewing a total of 1,279 employees under the topic of “corporate management system in various fields”. The feedback was from 1,227 respondents, representing 96% of all employees. Overall, employee engagement was increased in the categories of corporate image and culture, communication, personnel development, quality of life, as well as compensation and welfare. The employee engagement score was reached 62% which achieved the target at 60% of employee engagement. The result will be reviewed and analyzed for further improvement.



Employee Engagement Model



Performance	2021	Target in 2025
Employee Engagement Rate	62%	65%
The number of complaints regarding sexual discrimination and harassment	0	0
The number of complaints regarding non-sexual discrimination and harassment	0	0

Occupational Health and Safety



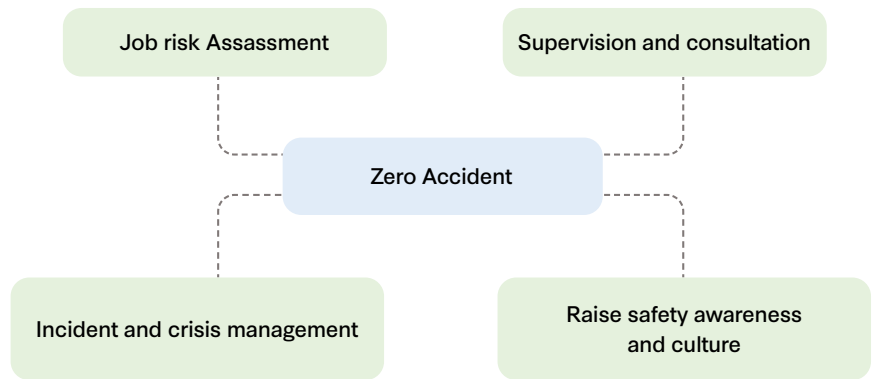
GRI 3-3 and 403

The Company realized that occupational health and safety management at the workplace is one of the critical issues for corporate sustainability. Thus, the Company is determined to build a foundation for working safely and sustainably. The Company has developed its framework for employees, suppliers, communities, and stakeholders relating to all activities while aligning with the universal human rights code and requirements as prescribed in the Company's Code of Conducts. It is also integrated into the safety policy together with the occupational health and safety management system continually. This aims to create well-being and safety in the workplace for all activities related to the Company's business operations.

Management Approaches

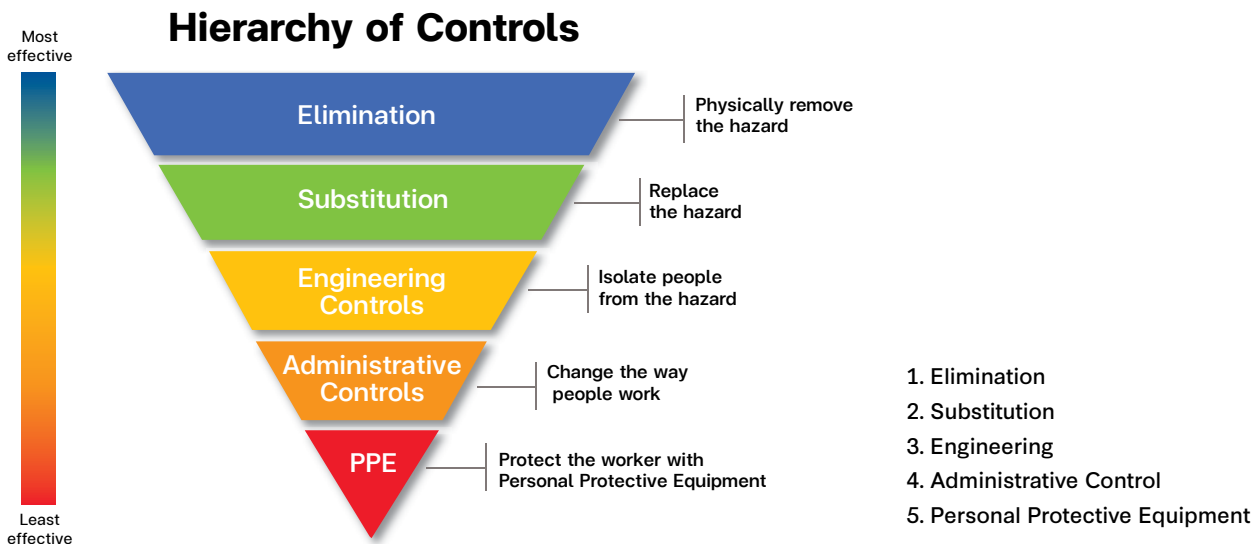
The Company realized the importance of occupational health and safety at the workplace as it is also part of the business operations. Therefore, the Company has set a policy to ensure its continuous improvement in occupational health and safety. The Company's safety operational framework was developed with the aims to achieve a Zero Accident Organization. Details are as follows:

Fraser's Property's safety operational framework



Job Risk Assessment

The work-related hazards are identified by the Job Safety Analysis (JSA) method together with risk assessment by the tools that are appropriate for various types of work. The preventive measures is applied to control each type of hazard along with information of safety measures communicated to all workers to adhere to the strict practice. Moreover, there is risk monitoring to assess the risk during the operations and review the performance after completing operations. Risk assessment is executed based on the principle of Hierarchy of Controls. It helps to systematically increase safety at the workplace, sustainably resulting in the reduction of the risks that cause work-related illness and injury. The performance of Hierarchy of Controls are as follows:



Supervision and Consultation

The Company realized that the risks of occupational health and safety at the workplace for contractors or subcontractors. Thus, the handbook for safety at the workplace was conducted for them as a Contractor’s SH Management Standard, which aligned to the Occupational Safety, Health and Environment Act, B.E.2554 and various ministerial regulations related to works. For example, the Ministerial Regulations regarding Management Standards of Occupational Safety, Health and Environment in the workplace with potential hazards caused by the objects fallen or collapsed from the high and steep workplace or a workplace with the high potential risks that cause the fall into raw material storage room or containers, B.E.2564, or the Ministerial Regulations regarding Management Standards of Occupational Safety, Health and Environment on construction works, B.E.2564, and so forth. So, all existing and under construction projects of the Company must comply with the contractor management system. This covers the processes of contractors selection, contractor management, and contractor audit, in order to ensure that the risk management for occupational health and safety at the workplace is effective and able to minimize the risks to the risk tolerance level. Furthermore, the Company has established the control factors and guidelines for supervisors and the related persons who perform the duty to control the operation, to strictly comply with the measures, guidelines, and the defined requirements. This covers the physical condition check-up of workers, the conditions of tools and equipment, inspection of the workplace that is safe, including the authority to suspend the operations when any unsafe working conditions or actions are found.



Control factors	Practice guidelines
Employees or workers of subcontractors	<ol style="list-style-type: none"> 1. Require the worker's qualifications to suit the job 2. Have a license as required by law for specific jobs 3. Complete training on safety, coaching, and on the job training 4. Require observation and the job safety analysis 5. Require full compliance with safety practice for the specific job/ specific area including other relevant regulations and rules for safety
Tools and Equipment	<ol style="list-style-type: none"> 1. Have a safety check before use 2. Pass safety standards or safety tests as required by laws and specified plans 3. Provide maintenance as specified in the maintenance plan
Environment	<ol style="list-style-type: none"> 1. Assess/ inspect workplace before operating 2. Monitor and analyze workplace condition 3. Manage the workplace area after operation
Suspension of operations	<ol style="list-style-type: none"> 1. When the situations or actions that are below the standard are found 2. Changes in scope or procedure of its operation 3. In case of emergency 4. When inappropriate workplace conditions are found 5. When any unsafe signs of the workplace are found by workers, inform the supervisor to suspend its operations and assess the risk

Incident and crisis management

The emergency response plan was publicized to employees at all levels through internal communication channels. This included internal training and new employee orientation. In addition, the drill of the emergency response plan is executed both at the head office and branch offices by the Top Table method, simulating the highly potential event or severe event with high loss. This helps employees and those involved understand how to respond immediately to the emergency. Moreover, it also enhances the efficiency of the Emergency Response Team in minimizing the loss that may occur.

Raise safety awareness and culture

To effectively drive the system of occupational health and safety at the workplace, the awareness and corporate culture on safety must be embedded to the employees at all levels. Everyone must realize that safety is not a duty and responsibility of one but everybody's. Thus, everyone was engaged in driving the safety policy into practice, aiming to become a "Zero Accident Organization".

Performance

In 2021, we are honored to receive an honorary award at the first level from the Zero Accident Campaign 2021 by Thailand Institute of Occupational Safety and Health (Public organization). However, the Company has set the goal to receive this honorary award in bronze level from this campaign in 2022. The Company also requires our subsidiaries and joint-venture companies to join this activity as well.



In addition, the Company creates awareness on occupational health and safety on a monthly basis under the campaign title of "Workplace Health and Safety Tips" through the corporate communication channels, such as emails, Work Place, and Line Chat.

Work From Home ให้ปลอดภัย Office Syndrome

เรารู้หรือไม่ หากนั่งทำงานกับคอมพิวเตอร์ ในท่าทางที่ไม่เหมาะสมเป็นเวลานานๆ ก็จะทำให้เกิดอาการปวดและมีความเสี่ยงที่จะเป็น

Office Syndrome
 นิ้วล็อก ปวดศีรษะหรือร้าว เอนก้านคอ เอ็นกล้ามเนื้ออักเสบ เข่าเสื่อม ข้อเท้าอักเสบ ปวดตึง คอ น้าไหล ปวดหลัง ความเครียดสะสม

เพียงแค่ว่า "ปรับเปลี่ยนพฤติกรรม"

เลี้ยว การนั่งในท่าทางที่ไม่ถูกต้อง ควรนั่งหลังตรง พิงหลัง เปลี่ยนอิริยาบถระหว่างการทำงาน

ลด ความเครียดจากการทำงาน จัดสรรเวลา ผ่อนคลายและพักผ่อนให้เพียงพอ

งด การจ้องหน้าจอคอมพิวเตอร์เป็นเวลานาน เพื่อคลายความเมื่อยตาของดวงตา และปรับแสงหน้าจอให้เหมาะสม

ดูแล พื้นที่ทำงานให้สะอาด สร้างบรรยากาศที่ดีและเลือกใช้อุปกรณ์นั่งทำงานที่เหมาะสม

"อย่าลืมน !! ออกกำลังกาย และยืดเหยียดร่างกาย อย่างสม่ำเสมอค่ะ"

ข้อเท็จจริงเรื่องวัคซีนโควิด-19

ฉีดวัคซีน
 เสี่ยงป่วยน้อยลง อาการป่วยน้อยกว่า ระยะเวลาแพร่เชื้อ

ไม่ฉีดวัคซีน
 เสี่ยงป่วยมากกว่า อาการป่วยหนักกว่า แพร่เชื้อได้ดีกว่า

+ แม้ฉีดวัคซีนโควิด-19 แล้วยังมีโอกาสติดเชื้อได้ แต่จะช่วยลดความรุนแรงของอาการป่วยและการเสียชีวิต

+ อาการข้างเคียงหลังฉีดวัคซีน

AstraZeneca sinovac

อาการปวด บวม แดง ที่แขน หรืออ้า ตึงตรงที่ฉีดวัคซีน หรืออ่อนแรงเล็กน้อย ปวดหัวเล็กน้อย อาการไข้ ครั่นเนื้อครั่นตัว ปวดเมื่อยกล้ามเนื้อและตามข้อ เมื่อการฉีดมีผล

ส่วนข้างเคียงที่ร้ายแรงอาจมีอัตราการพบเพียง 1 ในล้านคน และจะหายเองตามธรรมชาติ

ส่วนอาการไม่พึงประสงค์จากการฉีดวัคซีนของ AstraZeneca มีดังนี้

ส่วนอาการไม่พึงประสงค์จากการฉีดวัคซีนของ Sinovac มีดังนี้

ที่มาข้อมูล : กรมควบคุมโรค กระทรวงสาธารณสุข

Photo of fact about the COVID-19 vaccine

Work From Home Safely, Worry Free of Office Syndrome

Workplace Health and Safety Tips #6

คปอ.ทำหน้าที่อะไร?

- พิจารณานโยบายและแผนงานด้านความปลอดภัยในการทำงาน
- รายงาน เสนอแนะมาตรการ แนวทางปรับปรุงเพื่อให้อุปกรณ์ตามกฎหมาย
- ส่งเสริม สนับสนุนกิจกรรมด้านความปลอดภัยในการทำงาน
- วางระบบการรายงานสภาพการทำงานที่ไม่ปลอดภัย
- สำรวจการปฏิบัติตามด้านความปลอดภัย
- ตรวจสอบสถิติการประสบอันตราย
- พิจารณาข้อบังคับและคู่มือความปลอดภัย
- จัดทำแผนการฝึกอบรมเกี่ยวกับความปลอดภัย
- ประเมินผลการดำเนินงานด้านความปลอดภัย
- รายงานผลการปฏิบัติงานประจำปี

คณะกรรมการความปลอดภัยฯ จึงมีความสำคัญในการสนับสนุนการดำเนินงานด้านความปลอดภัย อธิษฐานนิย และสภาพแวดล้อมในการทำงานเพื่อป้องกันอันตราย อุบัติเหตุ และโรคจากการทำงาน ส่งเสริมการมีส่วนร่วมของบุคลากรทุกระดับในองค์กรให้สามารถเข้าถึงความรู้ด้านความปลอดภัย และกิจกรรมเพื่อความปลอดภัยในองค์กรได้อย่างมีประสิทธิภาพ

Safety, Health and Environment

Role and Duty of Safety Committee

เป็นมนุษย์ Work From Home อย่างไรให้ PRODUCTIVE

STAY SAFE

STAY PRODUCTIVE

STAY HEALTHY

- ทำงานเฉพาะ: จัดพื้นที่
- เหมือน: แต่งตัว
- ความสำคัญ: สำคัญ
- ใช้เวลาทำงาน: เดียวกับเวลางานที่ออฟฟิศ
- ตัดสิ่งรบกวน
- ค้นหาแรงบันดาลใจ

Health and Safety | Ext. 3153

Productive Performance by Work From Home

The Company supports knowledge development to enhance the personal competency and understanding in the same direction, by organizing trainings on occupational health and safety at the workplace were organized for executives and employees at all levels according to the necessity of each business unit and as required by law. In 2021, key training courses were organized as follows:

- Basic Safety for general workers
- Working at heights
- How to prevent work-related accidents by controlling incidents and near miss
- Role and duty of safety officer of supervisory level
- Safety officer of executive level
- Basic firefighting and fire evacuation
- Occupational Health and Safety Committee

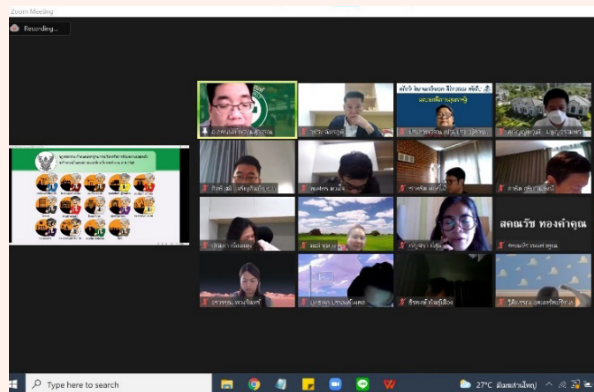
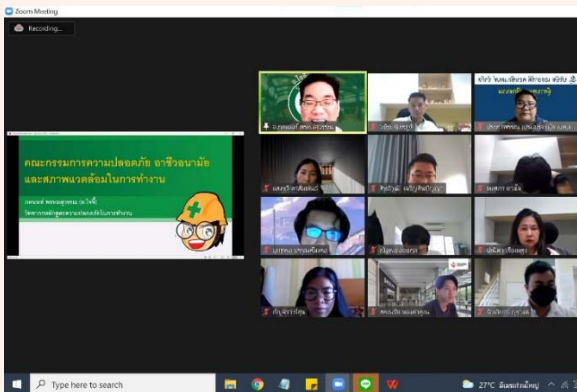
These trainings were organized to create employees' awareness and understanding of the roles and duties to drive safety in the organization to be aligned with the required laws, and to achieve the corporate goal. As a result, employees who participated in the training completed and received certificates at 100%. Moreover, the corporate goal in 2022 was set for all executives and employees at supervisory level to complete the safety training.



Safety training for working at height



Photo of training for safety officers at supervisor level



Training for safety committee

To be prepared for emergency response, the Company regularly organizes the fire evacuation drill together with tenants and office staff on an annual basis. In 2021, the fire evacuation drill was executed on November 12, 2020.

The Company has held “Morning Talk” activity for those involved to have a small group meeting every morning to be prepared for operation at the existing and under construction projects. This helps create awareness on occupational health and safety for employees and contractors to ensure their safety and to acknowledge the best practices for working safely by sharing knowledge with people with direct experience from those who have been in the event or other sources. So, it is beneficial in preventing or reminding teammates. In addition, the Company has conducted the safety assessment to ensure safety in the working process of employees, suppliers, contractors, and sub-contractors, as well as monitoring the remedial status of such causes to ensure that our preventive measures are efficient and sufficient to cover those risks.

Public relations for fire evacuation drill



Photo of contractor’s PPE for work in height



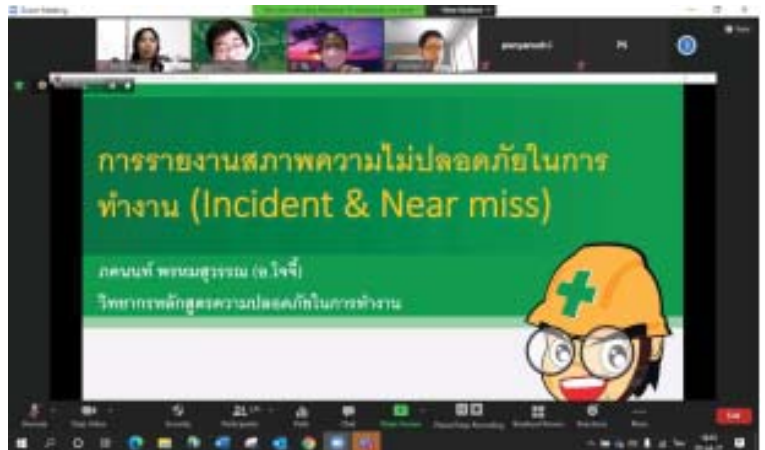
Photo of Morning Talk before operation

NEAR MISS Project

The Company has developed proactively the Near Miss project to achieve the goal of becoming a Zero Accident Organization. This project has been executed for the consecutive 2 years. In 2021, the Company developed an online reporting platform for employees to respond quickly and conveniently when encountering the near miss event during operation. The Company has organized the online training on preventing the work-related accidents, incident control, and near miss reporting, with a total number of 280 staff participating in this training. Additionally, the Company communicated the Near Miss project to encourage employees to report incidents that may cause bodily injury, hazard to health or damage to property while proposing the basic solution to them. This helps to create awareness on safety to all employees

in the workplace. The near miss data from employees has been collected for risk assessment to determine the appropriate preventive measures. In other words, employees were engaged in setting the preventive measures of the accident from such a report. As employees gained more knowledge from the training on near miss, resulting in the submission of 60 near miss reports. Such reports are about building, office tool storage, electrical equipment, construction hazards, noise, lighting in the workplace and unsafe actions in which the Company is in the process of remedy in order of risks.

In 2021, the Company developed this project to be fully operated to create awareness on working safely for employees, contractors, sub-contractors and suppliers, including engaging all stakeholders through the operations and accessibility of information, news, and public relations on safety. This aims to ensure that employees are understand how to identify the potential work-related hazards, risk assessment, and engagement in setting the preventive measures to reduce the rate of work-related injury. This results in preventing accidents and managing safety more effectively and sustainably, aligning with the goal of becoming a "Zero Accident Organization" by 2022.

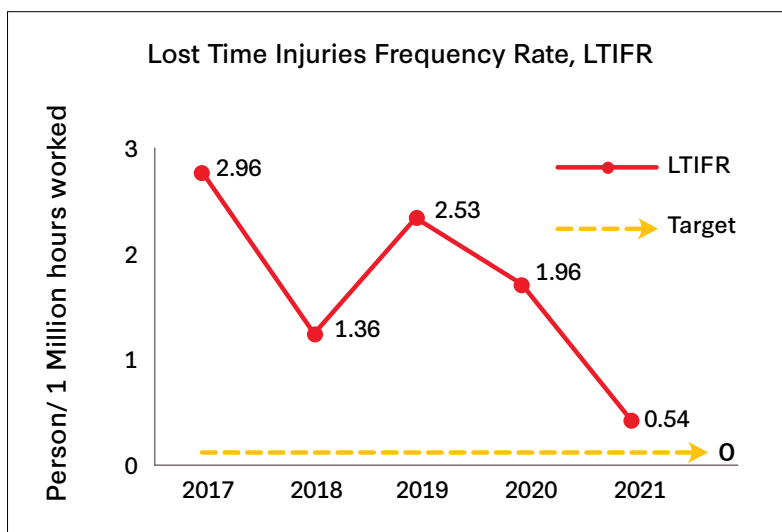
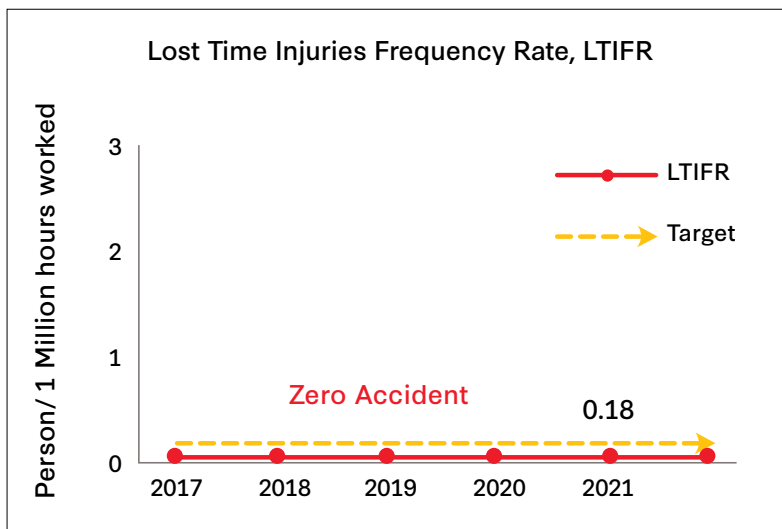


►
Online training on Incident
and near miss

Health Promotion

The Company has collaborated with Healthcare Provider arranging a health checkup program for new employees and annual checkup for all employees. Moreover, we implemented health protocols to promote employees' health, such as, wearing masks during PM 2.5 conditions and epidemic prevention, good practices to prevent COVID-19 and providing basic infectious disease prevention equipment and hygiene facilities. Health data of all employees is concealed according to the Personal Data Protection Act which will not be used for any other benefits.

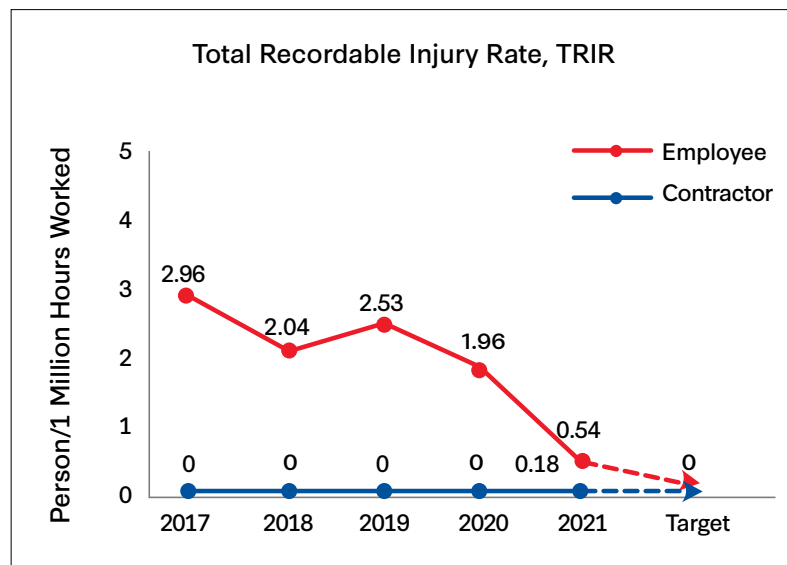
In addition, the Company has established the long-term goal to reduce Lost Time Injuries Frequency Rate (LTIFR) of employees and contractors to become zero by 2022. In the first year, the goal is set separately between employees and contractors, nevertheless, by the goal of 2021, the Company has considered from the best statistics during 2017-2021





In 2021, as a result of the Lost Time Injuries Frequency Rate (LTIFR) of employees decreased from 1.96 (FY 2020) to 0.54. Though the Company has not yet achieved the zero target of LTIFR or to become a zero accident organization, the Company has established preventive measures to control the work-related accidents, aligning to the Hierarchy of Controls together with Engineering controls to ensure no repeating incident occur in the future. For example, proper design of safety guard, management control by reviewing and assessing the risks, arranging on job training (OJT) along with the Job Safety Analysis (JSA), as well as the use of personal protective equipment, and so forth.

Moreover, the Company has identified the severity of the incident according to the impact on life and property divided into 4 work-related level of injuries: Major, Serious, Moderate and Minor. In 2021, there was no major incident during on-site operation. The performance on occupational health, safety and environment has resulted in a significant decrease in Lost Time Injuries Frequency Rate (LTIFR) and Total Recordable Injury Rate (TRIR) for both employees and contractors, which led to becoming a Zero Accident Organization by 2022.



Work-Related Accident Statistics of employee

Performance	Number of Work-Related Accident				Target
	2018	2019	2020	2021	2022

Employees

Number of fatality due to work-related injuries (persons)	0	0	0	0	0
Number of high-consequence work-related injuries, exclude fatality (persons)	0	0	0	0	
Total Recordable Injury Rate: TRIR (persons)	3	4	4	2	
Lost-Time Injury Frequency Rate: LTIFR (person per 1 M. hours worked)	2.04	2.53	1.96	0.54	
Number of fatalities as a result of work-related ill health	0	0	0	0	

Contractors

Number of fatality as a result of work-related injuries (persons)	0	0	0	0	0
Number of high-consequence work-related injuries, exclude fatality (persons)	0	0	0	0	
Total Recordable Injury Rate: TRIR (persons)	0	0	0	2	
Lost-Time Injury Frequency Rate: LTIFR (person per 1 M. hours worked)	0	0	0	0.18	
Number of fatalities as a result of work-related ill health	0	0	0	0	

Human Rights



GRI 3-3 and 406

Apart from materiality issues on the economic, social, and environment, the Company also focuses on the respect of the human-being of all employees. As the Company recognizes that employees are an important resources to create value-added, productivity, competitiveness, credibility, and reputation. Therefore, the Company has promoted practices aligned with the international human rights principles, which are inherent rights regardless of gender, nationality, race, ethnicity, skin color, religion, language, social status, laws, local customs, or any country in which the Company invests or is involved.



Management Approaches

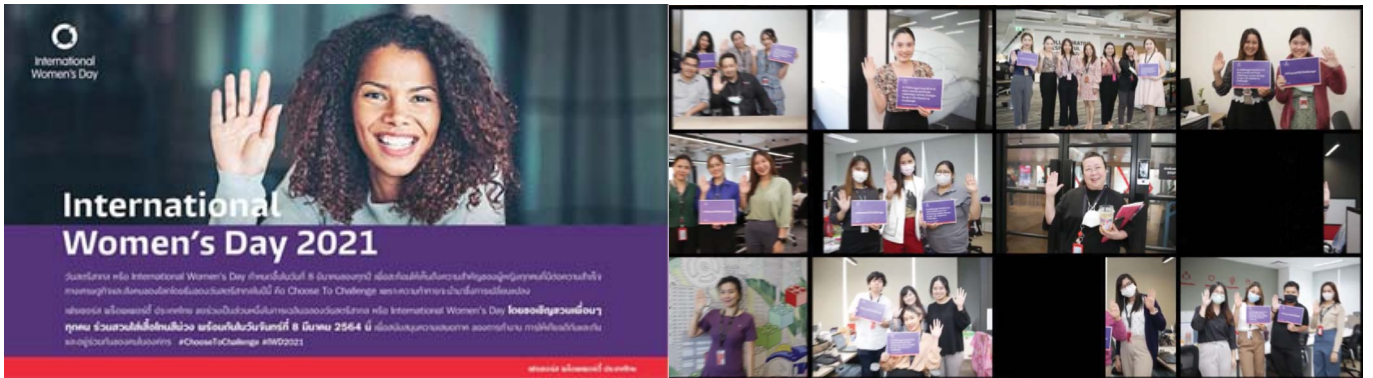
The Company's supply chain involves collaborating with diversified human resources like ethics and languages, especially our stakeholders such as customers, suppliers, and employees. Therefore, the Company has established the Human Rights Policy based on international guidelines, for instance, the Universal Declaration of Human Rights (UDHR), United Nations Global Compact (UNGC), and UN Guiding Principles on Business and Human Rights, as well as the Labor laws in all countries that the Company operates its business. Moreover, the Company adheres to the rights of liberty, equality, and human dignity without discrimination regardless of gender, race, religion, or skin color to prevent and avoid human rights violations of employees, customers, suppliers, contractors, and communities, including the vulnerable groups, which are children, women, the elderly, people with disabilities, indigenous people, migrant workers, and so forth. In this regard, the Company has defined the procedures in line with the human rights principles as follows:

- Require the Company's employees to understand the laws that are directly related to their duties and responsibilities and strictly comply with them. In case of performing duties abroad, they should study the laws, customs, traditions, and culture of the destination country, including compliance with international human rights principles. However, they must not support any activity that violates the practices on human rights principles.
- Define the whistleblowing policy including measures to protect informers or complainants. In case of having a suspicion when encountering improper behavior or contrary to the law or Ethical standards and Business Codes of Conduct. In order to prevent unfair treatment due to the cause of whistleblowing regarding illegal or unethical acts, the Company emphasizes the safety and damage of the informer, data sources, or related persons.
- Conduct the internal audit on annual basis and report to the Board of Directors for acknowledgement.



Performance

In 2021, the Company is establishing the policy and plan to monitor the implementation of human rights principles for the industrial property business and other relevant businesses. Then, the Company will expand the scope to cover all remaining business groups in the future. For the suppliers' practice on human rights issues, the Company will use the results of the Vendor Sustainability Assessment Survey (VAS) in the section of Human Rights and Labor Management, as well as Workplace Health, Safety, and Wellbeing as part of the assessment for the Supplier's human rights due diligence.



Example activity: Corporate Communications and Branding International Women's Day 2021

Performance	2018	2019	2020	2021	Target in 2022
Number of significant complaints on human rights	0	0	0	0	0
Number of complaints on discrimination and sexual harassment	0	0	0	0	0
Number of complaints on discrimination and harassment that is not related to sexuality	0	0	0	0	0

Corporate Culture







GRI 3-3

The Board of Directors adheres to operating the business with sustainable growth. Hence, the Company manages the business in accordance with the guidelines prescribed by the Stock Exchange of Thailand (SET) while also being responsible for social, environmental, and stakeholders. In addition, the corporate culture defines the required expertise and qualifications for the organization. This is a foundation to lead the organization towards sustainable growth.

Management Approaches

Based on the management restructuring in 2021, it has led to the development of a communication system to create a better understanding on the corporate core values. The Company develops the new corporate culture to be concretely implemented as follows:

 <p>Collaborative</p>	 <p>Respectful</p>	 <p>Progressive</p>	 <p>Real</p>
<p>Collaborate:</p> <p>Build relationships with an open mind and trust while collaborating with the same objective and goal. Furthermore, the Company ensures the understanding of roles and responsibilities, as well as creates activities, and guidelines for long-term collaboration.</p> <p>Sense of Ownership:</p> <p>Consider and emphasize the benefits of the Company while understanding the corporate goals. To create good returns and drive the organization towards its goals, the Company develops approaches to enhance work operations and business growth, while planning and managing budgets.</p>	<p>Customer Centric:</p> <p>Active listening to the information to establish the guidelines for designing products and services that meet customers' needs. Additionally, this helps forecast the future demand and conduct proactive action plan that respond to that need.</p> <p>Believe in each other's expertise:</p> <p>Accept the expertise in each profession and individual experience, while valuing others' opinions and being creative in resolving conflicts and different opinions.</p>	<p>Drive Result:</p> <p>Develop guidelines and working processes that drive the Company to achieve the set corporate targets. If there is a new situation with unclear information or no guidelines provided, the company will use a new initiative or different operating approach, instead of conventional practices, for a quick and efficient achievement. Moreover, an emergency plan is in place in case an unexpected situation occurs.</p> <p>Foster New Initiative:</p> <p>Adopt new concepts, technologies, and methods to enhance working processes and continuously develop themselves. This is to create benefits for the organization, while demonstrating their understanding and acceptance of the changes and the consequences.</p>	<p>Commitment:</p> <p>Strictly control and monitor the quality of each step and process by adhering to honesty, and good corporate governance. This is to ensure the Company's products and services meet the leading standards which will result in creating the customers' impressiveness, and confidence sustainably.</p> <p>Adapt to Individual Difference:</p> <p>Understand the identity and differences of individuals including cultures, race, and religions, while being ready to adapt their behaviors and working processes to be consistent and well harmonized.</p>

Performance

The implementation was systematically planned and integrated into all processes, from employee recruitment to employee evaluation process. All activities will be seriously driven by the “Change Team” in 2022.

In 2021, the Change Team was developed the strategy to drive the “FPT Core Value” and defined it as a strategic Integration plan (CRPR Plan) under the name “One Frasers-One Platform-One Culture”. This plan emphasizes on creating 4 Core Values, namely Collaborative (C), Respectful (R), Progressive (P), and Real (R). Moreover, the communication activities were organized to create understanding regarding CRPR, both in educational training and online training, with a total number of 724 participants, which represents 55% of all employees. In this regard, the Company has applied a behavioral performance evaluation by designing the evaluation in accordance with the corporate core values and the employee level.

2021

COMBINE

ONE FRASERS, ONE PLATFORM, ONE CULTURE.

‘Beginning the Journey of A fully integrated real estate developer in Thailand’

Business & Governance:

- ▶ Reorganize FPT’s ORG Structure
- ▶ **Right Governance** in Place
- ▶ SAP & IT, **Digital Platform**
- ▶ **‘NEW NORMAL’** Businesses

People & Culture:

- ▶ Map and Transition to 4 Core Values - **CRPR**
- ▶ Embed **‘Experience matters’** culture in our staff’s DNA
- ▶ Roll out **‘Design thinking’** way of work
- ▶ Identify and Groom **Talents**

Brand:

- ▶ Raise **FPT’s Brand Awareness** as “A fully integrated real estate developer in Thailand
- ▶ Build strong stakeholders’ **Engagement** in FPT’s Brand



Internal training to create understanding regarding CRPR (March - April 2021)

Furthermore, the Company has continuously organized activities to promote Core Values on Collaboration (C) throughout the year 2021, including:



Virtual Lunch with Top Executive (August - November 2021)

Virtual Lunch with Top Executive: It is an activity organized to build relationships between employees and senior executives. A total number of 222 employees participated, representing 97% of all employees at manager level. It can also be divided by business units; Residential Property Business at 28% of all participants; Industrial Property Business and investment in related businesses at 33% of all participants; Commercial Property Business at 15% of all participants; and Shared Services Business at 24% of all participants.



Virtual Run for Friend: It is an activity organized for allowing employees to get to know each other through exercise activities by organizing a running competition. A total number of 1,067 employees participated which represents 78% of all employees, while the distance of total running is 125,062 kilometers.

Virtual Run for Friend (February - May 2021)

Monthly meeting by employee level: This activity aims to increase work efficiency across all departments, and ensure comprehensive internal communication. The meetings are arranged in the form of executive meeting between business units, executive meeting between departments, and middle-management meeting between departments, and so forth.

One Platform Project: It is a project that adopts the SAP SuccessFactors system for all companies under the Frasers Property Group, covering various matters as follows:

- o Employee Center that connects all employees’ data as one database
- o GMPM is a system for performance evaluation
- o LMS system is a learning system for all employees in an organization, etc.

Performance	2021	Target in 2022
Develop working process for driving the corporate culture	25% of the implementation according to the CRPR action plan by driving “C”	100% of the implementation according to the CRPR action plan.
Consistency of employees’ behavior towards the corporate culture on “Collaborative”	80.9%	At least 80% of the consistency of employees’ behavior towards corporate culture on “Collaborative”

Human Capital Development



GRI 3-3 and 404

The Company has developed a human capital development plan to strengthen employees' competency in driving the organization to achieve its goals continuously and efficiently, with the determination to become "A Fully Integrated Real Estate Developer". The Company aims to provide a challenging opportunity for all employees to grow in their career path through the learning process, along with the development of core competency in various forms that are appropriate to the employee's level and to each business unit. This is to enhance employees' skills and capabilities as well as their quality of life, which will lead to building a learning organization sustainably.

Management Approaches





The Company has established a development roadmap in the form of an annual training plan for human capital development as follows:

- Core Competency Development Program encourages employees to develop their management skills and competencies. It aims to strengthen employees' competency in the subjects related to corporate Core Value, Communication, Collaboration, and Innovation.
- Leadership Competency Development Program aims to strengthen leadership skills. The program will enhance the capability of team management, the aptitude to solve problems, and the motivation for collaboration and unity. In addition, this helps employees learn to be good mentors.
- Functional Competency Training is for all employees in each business unit to advance the knowledge relating to their own department and its business unit.
- Basic Skills Development Program is for employees at all levels and business units, for example, English skills, computer programs, and so forth.
- Supplementary Skills Development Program is a voluntary training program for those who want to advance their supplementary skills in addition to the skills related to their job functions.

Additionally, the Company communicates the details of training programs through various internal communication channels, such as, MS-Outlook 365, Workplace by Facebook, Line OpenChat, Facebook Closed Group, etc. The Company emphasizes the use of simple language in the training courses in accordance with the employee's level for their better understanding in both internal communication and training by the lecturer. The assessment after each training course will be included as part of the annual performance evaluation to help improve the corporate human capital development plan in the following year.

The results of the performance evaluation and analysis will be applied to the Human Capital Development Plan. The plan not only focuses on the business direction and corporate goals, but also technology adoption to support the learning processes and human capital development. The Company adopts a Learning Management System (LMS) to enhance efficiency in data management, and ensure accessibility to the knowledge and training conveniently.

Human Capital Development plan

	The important courses for managing			Supplementary Courses		Basic Courses
CEO 	Business Cases Exposure/ Updates (seminars)	Biz Community Exposure Initiatives	The Concept of Agile Management	Active Listening		
Executives 	Problem-Solving and Analytical Decision-Making	Coaching and suggestions for efficient work	Situational Leadership	Effective Presentations	Active Listening	Intermediate and Business English
Managers 	Problem-solving and analytical decision-making	Excellent Leadership	Jobs Assigning Skills with a purpose	Active Listening	Effective Communication	Basic English
	Building Trust and Reliability for manager	Systematic and Creative Thinking	Negotiation Skills			
Operational level 	Building Trust and Reliability for Manager and Colleague	Problem Solving and Decision-Making	Time Management	Effective Presentations	Effective Communication	Basic English
	Planning and Prioritizing	Negotiation		Personality Development	Preparation for Adaptation	

“Design Thinking” course is added to the core courses for management at the levels of CEO, executives, and managers.

To develop employees that are capable and have expertise according to the Company's business philosophy of "Inspiring Experiences, Creating Places for Good", the Company therefore emphasizes human capital development systematically and continuously. Accordingly, the Company believes that creating experiences and inspiration are essential for employees to respond to customers' needs sustainably. Thus, it is necessary to design the plan appropriate to the employee's level according to responsibility and duty individually, as well as establish an individual development plan (IDP) as a framework that leads the employees to drive the Company to achieve the corporate goals.

Materiality on individual development plan (IDP)	Performance Evaluation Guidelines	Corporate Goals
Leadership skills	<ul style="list-style-type: none"> 360-degree performance reviews Behavioral interview techniques 	<ul style="list-style-type: none"> Leadership skills and competency in driving team and corporate success. Developing leadership competencies for preparedness of career growth
Personality, Inspiration, and Core Values	<ul style="list-style-type: none"> 360-degree performance reviews Personality test 	<ul style="list-style-type: none"> Individual characteristics and career aspirations with a commitment to take on a role of leadership to drive themselves and others to success.
Important experiences	<ul style="list-style-type: none"> Information System for Human Resources Creating a platform to share self-experience to others 	<ul style="list-style-type: none"> Important experiences are accumulated through each person's career
Knowledge and Qualifications	<ul style="list-style-type: none"> Personal Data 	<ul style="list-style-type: none"> Relevant expertise and educational background, as well as an attitude and empathy that is congruent with their goal or position

Succession Planning Management was conducted for all executives and key positions. This is the responsibility of the Succession Planning Committee, which is responsible for developing Succession Planning and High Potential Management to manage the business continuity and be prepared for business expansion. The development of Succession Planning has steps as follows:



Performance

In 2021, the Company provided various training and academic programs on both online platforms and on-site training. There were over 100 training courses provided, divided into 365 in-house training courses and 767 public training courses for those who required training on specific skills. The total budget for training was 9.14 million Baht and the average number of training hours per person was 44 hours per year. The training was summarized by gender, position level, the overhead training cost, and the ratio of employees with individual development plan in the following table:



Average amount spent on training and development is 6,614 Baht per FTE.



Average number of training hours for all employees (per FTE)



40

48

	Executive Vice President and above	39	44
	Vice President to First Senior Vice President	52	62
	Manager to Deputy Vice President	51	58
	Assistant manager and below	37	45

The training courses provided to the employees have resulted in the enhancement of knowledge and understanding for those who participated in the training. This enabled them to improve their working processes, which aligned with the corporate sustainability strategy in the materiality of developing working processes and equal opportunity for improving their skills, expertise, and capability. This is aligned with the Convention No. 11 on Discrimination in Employment and Work, 1958, which stipulates that each country shall formulate a national policy to avoid discrimination regarding employment, training, and working regardless of race, skin color, gender, religion, political opinion, nationality, or social status while supporting the equal opportunity and action prescribed by the International Labour Organization (ILO), which Thailand agreed to and signed as membership.



▲ Training course: Design Thinking



◀ Sales staff training

Examples of training courses organized by the Company for the employees at all levels (since October 1, 2020 to September 30, 2021) are as follows:

- The Situational Leadership (Situational Leadership)
- Leadership ACT (Excellent Leadership)
- Leadership skills development (Excellent Leadership)
- Design Thinking (Systematic and Creative Thinking)
- Analytic Culture Adoption Class and Workshop (Problem-solving and making-decision)
- Problem-solving and making-decision techniques (Problem-solving and making-decision)
- Creative Design Presentation (Effective presentation)
- Powerful Trainer (Effective presentation)
- Effective Handling Customer Complaints Management (Effective communication)
- Role Clarification Training (Preparation for Adaptation)
- To create PR, PO, and practice with the Accounts Payable Department (Preparation for Adaptation)
- English for Work (Basic course)
- Fundamental of Corporate Sustainability (Basic course)
- Sustainability e-Learning Module (Basic course)
- Code of Business Conduct (Basic course)
- Carbon footprint Training (Basic course)
- Social Return of Investment (Basic course)
- Safety officers and supervisors (Basic course)
- Review the roles and duties of safety officers at supervisor level (Basic course)
- Prevention of accidents related to work through Incident and Near Miss program (Basic course)
- Occupational health, Safety and Environment at workplace for general employees (Basic course)

Furthermore, the Company organized training on corporate sustainability development in 2021 by building a basic understanding regarding sustainability through Sustainability e-learning platform for 100% of the employees at all levels. The Company also organized a workshop at the departmental level to initiate the sustainability projects and a workshop to conduct sustainability reports in accordance with the Global Reporting Initiative (GRI) standard, in order to create a better understanding of sustainable development in accordance with the Sustainable Development Goals (SDGs) set by the United Nations.



เริ่มแล้ววันนี้ e-Learning
การอบรมความรู้เบื้องต้น ด้าน “ความยั่งยืนทางธุรกิจ”

ขอเชิญชาวเฟรเซอร์ส พร็อพเพอร์ตี้ ประเทศไทย ทุกคน เข้าร่วม “การอบรมความรู้เบื้องต้น ด้านความยั่งยืนทางธุรกิจ” การอบรมภาคบังคับสำหรับพนักงานในกลุ่มบริษัทฯ เพื่อมีส่วนร่วมในการขับเคลื่อนให้เกิดการพัฒนาอย่างยั่งยืน

ตั้งแต่วันที่ 2 มิ.ย. - 1 ก.ค. 2564
ความยาว 40 นาที การอบรมนี้สามารถบันทึกชั่วโมงการเรียนรู้ได้

สอบถามข้อมูลเพิ่มเติมได้ที่ ทีมทรัพยากรบุคคล บริษัทความยั่งยืน และความยั่งยืน
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FRASERS PROPERTY

สแกน QR Code เข้าร่วมอบรม

เฟรเซอร์ส พร็อพเพอร์ตี้ ประเทศไทย

Performance	Target in 2021	2021	Target in 2022
Average number of training hour for all employees (average hour per FTE)	25	44	40

Corporate Philanthropy and Community Engagement



GRI 2-29, 203, 3-3 and 413

The Company realized that the responsibility for all stakeholders and potential impacts on social and environment is critical. Thus, the businesses, both internal and external activities, are responsibly operated to create values for community, social, and environment while maintaining religion, and conserving natural resources, including supporting education, and public interests. Apart from taking care of the well-being of employees, the Company focused on the well-being of those who reside in the community and other stakeholders, as well as the surrounding environments of the Company's operating areas. This results in better living conditions for everyone in the community, while the Company is accepted and trusted by those communities and has confidence in operating businesses.

Management Approaches

To be part of a society, it is important to gain trust and acceptance from the community, in order to grow sustainably together. The Company believes that building a robust foundation for the community will help them to live on their own and sustain their lives stably. Thus, the Company has formulated a community engagement strategy that emphasizes building better quality of life and environments to be aligned with the socioeconomic context of those who reside in the surrounding area where the Company operates. The Company also conducted community survey before the commencement of any property development project to ensure that the community and project will sustainably grow together without any conflict. After the operation, the Company also monitor and analyze for further improvement.

Performance

Building a robust foundation for community and social that allows them to live on their own and sustainably grow together. This also helps the Company to be accepted and trusted. Therefore, the Company formulated the strategies in conducting the activities for community engagement that focusing on better quality of life and environment that are dependable without any conflicts. In 2021, we organized activities relating to community engagement and corporate philanthropy as below:



Philanthropy activity to mitigate the impacts of those affected by the pandemic of COVID-19.

1. Establishment of the field hospital to support the COVID-19 patients in the industrial zone in Ayutthaya

Due to the more severe outbreak of COVID-19 in the area of Ayutthaya, the Company is in collaboration with the Rojana Industrial Park and local government agencies, to establish the temporary field hospital. The Company provided spaces of the Industrial property for establishing a 430-bed field hospital with the necessary utilities and medical equipment as a temporary care facility for COVID-19 patients according to the standards of the Department of Disease Control, Ministry of Health. As a result, it could provide services and accommodate the infected patients in the industrial area and the surrounding communities while mitigating the effect of insufficient medical facilities under the situation of the COVID-19 outbreak.

With the establishment of the temporary field hospital, the Company has received support from the local government and private sectors in providing and improving the necessary utilities and facilities, including other necessary infrastructure, to ensure the readiness of medical services for patients in accordance with the criteria prescribed by the Ministry of Public Health and Uthai Hospital, Uthai District, Ayutthaya, since August 31, 2021. For instance, transformers and electrical control cabinets by the Provincial Electricity Authority, the communication system by CAT Telecom Public Company Limited, and the bottled water by Thai Beverage Public Company Limited, as well as food and other daily-use items by many donors.



2. Establishment of the Community Isolation Center for COVID-19 patients in the industrial area of Chonburi and Rayong

As the severity of COVID-19 outbreak has increased, the Company decided to cooperate with local government and private sectors in preparing an establishment of the Community Isolation Center for COVID-19 patients. The Company turned the vacant building for that purpose in accordance with the standards prescribed by the Department of Disease Control, Ministry of Health to help communities nearby the Frasers Property Industrial (Thailand). This is a free support with a donation of 200,000 Baht in cash for building temporary toilets at the Community Isolation Centers for COVID-19. Additionally, the Company continuously support the space for this purpose after established the Community Isolation Centers both in Rayong and Chonburi. The Company determined to collaborate with the relevant agencies to help communities recover from the COVID-19 effect and be able to living as normal. At the same time, this helps reduce the burden on the government’s duty and increased access to medical services timely when infected. This also prevents the widespread of virus among communities, the Company’s employees, tenants’ workers and supplier’s workers.

Currently, the Company provided the factory’s building for establishing the Community Isolation Centers and the temporary field hospitals for COVID-19 patients, with capacity of approximately over 1,000 beds in the area of industrial zones located in Rayong, Chonburi, and Ayutthaya.



3. Donation of items, equipment, and cash to those affected by the pandemic of COVID-19

In 2021, the situation of COVID-19 outbreak is still ongoing and creates a severe impact on social. Hence, the Company decided to be part of supporters in helping those affected by such pandemic, by conducting activities to help alleviate the impact on communities living around the areas where we are operating its business throughout Thailand. The details are as follows:



1. Distribution of food sharing cabinets during the COVID-19 outbreak situation for Ban Mai Samrong Community, Lat Bua Khao sub district, Si Kew district.



2. Coordination with customers and golfers to provide survival kits for employees and caddies who have been affected by the COVID-19 outbreak situation. The survival kits consists of rice, dry food, chicken meat, eggs, daily supply kits, etc.



3. Donation of food and beverage to the medical persons who providing vaccination services for COVID-19 through the "Pak Chong Ready Project".





4. Building mobile ICU negative pressure room by Frasers Property Residential. The Company has given 1,000,000 baht as a financial support to the Police General Hospital Foundation under the Royal Patronage of Her Majesty the Queen, by having Police Lieutenant General Sophonrat Singhajaru, Chief Medical Officer (Sorbor 8) and the Secretary General of the Police Hospital Foundation under the Royal Patronage as assignee.





รวมใจบริษัทจดทะเบียน สู้ชุมชน

โครงการที่ตระหนักถึงผู้ที่ได้รับผลกระทบจากสถานการณ์โควิด-19 และต้องการเป็นส่วนหนึ่งในการบรรเทาความเดือดร้อน โดยตั้งเป้าหมายจะมอบอาหารปรุงสุกจำนวน 100,000 กล่อง และอาหารแห้งไปยังชุมชนผ่านศูนย์บริการสาธารณสุขและหน่วยงานต่างๆ โดยได้รับการสนับสนุนตลอดเดือนสิงหาคม ดังนี้

ยอดเงิน ที่ร่วมสนับสนุน

3,057,450

บาท

ยอดอาหาร ที่ร่วมส่งความอิ่มท้อง

58,175

กล่อง

สิงหาคม





หากประสงค์ร่วมสนับสนุน หรืออาหารแห้งในโครงการฯ ได้ที่
สมาคมไทยพาณิชย์ สาขาณเวฬุ เล่มที่บัญชี 049-2-16103-0

สงวนลิขสิทธิ์โดยสมาคมไทยพาณิชย์
คุณอภิคุณา หรือ คุณศิริกานต์ หรือ คุณนิภาพร
โทร. 0 2009 9191 ต่อ 3701 | 3708 | 3705

รายละเอียดโครงการ
"รวมใจบริษัทจดทะเบียนสู้ชุมชน"
และการเข้าร่วมสนับสนุนโครงการ

สามารถสแกนดูเพิ่มเติมได้ที่
QR Code ด้านข้างนี้



5. The Mitigation project for those affected by the pandemic of COVID-19 by Thai Listed Companies Association. The Company donated a certain amount of cash, aiming to directly support any related activities of the association regarding the mitigation for those affected by the pandemic of COVID-19.



Corporate Philanthropy for building the robust foundation of community

1. “#FPIT Give Love Season1” and building an elderly home, entitled “Baan Saanrak”, Khon Kaen

Industrial property business recognized the consequence of stepping into an elderly society in Thailand. Thus, the Company developed the surrounding area of the operations to create better quality of life for the elderly to be able to live safely and healthily under the conditions of good environment. Accordingly, the Company built an elderly home entitled “Baan Saanrak”, under the project of #FPIT Give Love Season 1.

In 2021, the Company conducted a pilot project at the community of Tha Phra subdistrict administrative organization, Khon Kaen, which is a community nearby the Frasers Property Logistic Park (Khon Kaen) project. The Company provided financial supports for developing “Baan Saanrak” for the elderly and handicapped who are vulnerable groups. The Company aims to expand the projects to other areas where the Company operate.

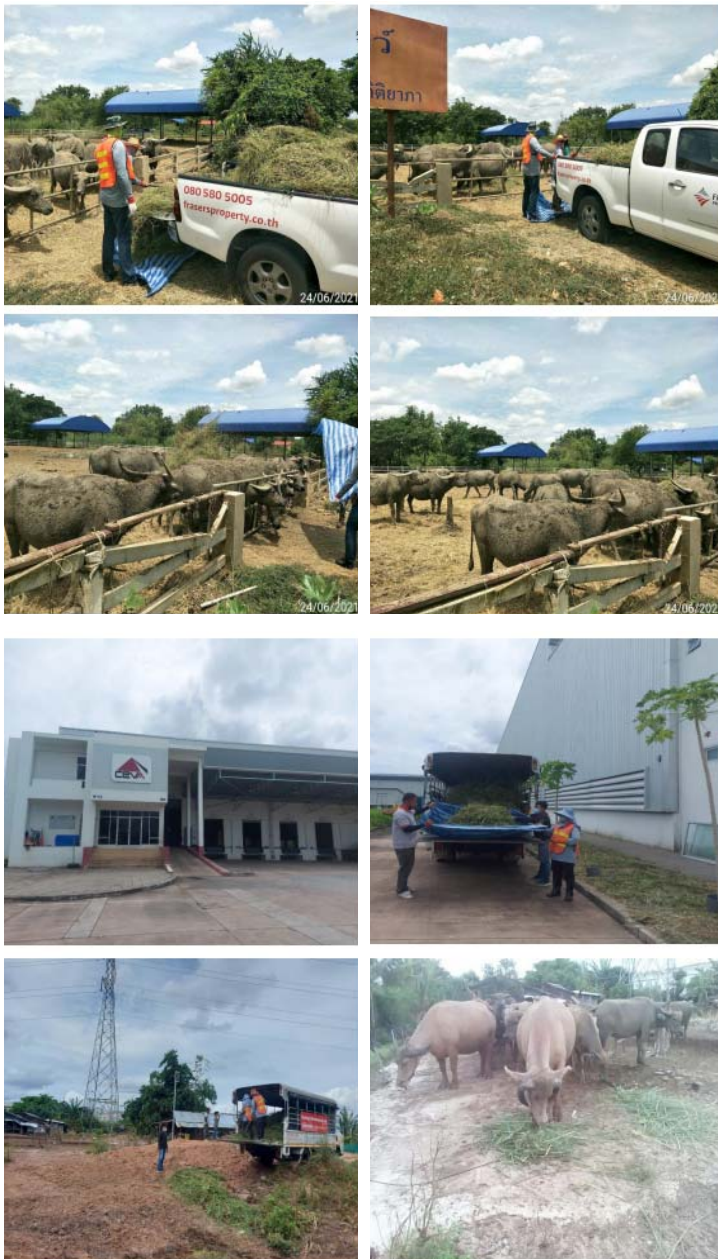


2. Donating grass as feed for cattles

The Company focuses on social and sustainable activities. The industrial property business in the Rojana Industrial Park, Ayutthaya, initiated the program to continually donate grass as feed for cows and buffaloes since January 2020.

The green grass has been given to cows and buffalos that are raised at the pasture area of Tanoad Tia Temple, Uthai District, Ayutthaya, under the patronage of Somdej Chao Fa Krom Luang Ratchasarinee Siripatchara Maha Watcharajathida. This project aims to manage waste generated from the improvement of vacant land and landscape in the Rojana Industrial Park, Ayutthaya, which occurs on a monthly basis. Moreover, this benefits cows and buffalo while helping reduce costs for the temple.

However, the Company plans to expand this project to other locations such as Wang Noi, Hi Tech, Bang Pa-In, Rojana, Bangna Asia, Bang Phi, Bang Pu, Laemchabang, Eastern Seaboard, Amata City Chonburi, Amata City Rayong, and Bowin Sriracha.



◀ The project to donate weed for cattle and buffaloes at Wat Tanote Tia (Temple), Uthai District, Phra Nakorn Sri Ayutthaya.

◀ The project to donate weed for cattle and buffaloes together with CEVA Logistics (Thailand) Co., Ltd.

3. Learning Center by Samyan CO-OP

The learning center project "Samyan CO-OP" was developed to support and enhance a personal competency, especially for students who love self-learning, self-development, and sharing knowledge with others. The space is considered for personal and agencies to organize any events or activities in order to develop and enhance individual competency without any charge.



Example of free learning programs via social platform during the pandemic of COVID-19

Moreover, the Company placed a significant role on supporting and developing the individual competency under the area of community development entitled "Samyan CO-OP". It is located at 2nd floor and open 24 hours for everyone free of charge. It provides an area for self-learning and self-development, including any type of activity that will enhance individual competency to be knowledgeable, skilled, creative, and ready to connect to society. This also allow them to learn to apply knowledge and skills to benefit oneself and others or serve the public good with ethics and morals in order to develop the country and ensure that they are able to live happily in society.

This not only reinforces the concept regarding coexistence and growing together with the community without any conflict, but also helps to support the robust foundation of the community by providing knowledge to youth and the public who come to use this service.

Now, the Company are in the process of collecting data in the number of users and customers' satisfaction to analyse and improve the service to meet the needs of the users.



The space is divided into 6 zones, and each zone provides different services as below:



- 1. Open Reading:** Space for individual or group work, study or research.



2. Sky Reading Space especially for individual work, study or research.



3. Focus Zone Space for work, study or research of those who want concentration in a quiet area.



4. Meeting Room Meeting rooms are for group work, study, research or meeting, totaling 5 meeting rooms.



5. **Socialized Amphitheatre** Space for individual work, self-study, or research. This area also uses for workshops such as training, lecture, and discussion etc.
-



6. **Refreshment** Resting and eating area. Providing service of vending machines, copiers, common computers and room for talking on the phone.
-

4. Blood donation at Samyan Mitrtown

Blood donations has been decreased since the pandemic, resulted in low blood supply levels however, there are still lot of patients who need blood. Therefore, the Company publicizes people to donate blood by providing the space on G floor of Samyan Mitrtown, Samyan Mitrtown which is a shopping complex under the commercial property business, for the National Blood Center, the Thai Red Cross Society to park a blood donation mobile unit. This helps to facilitate and be convenient for blood donations. In 2021, we are able to collect 588,150 cc of blood. Since the start of the project in 2020, we have continuously contributed 1,087,450 cc of blood to the National Blood Center, the Thai Red Cross Society.



ศูนย์การค้าสยามย่านมิตรทาวน์
ขอขอบคุณ ผู้บริจาคโลหิตทุกท่าน
วันที่ 5-6 กรกฎาคม 2564

ยอดคนลงทะเบียน 471 คน	ยอดคนบริจาค 382 คน
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ปริมาณโลหิตรวม
171,900 ซีซี

ขอขอบคุณ
ผู้บริจาคโลหิตทุกท่าน ที่ร่วมเป็นส่วนหนึ่ง
ในการช่วยเหลือศูนย์บริการโลหิตแห่งชาติสภากาชาดไทย

**ร่วมใจให้โลหิต
ฝ่าโควิดไปด้วยกัน**

วันที่ **5-6 กรกฎาคม 2564**
เวลา **9.00 - 19.00 น.**
(ไม่มีพักเบรก)
ณ บริเวณลานโปรโมชั่น ชั้น G (หน้าร้าน MUJI)
ศูนย์การค้าสยามย่านมิตรทาวน์
สอบถามข้อมูลเพิ่มเติม
☎ 089-203-4138, 085-783-4196

• บริการโลหิตฟรีตลอดวัน จากผู้มีอาการของภาวะขาด
สารอาหารหรือโรคเรื้อรังในบุคคลไม่โรค
• บริการโลหิตฟรี 55555 ซีซี ต่อ 7 วันสำหรับผู้บริจาค และบริจาคโลหิตไม่รับค่าใดๆ

Corporate Philanthropy project by supporting the office space for activity

“Pan Kan Wan Dek” Project

This project is a activity to donate the used items. Received items will be sold to be a scholarship for youth. The Company used the office lobby areas at Park Ventures Ecoplex Building, Sathorn Square Building, FYI Center Building, and Mitrtown Office Tower to set up donation boxes for used items in a good condition. The items will be sold at the Pankan shop and the revenue from the sale of these items will be offered as scholarships for poor students.



Performance	2019	2020	2021	Target in 2022
Number of significant complaints from community	0	0	0	0

Sustainability Report

More Information





Membership

GRI 2-28

Institution

American -Thai Chamber of Commerce	AMCHAM
Australian-Thai Chamber of Commerce	AustCham
European Association for Business and Commerce	EABC
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
The Thai Chamber of Commerce	TCC
Thai Subcontracting Promotion Association	THAISUBCON
Warehouse Silo and Cold Storage Business Association	WSCB
The Federation of Thai Industries	FTI
Thailand-China Business Council	TCBC
Institute of Internal Auditors of Thailand	IIAT
Investor Club Association	IC
Thailand Management Association	TMA
Thailand's Private Sector Collective Action against Corruption-Thai Institute of Directors Association	CAC-IOD

Reporting Boundary

Sustainability performance on Environmental, Social, and Governance in this report is presented by Frasers Property (Thailand) Public Company Limited including its subsidiaries and joint venture companies where the Company holds at least 50 percent of shares and with management control.

List of companies in the boundary of Sustainability Report 2021

Business/Company	Performance							
	Economic	Environment				Social		
		Green house Gas	Energy Management	Water management	Waste management	Occupational Health and Safety	Employee Care	Corporate Philanthropy
Residential Property Business								
Townhome/Twin house Single-detached house	●	●	●	●	●	●	●	●
Industrial Property Business								
Factory and warehouse where its operations are under the control of the Company*	●	●	●	●	●	●	●	●
Commercial Property Business								
1. FYI Center	●	●	●	●	●	●	●	●
2. Goldenland Building	●	●	●	●	●	●	●	●
3. Panorama Golf and Country Club	●	●	●	●	●			●
4. Samyan Mitrtown		●	●	●	●	●	●	●
5. Triple Y Hotel		●	●	●	●	●	●	●
6. Triple Y Residence		●	●	●	●	●	●	●
7. Modena by Fraser Bangkok **	●	●	●					
8. The Ascott Sathorn and Sky Villas**	●	●	●					
9. Mayfair Marriott Executive Apartment **	●	●	●					

Remarks

* The development projects and buildings or warehouses under the Real Estate Investment Trust are excluded.

** The hotel chain management with international standards is employed; therefore, the Company does not have management authority.

ESG Performance Data

Economic Performance

GRI	Performance	Unit	Fiscal Year			
			2018	2019	2020	2021
Economic						
201-1	Direct economic value generated					
	Revenues ¹	Million baht	13,806.45	21,545.30	20,490.37	15,721.02
	Revenue from financial investments and sale of assets ²	Million baht	679.27	1,973.53	1,822.85	954.97
	Net sales ³	Million baht	12,998.41	19,380.31	18,379.38	14,497.65
Economic value distributed						
	Operating costs ⁴	Million baht	465.34	806.53	1,131.47	781.53
	Employee wages and benefits ⁵	Million baht	987.00	1,537.00	1,659.00	1,376.00
	Payments to providers of capital ⁶	Million baht	1,234.24	2,379.99	2,120.25	2,477.32
	Payment to government ⁷	Million baht	1,644.65	2,336.56	1,048.09	929.81
	Community investments ⁸	Million baht	2.75	9.44	3.18	2.22
	Economic value retained	Million baht	9,472.47	14,475.78	14,528.38	10,154.14
Code of Business Conduct: Anti-corruption						
205-1	Percentage of operations assessed for risks related to corruption	%	100	100	100	100

GRI	Performance	Unit	Fiscal Year			
			2018	2019	2020	2021
205-2	Total number and percentage of governance body members that the organization's anti-corruption policies and procedures have been communicated to, broken down by region	Person	9	8	9	8
		%	100%	100%	100%	73%
	- Bangkok and vicinity	Person	9	8	9	8
		%	100%	100%	100%	73%
	- Other provinces	Person	0	0	0	0
		%	0	0	0	0
	Total number and percentage of employees that the organization's anti-corruption policies and procedures have been communicated to, broken down by employee category	Person	330	367	1,365	1,508
		%	100	100	100	100
	- Top Executive	Person	10	11	55	17
		%	100	100	100	100
	- Middle Executive	Person	20	22	41	76
		%	100	100	100	100
	- Junior Executive	Person	53	59	109	312
		%	100	100	100	100
- Officer and Supervisor	Person	247	275	1,160	1,103	
	%	100	100	100	100	

GRI	Performance	Unit	Fiscal Year			
			2018	2019	2020	2021
	Total number and percentage of employees that the organization's anti-corruption policies and procedures have been communicated to, broken down by region	Person	330	367	1,365	1,508
		%	100	100	100	100
	- Bangkok and vicinity	Person	-	-	-	1,204
		%	-	-	-	100
	- Other provinces	Person	-	-	-	304
		%	-	-	-	100
	Total number and percentage of governance body members that have received training on anti-corruption, broken down by region	Person	9	8	9	8
		%	100%	100%	100%	73%
	- Bangkok and vicinity	Person	9	8	9	8
		%	100%	100%	100%	73%
	- Other provinces	Person	0	0	0	0
		%	0	0	0	0
	Total number and percentage of employees that have received training on anti-corruption, broken down by employee category	Person	330	367	1,365	1,508
		%	100	100	100	100
	- Top Executive	Person	10	11	55	17
		%	100	100	100	100
	- Middle Executive	Person	20	22	41	76
		%	100	100	100	100

GRI	Performance	Unit	Fiscal Year			
			2018	2019	2020	2021
	- Junior Executive	Person	53	59	109	312
		%	100	100	100	100
	- Officer and Supervisor	Person	247	275	1,160	1,103
		%	100	100	100	100
	Total number and percentage of employees that have received training on anti-corruption, broken down by region	Person	330	367	1,365	1,508
		%	100	100	100	100
	- Bangkok and vicinity	Person	-	-	-	1,204
		%	-	-	-	100
	- Other provinces	Person	-	-	-	304
		%	-	-	-	100
Anti-competitive, Antitrust and Monopoly legislation						
206-1	Number of legal actions pending regarding anti-competitive behavior and violations of anti-trust and monopoly legislation in which the organization has been identified as a participant	Case	0	0	0	0
		Case	0	0	0	0
	Number of legal actions completed regarding anti-competitive behavior and violations of anti-trust and monopoly legislation in which the organization has been identified as a participant	Case	0	0	0	0

GRI	Performance	Unit	Fiscal Year			
			2018	2019	2020	2021
Grievance mechanism						
2-26, 406-1	Number of Code of Conduct breaches reporting	Case	0	0	0	0
	Corruption	Case	0	0	0	0
	Antitrust/ Anti-competitive	Case	0	0	0	0
	Non-compliance with laws and regulations	Case	0	0	0	0
	Sexual discrimination and harassment	Case	0	0	0	0
	Non-sexual discrimination and harassment	Case	0	0	0	0
	Others	Case	0	0	0	0
	Number of Code of Conduct breaches ongoing investigation	Case	0	0	0	0
	Corruption	Case	0	0	0	0
	Antitrust/ Anti-competitive	Case	0	0	0	0
	Non-compliance with laws and regulations	Case	0	0	0	0
	Sexual discrimination and harassment	Case	0	0	0	0
	Non-sexual discrimination and harassment	Case	0	0	0	0
	Others	Case	0	0	0	0

GRI	Performance	Unit	Fiscal Year			
			2018	2019	2020	2021
	Number of confirmed Code of Conduct breaches	Case	0	0	0	0
	Corruption	Case	0	0	0	0
	Antitrust/ Anti-competitive	Case	0	0	0	0
	Non-compliance with laws and regulations	Case	0	0	0	0
	Sexual discrimination and harassment	Case	0	0	0	0
	Non-sexual discrimination and harassment	Case	0	0	0	0
	Others	Case	0	0	0	0
Compliance with laws and regulations						
2-27	Total number of significant instances of non-compliance with laws and regulations	Case	0	0	0	0
	Instances for which fines were incurred	Case	0	0	0	0
	The monetary value of fines for instances of non-compliance with laws and regulations	Baht	0	0	0	0
	Instances for which non-monetary sanctions were incurred	Case	0	0	0	0

GRI	Performance	Unit	Fiscal Year								
			2018		2019		2020		2021		
			Male	Female	Male	Female	Male	Female	Male	Female	
Corporate Governance											
2-9, 405-1	Governance structure										
	Executive director	Person	0	0	0	0	0	0	0	1	0
	Non-executive members (excluding independent director)	Person	5	0	5	0	6	0	0	6	0
	Independent director	Person	4	0	3	0	3	0	0	3	1
	Number of Board of Director	Person	9	0	8	0	9	0	0	10	1
		%	100	0	100	0	100	0	0	91%	9%
	- Under 30 years old	Person	0	0	0	0	0	0	0	0	0
		%	0	0	0	0	0	0	0	0	0
	- 30-50 years old	Person	3	0	3	0	3	0	0	3	0
		%	33%	0	38%	0	33%	0	0	30%	0
	- Over 50 years old	Person	6	0	5	0	6	0	0	7	1
		%	67%	0	63%	0	67%	0	0	70%	100%

Tenure of board members				
Average tenure of board members	years	6.8	6.8	6.7
Board meeting attendance				
Average board meeting attendance	%	74%	87%	97%
			88%	

¹ Total revenue include net sales plus revenues from financial investments and sale of assets.

² Revenues from financial investments and sale of assets include interest on financial loans, dividends from shareholdings, royalties, direct income generated from assets such as property rental, and sale of assets such as property; infrastructure; equipment; intangible assets, rights of intellectual property, designs, and brand names.

³ Net sales can be calculated as gross sales from products and services minus returns, discounts, and allowances.

⁴ Operating costs include costs for materials, product components, facilities, and services purchased as well as license fees, property rental costs, royalty fees, training costs, wages for contract workers, personal protective equipment, etc.

⁵ Employee wages and benefits include total payroll, which is employee salaries and amounts paid to government institutions on behalf of employees such as pensions, plus total other benefits which are insurance, interest-free loans, housing loan and scholarships, etc. (excluding training and personal protective equipment costs or other costs directly related to the employee's job function).

⁶ Payments to providers of capita include dividends paid to all shareholders plus interest payments made to providers of loans which are interest on all forms of debt and borrowing (not only long-term debt) and arrears of dividends due to preferred shareholders.

⁷ Payments to government include taxes plus penalties paid at the international, national, and local.

⁸ Community investments refers to actual expenses incurred from donations and fundraising aimed at benefiting external organizations, such as raising funds for charities, NGOs, research institutions, fundraising for community infrastructure, direct costs of social programs, including arts and educational events. This excludes legal and commercial activities or where the purpose of the investment is exclusively commercial.

Environmental Performance

GRI	Performance	Unit	Fiscal Year			
			2018	2019	2020	2021
Environment						
Greenhouse Gas Emission						
-	Total of GHG Emission	ton CO ₂ e	1,724	1,687	13,877	32,545
305-1	Scope 1: Direct Emissions	ton CO ₂ e	731	737	681	2,395
305-2	Scope 2: Energy Indirect Emissions	ton CO ₂ e	968	897	9,510	17,075
305-3	Scope 3: Other Indirect GHG Emission	ton CO ₂ e	25	53	3,686	13,074
	- Purchase Goods and Services	ton CO ₂ e	27	51	38	696
	- Downstream Leased Assets ¹	ton CO ₂ e	-	-	3,567	6,585
	- Investment ¹	ton CO ₂ e	-	-	-	5,011
	- Waste Generated in Operations ¹	ton CO ₂ e	-	-	-	783
	- Business travel by Air Travel	ton CO ₂ e	-	-	82	-
305-4	GHG emission intensity, Scope 1 & 2	kg CO ₂ e/ m ²	1.51	1.53	7.96	3.05
	GHG emission intensity, Scope 1 - 3	kg CO ₂ e/ m ²	1.53	1.58	10.84	5.10
305-5	GHG emission reduced as a direct result of reduction initiatives	ton CO ₂ e	-	-	-	6,496
Energy						
302-1	Total energy consumption within organization	GJ	15,729	15,427	77,301	154,687
	Total renewable energy consumption	GJ	0	0	0	44
	- Solar Power	GJ	0	0	0	44

GRI	Performance	Unit	Fiscal Year			
			2018	2019	2020	2021
	Energy purchased for consumption	GJ	5,986	5,542	68,485	122,968
	Total non-renewable energy consumption	GJ	9,743	9,885	8,816	31,675
	Energy sold	GJ	0	0	0	0
302-2	Energy consumption outside of the organization ¹	GJ	-	-	25,685	86,323
	- Electricity from renewable sources ¹	GJ	-	-	0	0
	- Electricity from non-renewable source ¹	GJ	-	-	25,685	86,323
302-3	Energy consumption intensity	GJ/m ²	0.01	0.01	0.06	0.02
Water						
303-3	Water withdrawal					
	Water withdrawal from all areas by source	Million Liters	71	100	263	998
	Freshwater ≤1,000 mg/L Total Dissolved Solids	Million Liters	71	100	263	998
	- Groundwater	Million Liters	-	-	-	11
	- Third-party water	Million Liters	71	100	263	987
	Water withdrawal from water stress area by source	Million Liters	-	-	-	80
	Freshwater ≤1,000 mg/L Total Dissolved Solids	Million Liters	-	-	-	80
	- Third-party water	Million Liters	-	-	-	80
	- Groundwater	Million Liters	-	-	-	0

GRI	Performance	Unit	Fiscal Year			
			2018	2019	2020	2021
303-4	Water discharge					
	Water discharge to all areas by source	Million Liters	71	100	263	998
	Freshwater \leq 1,000 mg/L Total Dissolved Solids	Million Liters	71	100	263	998
	- Third-party water	Million Liters	71	100	263	998
	Water discharge to water stress area	Million Liters	-	-	-	80
	Freshwater \leq 1,000 mg/L Total Dissolved Solids	Million Liters	-	-	-	80
303-5	Water consumption					
	Total Water consumption from all areas	Million Liters	0	0	0	0
	Water consumption from water stress area	Million Liters	-	-	-	0
Waste						
306-3	Waste generated					
	Total waste generated	Tons	-	-	1,505	991
	Hazardous waste	Tons	-	-	-	-
	Non-hazardous waste ¹	Tons	-	-	1,505	991
306-4	Total waste diverted from disposal					
	Total hazardous waste diverted from disposal and be recovered	Tons	-	-	-	0
	<u>Onsite operations</u>	Tons	-	-	-	0

GRI	Performance	Unit	Fiscal Year			
			2018	2019	2020	2021
	- Preparation for reuse	Tons	-	-	-	0
	- Recycling	Tons	-	-	-	0
	- Other recovery operations	Tons	-	-	-	0
	<u>Offsite operations</u>	Tons	-	-	-	0
	- Preparation for reuse	Tons	-	-	-	0
	- Recycling ¹	Tons	-	-	-	0
	- Other recovery operations	Tons	-	-	-	0
	Total non-hazardous waste diverted from disposal and be recovered	Tons	-	-	-	5
	<u>Onsite operations</u>	Tons	-	-	-	0
	- Preparation for reuse	Tons	-	-	-	0
	- Recycling	Tons	-	-	-	0
	- Other recovery operations	Tons	-	-	-	0
	<u>Offsite operations</u>	Tons	-	-	-	5
	- Preparation for reuse	Tons	-	-	-	0
	- Recycling ¹	Tons	-	-	-	5
	- Other recovery operations	Tons	-	-	-	0
306-5	Total waste directed to disposal					
	Total waste directed to disposal	Tons	-	-	1,505	986
	Total hazardous waste directed to disposal	Tons	-	-	-	-
	<u>Onsite operations</u>	Tons	-	-	-	-
	- Incineration with energy recovery	Tons	-	-	-	-

GRI	Performance	Unit	Fiscal Year			
			2018	2019	2020	2021
	- Incineration without energy recovery	Tons	-	-	-	-
	- Landfill ¹	Tons	-	-	-	-
	- Other disposal operations	Tons	-	-	-	-
	<u>Offsite operations</u>	Tons	-	-	-	-
	- Incineration with energy recovery	Tons	-	-	-	-
	- Incineration without energy recovery	Tons	-	-	-	-
	- Landfill ¹	Tons	-	-	-	-
	- Other disposal operations	Tons	-	-	-	-
	Total non-hazardous waste directed to disposal	Tons	-	-	1,505	986
	<u>Onsite operations</u>	Tons	-	-	-	0
	- Incineration with energy recovery	Tons	-	-	-	0
	- Incineration without energy recovery	Tons	-	-	-	0
	- Landfill ¹	Tons	-	-	-	0
	- Other disposal operations	Tons	-	-	-	0
	<u>Offsite operations</u>	Tons	-	-	1,505	986
	- Incineration with energy recovery	Tons	-	-	-	0
	- Incineration without energy recovery	Tons	-	-	-	0
	- Landfill ¹	Tons	-	-	1,505	986
	- Other disposal operations	Tons	-	-	-	0

¹ Commercial Property Business

Social Performance

GRI	Performance	Unit	Fiscal Years							
			2018		2019		2020		2021	
			Male	Female	Male	Female	Male	Female	Male	Female
Social										
2-7	Workers ¹	Person	329		367		1365		714	794
	Total number of employees ²	Person	168	161	180	187	669	696	714	794
2-8	Total number of workers who are not employee	Person	-		-		-		-	-
2-7	Total Employee by Employee Contract and by Area									
	Total number of permanent employees ³	Person	-		-		1,352		635	709
	- Bangkok and vicinity ⁵	Person	-		-		-		537	651
	- Other provinces	Person	-		-		-		98	58
	Total number of temporary employees ⁴	Person	-		-		13		79	85
	- Bangkok and vicinity ⁵	Person	-		-		-		9	7
- Other provinces	Person	-		-		-		70	78	

GRI	Performance	Unit	Fiscal Years								
			2018		2019		2020		2021		
			Male	Female	Male	Female	Male	Female	Male	Female	
405-1	Total Employee by Age Group and Employee Category										
	Top Executive	Person	10	11	55	13	4				
		% of total employee	3%	3%	4%	0.86%	0.27%				
	- Under 30 years old	Person	-	-	-	0	0				
		% of total employee	-	-	-	0.00%	0.00%				
	- 30-50 years old	Person	-	-	-	7	1				
		% of total employee	-	-	-	0.46%	0.07%				
	- Over 50 years old	Person	-	-	-	6	3				
		% of total employee	-	-	-	0.40%	0.20%				
	Middle Executive	Person	20	22	41	38	38				
		% of total employee	6%	6%	3%	2.52%	2.52%				
	- Under 30 years old	Person	-	-	-	0	0				
		% of total employee	-	-	-	0.00%	0.00%				
	- 30-50 years old	Person	-	-	-	29	23				
		% of total employee	-	-	-	1.92%	1.53%				
- Over 50 years old	Person	-	-	-	9	15					
	% of total employee	-	-	-	0.60%	0.99%					

GRI	Performance	Unit	Fiscal Years								
			2018		2019		2020		2021		
			Male	Female	Male	Female	Male	Female	Male	Female	
	Junior Executive	Person	53	59	109	137	175				
		% of total employee	16%	16%	8%	9.08%	11.60%				
	- Under 30 years old	Person	-	-	-	5	3				
		% of total employee	-	-	-	0.33%	0.20%				
	- -50 years old	Person	-	-	-	123	160				
		% of total employee	-	-	-	8.16%	10.61%				
	- Over 50 years old	Person	-	-	-	9	12				
		% of total employee	-	-	-	0.60%	0.80%				
	Officer and Supervisor	Person	247	275	1,160	526	577				
		% of total employee	75%	75%	85%	34.88%	38.26%				
	- Under 30 years old	Person	-	-	-	134	151				
		% of total employee	-	-	-	8.89%	10.01%				
- 30-50 years old	Person	-	-	-	335	388					
	% of total employee	-	-	-	22.21%	25.73%					
- Over 50 years old	Person	-	-	-	57	38					
	% of total employee	-	-	-	3.78%	2.52%					

GRI	Performance	Unit	Fiscal Years							
			2018		2019		2020		2021	
			Male	Female	Male	Female	Male	Female	Male	Female
Total Employee by Nationality										
Thai	Person	318		351		1350		708		786
	% of total employee	97%		96%		99%		46.95%		52.12%
Singaporean	Person	1		3		4		3		2
	% of total employee	0.31%		0.82%		0.29%		0.20%		0.13%
Australian	Person	2		1		0		0		0
	% of total employee	0.61%		0.27%		0.00%		0.00%		0.00%
Japanese	Person	5		5		4		2		2
	% of total employee	1.52%		1.37%		0.29%		0.13%		0.13%
South Korean	Person	1		1		1		0		1
	% of total employee	0.30%		0.27%		0.07%		0.00%		0.07%
Burmese	Person	1		1		1		1		0
	% of total employee	0.30%		0.27%		0.07%		0.07%		0.00%

GRI	Performance	Unit	Fiscal Years							
			2018		2019		2020		2021	
			Male	Female	Male	Female	Male	Female	Male	Female
British	Person	1	1	0	0	0	0	0	0	
	% of total employee	0.30%	0.27%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
Malaysian	Person	0	3	2	2	0	2	0	2	
	% of total employee	0.00%	0.82%	0.15%	0.13%	0.00%	0.13%	0.00%	0.13%	
Taiwanese	Person	0	1	1	1	0	1	0	1	
	% of total employee	0%	0.27%	0.07%	0.07%	0.00%	0.07%	0.00%	0.07%	
Chinese	Person	0	0	2	2	0	2	0	0	
	% of total employee	0%	0%	0.15%	0.00%	0.00%	0.15%	0.00%	0.00%	
The employee in Voluntary Group: Retirees, People with Disability										
People with Disability	Person	-	-	-	-	-	-	-	1	2
	% of total employee	-	-	-	-	-	-	-	0.07%	0.13%

GRI	Performance	Unit	Fiscal Years											
			2018		2019		2020		2021					
			Male	Female	Male	Female	Male	Female	Male	Female				
401-1	New employee hires													
	Total number and rate of new employee by age group	Person	21	25	34	45	87	128	82	122				
		% of total employee	45.65%	54.35%	43.04%	56.96%	40.47%	59.53%	5.44%	8.09%				
	- Under 30 years old	Person	-	-	-	-	-	-	45	60				
		% of total employee	-	-	-	-	-	-	2.98%	3.98%				
	- 30-50 years old	Person	-	-	-	-	-	-	36	62				
		% of total employee	-	-	-	-	-	-	2.39%	4.11%				
	- Over 50 years old	Person	-	-	-	-	-	-	1	0				
		% of total employee	-	-	-	-	-	-	0.07%	0.00%				
	Total number and rate of new employee by region	Person	21	25	34	45	87	128	82	122				
		% of total employee	45.65%	54.35%	43.04%	56.96%	40.47%	59.53%	5.44%	8.09%				
	- Bangkok and vicinity ⁵	Person	-	-	-	-	-	-	62	94				
		% of total employee	-	-	-	-	-	-	4.11%	6.23%				
	- Other provinces	Person	-	-	-	-	-	-	20	28				
% of total employee		-	-	-	-	-	-	1.33%	1.86%					

GRI	Performance	Unit	Fiscal Years								
			2018		2019		2020		2021		
			Male	Female	Male	Female	Male	Female	Male	Female	
Employee turnover											
	Total number and rate of employee turnover by age group	Person	21		39		202		138		147
		% of total employee	6.52%		10.51%		15.00%		9.15%		9.75%
	- Under 30 years old	Person	-		-		-		45		39
		% of total employee	-		-		-		2.98%		2.59%
	- 30-50 years old	Person	-		-		-		83		101
		- % of total employee	-		-		-		5.50%		6.70%
	- Over 50 years old	Person	-		-		-		10		7
		% of total employee	-		-		-		0.66%		0.46%
	Total number and rate of employee turnover by region	Person	21		39		202		138		147
		% of total employee	6.52%		10.51%		15.00%		9.15%		9.75%
	- Bangkok and vicinity ⁵	Person	-		-		-		135		146
		% of total employee	-		-		-		8.95%		9.68%
	- Other provinces	Person	-		-		-		3		1
		% of total employee	-		-		-		0.20%		0.07%

GRI	Performance	Unit	Fiscal Years							
			2018		2019		2020		2021	
			Male	Female	Male	Female	Male	Female	Male	Female
The number and rate of recordable work-related injuries										
- Employees	Person	3		4		2		2		
		2	1	3	1	2	0	1	1	
	Person/ 1 Million Hours Worked	2.04		2.53		1.96		0.54		
		1.36	0.68	1.9	0.63	1.96	0	0.27	0.27	
- Workers who are not employee (Subcontractor's workers)	Person	0		0		0		2		
		0	0	0	0	0	0	2	0	
	Person/ 1 Million Hours Worked	0		0		0		0.19		
		0	0	0	0	0	0	0.19	0	
Lost-Time Injury Frequency Rate: LTIFR										
- Employees	Person	2		4		2		2		
		2.04		2.53		1.96		0.54		
	Person/ 1 Million Hours Worked	0		0		0		0.18		
		0	0	0	0	0	0	0.18	0	
Number of Hours Worked										
- Employees	Hours	1,468,800		1,578,240		1,362,985		3,184,896		
- Workers who are not employee (Subcontractor's workers)	Hours	1,321,920		1,420,416		3,786,454		10,736,795		

GRI	Performance	Unit	Fiscal Years							
			2018		2019		2020		2021	
			Male	Female	Male	Female	Male	Female	Male	Female
403-10	The number of fatalities as a result of work related ill health									
	- Employees	Person	0		0		0		0	
			0	0	0	0	0	0	0	0
	- Workers who are not employee (Subcontractor's workers)	Person	0		0		0		0	
0			0	0	0	0	0	0	0	
The number of cases of recordable work-related ill health										
- Employees	Person	0		0		0		0		
		0	0	0	0	0	0	0	0	
- Workers who are not employee (Subcontractor's workers)	Person	0		0		0		0		
		0	0	0	0	0	0	0	0	

¹ Worker refers to individual who is in an employment relationship with the organization according to national law or practice, including employee, workers of contractor and subcontractor, and volunteer.

² Total Employee refers to all employee of the Company, excluding workers who are not employee, such as workers of contractor, subcontractor, and volunteer.

³ Permanent Employee refers to employee under contract that not specified the definite period.

⁴ Temporary Employee refers to employee under contract that clearly specified the definite period.

⁵ Vicinity refers to Nakhonpathom, Nonthaburi, Patumthani, and Samutprakarn.

⁶ Return to work Rate = (Total number of employees that did return to work after parental leave/ Total number of employees due to return to work after taking parental leave) x100

⁷ Retention Rate = (Total number of employees retained 12 months after returning to work following a period of parental leave / Total number of employees returning from parental leave in the prior reporting period) x 100

Remarks:

In 2020, the boundary of social performance covers the data derived from industrial property business and commercial property business, resulting in a significant increase in workforce.

In 2020, the boundary of environmental performance covers the data derived from industrial property business and commercial property business at ONLY Samyan Mitrthown.

In 2021, the reporting boundary and environmental performance in 2020 derived from industrial property business and commercial property business have been reviewed.

In 2021, the economic performance from 2018 to 2020 has been reviewed, covering the industrial property business, residential property business, and commercial property business.

In 2021, the reporting format of social performance has been adjusted leading to the historical data cannot be presented.

GRI content index

Disclosure	Description	Sustainability Report (Page)	One Report	Omission
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GRI 2: General Disclosures 2021				
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2-3	Reporting period, frequency and contact point	3		
2-4	Restatements of information	198		
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2-6	Activities, value chain and other business relationships	16-19		
2-7	Employees	155, 186		
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2-12	Role of the highest governance body in overseeing the management of impacts	50-57		
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2-14	Role of the highest governance body in sustainability reporting	32-33, 52-53		
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2-16	Communication of critical concerns	50-63, 75, 80		
2-17	Collective knowledge of the highest governance body	50-57		
2-18	Evaluation of the performance of the highest governance body	50-57		
2-19	Remuneration policies		173-175	
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Disclosure	Description	Sustainability Report (Page)	One Report	Omission
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2-23	Policy commitments	5, 20, 26-27, 34-37		
2-24	Embedding policy commitments	26-27, 148-151		
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2-26	Mechanisms for seeking advice and raising concerns	29-31, 177-178		
2-27	Compliance with laws and regulations	72-75, 178		
2-28	Membership associations	171		
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2-29	Approach to stakeholder engagement	29-31		
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Disclosure	Description	Sustainability Report (Page)	One Report	Omission
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GRI 205: Anti-corruption 2016				
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401-1	New employee hires and employee turnover	191-192		
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Disclosure	Description	Sustainability Report (Page)	One Report	Omission
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Disclosure	Description	Sustainability Report (Page)	One Report	Omission
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Reader Survey

Your suggestions on this Sustainability Report will be used to develop our Sustainability Report's contents and disclosure format in the future. Please tick in the and provide your suggestions in the blank.

- Gender Female Male
- As a reader of the Sustainability Report 2021, Which groups of stakeholders are you?
 - Employee Customer Supplier Community Shareholder
 - Business Alliance Creditor Government agencies Media
 - Competitor Other please specify
- Through which channel did you receive FPT's Sustainability Report? (Select more than one item)
 - FPT's website Seminar FPT's employee
 - Company visits Other please specify
- What are your objectives in reading the FPT's Sustainability Report 2021? (Select more than one item)
 - As information for investment decisions
 - As a guideline for developing your sustainability report
 - For research and education
 - Other please specify

5. Please rate your opinion on the FPT's Sustainability Report 2021

	High	Moderate	Low	Need Improvement
How much do you understand the FPT's materiality issues after reading the Sustainability Report?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
How well do the contents correspond to your expectations?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
To what extent are you satisfied with the overall sustainability report?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

6. Please select the FPT’s materiality issues that are important to you (Select more than one item)

Economic	Environment	Social
<input type="checkbox"/> Innovation and Process Development	<input type="checkbox"/> Supply Chain Management	<input type="checkbox"/> Employee Cares
<input type="checkbox"/> Economic Distribution	<input type="checkbox"/> Greenhouse Gas Emission	<input type="checkbox"/> Occupational Health and Safety
<input type="checkbox"/> Corporate Governance	<input type="checkbox"/> Energy Management	<input type="checkbox"/> Human Rights
<input type="checkbox"/> Business Ethics and Anti-Corruption	<input type="checkbox"/> Water Management	<input type="checkbox"/> Corporate Culture
<input type="checkbox"/> Risk Management and Business Continuity Management	<input type="checkbox"/> Waste Management	<input type="checkbox"/> Human Capital Development
<input type="checkbox"/> Social, Environmental and Governance Compliance	<input type="checkbox"/> Biodiversity	<input type="checkbox"/> Community Engagement and Corporate Philanthropy
<input type="checkbox"/> Customer and Product Stewardship		
<input type="checkbox"/> Eco-design Product		

7. Please provide any suggestions to improve the information disclosure of the FPT's Sustainability Report in the future.

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You can also submit this survey by scanning QR Code or click <https://forms.office.com/r/qM1hK55Vy5>
 or scan this form and send it back via E-mail: TH.FPT.RM.CG.SS@frasersproperty.com
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 would highly appreciate your valuable feedbacks.



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