

**Guided by our purpose, we are building sustainability to inspire experiences and create places for good.**



Fraser's Property (Thailand) Public Company Limited

## **Sustainability Report 2022**

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Samyan Mitrtown

## Message from Chairman of the Corporate Governance and Sustainable Development Committee

The Company operates to address economic and market uncertainties, and to proliferate synergic outcomes from its three business units comprising of residential property, industrial property, and commercial property. In 2022, Frasers Property (Thailand) Public Company Limited upholds sustainability development throughout all its business operations.

Following the aspiration to become a net-zero carbon organization by 2050, the Company established relevant policies, short and long-term management plans to drive corporate sustainability and to respond to customers' expectations. The Company's purpose "Inspiring experiences, creating places for good" focuses to enhance its competitiveness while also seek opportunities from customer-centricity in real estate development. In addition, the Company integrates environmental, social and governance (ESG) principles in pursuing its business and property provisions. Property development criteria was established in line with green standards to ensure that all assets are of quality, environmentally friendly and corresponds with customer demands. In addition, the Company prioritizes to instill knowledge and awareness regarding sustainability to executives, employees at all levels and further to suppliers for sustainable practices throughout the value chain. This aligns with the United Nation Sustainability Development Goals (UN SDGs) and Thailand's carbon neutral target.

Nevertheless, sustainability targets were achieved in 2022 and its performances were recognized by various agencies. This affirms the Company's transparent, accountable disclosures and sustainability integration in business operation. The Company achieved a 5-star "Excellent" rating from Corporate Governance Report of Thai Listed Companies (CGR) by Thai Institute of Directors for three consecutive years, and public disclosure of A level by Global Real Estate Sustainability Benchmark (GRESB). Lastly, the Company was honored on the list of Thailand Sustainability Investment (THSI) in 2022 for three consecutive years.

Finally, on behalf of the Corporate Governance and Sustainable Development Committee, I would like to express our gratitude for customers, contractors, suppliers and all stakeholders for your support and cooperation to propel our corporate sustainability. The Company will continue to uphold its full responsibilities toward the environment, social, good corporate governance principles - to deliver utmost sustainable values to stakeholders, society and the nation.



(Mr. Chainoi Puankosoom)  
Chairman of the Corporate Governance and  
Sustainable Development Committee





## Message from the Chairman of the Executive Committee

We have seen industrial developments and advancements from business sectors the past year due to economic, social and environmental changes. This includes mainly changes to sustainability strategy which prioritizes all stakeholders by managing ethical, social, environmental, cultural, and economic dimensions.

Frasers Property (Thailand) Public Company Limited - the first fully integrated real estate platform developer in Thailand - we operate our business with strong intentions to create experiences for occupants and the community following our purpose "Inspiring experiences, creating places for good". We aim to deliver experiences, inspiration, inclusivity and sustainable values to the society, business sectors, and communities. Our intentions are to build valued experiences for customers, improve livelihoods, and to become a net-zero carbon organization or a business that is resilient to potential uncertainties. This enables us to create a world where everyone is given equal experiences and to have better livelihoods. We strongly believe that by upholding our purpose as a foundation in pursuing our business, we are creating a positive ripple effect that will inspire collaborative efforts from occupants, other businesses, and communities.

Following the Company's purpose, we launched campaigns at various locations in Thailand for the first time in the past year, which reinforces our brand as a multinational real estate company. We communicated our purpose and our commitment to reduce greenhouse gas emissions, which should already be made well-aware of ever since the start of our sustainability journey. Our target is to become a net-zero carbon organization by 2050, where there are some Group companies that challenged this target to 2028. Our net-zero carbon target is driven by our sustainability strategy covering three focus areas comprising of Acting Progressively, Consuming Responsibly, and Focusing on People.

In addition to developing products and services that correspond with everchanging customer demands, the Company also strives to apply both international and local standards for asset development. This assures that our products and services are of quality, environmentally and socially friendly. It is our commitment that all new assets will be green building certified. Currently, our assets are certified to Leadership in Energy and Environmental Design (LEED), Excellence in Design for Greater Efficiencies (EDGE), and Thai's Rating of Energy and Environmental Sustainability (TRES). Additionally, we received green 2-star rating from the Global Real Estate Sustainability Benchmark (GRESB) under standing investment and development projects. This affirms that our Company has applied sustainable and resilient operating practices in our business.

We believe that sustainability is for everyone, thus aims to build sustainability-related DNA for executives and all employees. The Company established related policies and targets to ensure that everyone is involved in forming a sustainable organization. Our ambition extends to suppliers and other related stakeholders throughout the value chain for the Company and society to grow sustainably together. Nevertheless, we co-organized Sustainability Expo 2022 with the objective to inspire all sectors to realize the importance of ESG management within their organization and communities.

On behalf of the management team and employees, I would like to express our appreciation for your support and engagement. This is a long journey that is constantly evolving as business sectors and our world change. We remain committed to doing what is right for everyone, for the communities in which we live and work, and the world where we all live together.



(Mr. Panote Sirivadhanabhakdi)  
Chairman of Chief Executive Officer



# Sustainability Highlight Overview 2022



## Acting Progressively

We believe a progressive and innovative mindset is vital to business sustainability.



**35%** of employees surpass Design Thinking training; 19 innovation projects from Design Thinking training. There were 7 innovations developed in 2022.



Conducted **net-zero carbon roadmap and corporate climate change risks & opportunities** covering 3 business units and studied for TCFD performance disclosure by 2023



**Zero** complaint or significant violation of business ethics



**38%** of all assets are certified by green building standards<sup>(1)</sup>



## Consuming Responsibly

We continuously seek to improve our energy consumption and carbon emissions.



Energy reduction **1,433.53 MWh**

Renewable energy consumption **1.42 MWh**



Promoted Responsible Sourcing Policy where **11%** of suppliers have signed policy acknowledgment and **74%** aligned with Vendor Sustainability Assessment Survey (VAS) accumulated since 2021.



**13%** total green areas in new developed projects



**45.43 tons** of waste were recycled/ reused



## Focusing on People

Our properties provide spaces for people to live, work and interact.



**86%** of average customer satisfaction rate for the Company's products and services

**2,556 hours** of employees engaged in volunteering activities. Community investment 10.15 million Baht

**2,551,750 cc** of blood were supplied to the National Blood Center, Thai Red Cross Society



**73%** of employee engagement rate

**Zero** work-related fatality



**25%** female as Top Executives, and **53%** female from total employees



Average employee training hour was **65 hours/ person/ year**, and average sustainability training was over **10 hours/ year**

<sup>(1)</sup> Only commercial property business and industrial property business. Other non-earning assets are excluded.



## Greenhouse Gas Emissions (GHG) Performance



# Award and Achievement

## GRI 2-28



Global Real Estate Sustainability Benchmark (GRESB) 2020-2022:

- Public Disclosure A Level
- 2 Stars Rating for Standing Investment



Thailand Sustainability Investment Award 2020-2022 by Stock Exchange of Thailand



Corporate Governance Report of Thai Listed Companies 2020-2022: CGR 5 stars "Excellent"



PropertyGuru Thailand Property Awards 2022

- Best Industrial Development: HAVI Logistics
- Special Recognition in Sustainability and Design: FPIT



Frost & Sullivan 2022 – Thailand Sustainable Warehouse Development Company of the Year Award



The Real Estate Asia Awards 2022 - The futuristic Omnichannel Distribution Center project developed for Central Retail Frasers Property Logistics Center Bangplee



Zero Accident Campaign 2022 - Primary Level by Thailand Institute of Occupational Safety and Health, the Ministry of Labor



BSA Buildings Safety Awards 2022 - Platinum Level by the Building Inspectors Association: Samyan Mirtown and FYI Center



MEA Energy Awards 2021 - Energy Efficiency Buildings: Samyan Mirtown and FYI Center



Leadership in Energy & Environmental Design

- LEED Silver: Frasers Property Industrial Wangnoi 2 W19
- LEED Silver: Frasers Property Industrial Bangplee 2 W9
- LEED Certified: Frasers Property Industrial Khonkean W1



Leadership in Energy & Environmental Design

- TREES CS Gold: Frasers Property Industrial AMC - MM6



## Membership

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
Thai Listed Companies Association	TLCA

# About this Report

GRI 2-1, 2-2, 2-3, 2-5

Frasers Property (Thailand) Public Company Limited (“the Company”) has been conducting Sustainability Reports annually to communicate and disclose its management processes and sustainability performances for material issues that are significant to the Company and its stakeholders, covering governance, environmental, and social dimensions. In addition, the Company reports on its progress and performances that support the United Nations Sustainable Development Goals (UN SDGs).

The Company has reported in accordance with the GRI Standards for the period from 1 October 2022 to 30 September 2022. The scope of this report covers operations under Frasers Property Group in Thailand, as well as its subsidiaries and joint ventures that the Company has management and operational control<sup>(1)</sup>, including industrial property business, residential property business, and commercial property business.

To ensure that the contents of this Sustainability Report are accurate and adequate in line with GRI Standards and material issues that are significant to the Company and its stakeholders, the Company engaged professional consultants to supervise the development of this report in accordance with international standards. Also, the data and contents of this report were reviewed and verified by related business units and departments. The Company aims to conduct external assurance for its sustainability report within 2024.

## Contact information

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<sup>(1)</sup> Refer group structure at One Report 2022 <https://fpt.listedcompany.com/misc/onereport/20221228-fpt-onereport-2022-en.pdf>



## Vision

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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

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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

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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

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

- **Multi Asset Class Platform Development:**  
Integrated real estate platform with diversified portfolio across asset classes
- **Customer Centric Initiatives:**  
Creating memorable and enriching experiences for our customers
- **Innovation & Data:**  
Capitalizing on technology and digital revolution for a resilient tomorrow
- **Investment and Partnership:**  
Value accretive joint ventures to propelling a new height of business growth

## Corporate Values

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**Collaborative**



**Progressive**



**Respectful**



**Real**

## About Frasers Property (Thailand)

### GRI 2-1, 2-6

Frasers Property (Thailand) Public Company Limited is a fully integrated real estate developer. It consists of three business units, namely residential property business, commercial property business, and industrial property business, which covers 17 provinces in Thailand. The Company combines expertise in developing and managing various assets under

the strategy “One Platform for Sustainable Growth” to build a robust foundation, strengthen its businesses, and drive the Company towards its goal of being a leading real estate developer in Thailand.



75 Projects

#### Residential Property Business

- Single-detached house
- Twin house
- Townhome



7 Projects

#### Commercial Property Business

- Office building
- Hotel and service business
- Service apartment
- Property management business



238 Factories and Warehouses

#### Industrial Property Business

- Ready-Built factory
- Ready-Built warehouse
- Built-to-Suit factory and warehouse
- Investment and property management business
- Real Estate Investment Trust business
- Other services

Additionally, the Company invests in other related businesses, both domestic and internationally, for instance - technology and smart solutions including data center, automation, and robotics. This is to increase business competitiveness and reduce risks in its operations, as well as to create service excellence with a commitment to deliver inspiring (valuable and memorable) experiences to customers and stakeholders.

## Business Value Chain

The Company emphasizes sustainability management in its business operations throughout the value chain. This is to ensure that the Company can operate efficiently and be able to deliver values for all stakeholders. The activities cover primary activities and support activities.



### 1. Inbound Logistics

- Understand customers' needs and study customers' needs of location for developing their businesses
- Land acquisition with consideration of social and environmental implications
- Procurement of quality and environmentally friendly materials
- Acquisitions and business development



### 2. Operation

- Environmentally friendly design and construction that corresponds with customer needs
- Developing quality and environmentally friendly projects and infrastructures
- Considering safety and other impacts towards customers and communities
- Environmental management in the construction process



### 3. Distribution

- Process to deliver quality spaces, houses, buildings, and services
- Product distribution covering many provinces and regions
- Sales or rental and transaction activities



### 4. Marketing and Sales

- Reasonable pricing
- Fair competition
- Communicating and providing comprehensive information about the projects



### 5. Customer Services

- Property and asset management
- After-sales services such as transfer of ownership, warranty, and maintenance service
- Project management/ project juristic person
- Other services such as factory and warehouse modifications, supply of utilities, permit applications with government agencies, and property investment and management business



### 6. Supporting Activities

- Organization infrastructure including corporate governance, accounting and finance, and risk management
- Transparent, equitable and fair procurement
- Human resource management that focuses on human capital development and strengthening corporate culture
- Occupational health and safety management that increases work efficiency
- Digital and technology development that meets customer needs and ensure secured working environment



# Sustainability Strategy



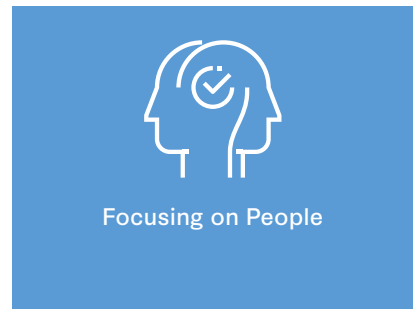
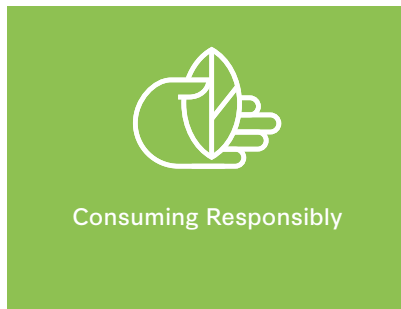
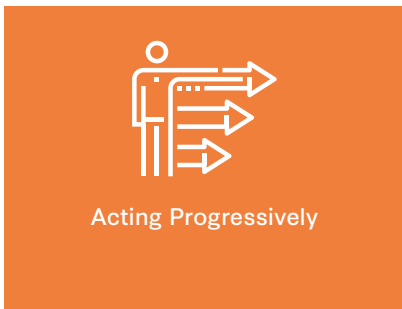
# Sustainability Development

GRI 2-12, 2-13, 2-24

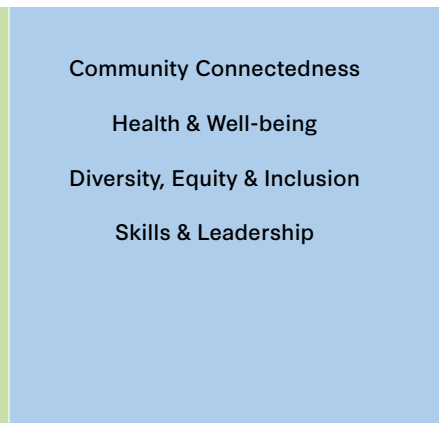
In pursuant to sustainability development, the Company prioritizes material topics covering three dimensions including environmental, social and governance that corresponds with stakeholders' expectations, risks and opportunities, challenges, economic outlook, industry trends, consumer and employees' expectations, climate change, technological and innovation advancements, etc. In relation to these factors, business directions, policies and sustainability framework were developed which comprises of three pillars – Acting Progressively, Consuming Responsibly

and Focusing on People. Branching off from the key pillars are 13 focus areas that align with the United Nations Sustainable Development Goals (UN SDGs). Nevertheless, sustainability related targets were set as a corporate key performance indicator to drive employees and all related parties to work together towards the goals, in which progress is continuously tracked.

## Pillars



## Focus Areas



## Managing Sustainability

The Company applies sustainability framework throughout the value chain to generate utmost returns to all stakeholder groups. The Board of Directors appointed the Corporate Governance and Sustainable Development Committee, which consists of four directors. The Committee governs, recommends, and establish sustainability development plans in accordance with good corporate governance principles, transparency, and justness for all stakeholders. Chief Executive Officer implements policies that were assigned by the Board of Directors to fulfill its objectives, and

establishes strategies that are in line with the corporate sustainability development policies. Furthermore, a Sustainability Management and Development Working Team - consisting of representatives from various departments - was appointed by the Board of Directors to jointly drive, monitor, and report performances to the Governance and Corporate Planning, Risk Management and Sustainability department which is further reported to the Board of Directors on a quarterly basis.



# Materiality Assessment

GRI 2-14, 3-1, 3-2

The Company conducts annual materiality assessment that considers the interests of both internal and external stakeholders throughout the value chain, such as risk and opportunities, challenges, economic outlook, industry trend, consumer and employee preferences, climate change, technological and innovative advancements, etc. The methodology for conducting materiality assessment is in accordance with GRI Standards 2021 as follows.



In 2022, the Company identified 12 material topics covering environmental, social and governance dimensions that reflect and correspond with both the current internal and external factors. As a result, this year's material topics are revised from the 22 topics that were disclosed in the previous sustainability report.

## Materiality Issues and Corporate Sustainability Framework Alignment

Sustainability Pillar	Focus Area	Material Topic to the Company	Alignment with GRI Standards	SDGs
<b>Acting Progressively</b>	Innovation	- Technology and Innovation	GRI 3: Material Topics GRI 203: Indirect Economic Impacts 2016	
	Resilient Properties	- Climate Change	GRI 3: Material Topics GRI 201: Economic Performance 2016 GRI 305: Emissions 2016	
	Risk-based Management	- Corporate Governance and Ethic - Risk Management and Compliance - Data & Cyber Security Privacy Protection	GRI 2: General Disclosures 2021 GRI 3: Material Topics GRI 205: Anti-Corruption 2016 GRI 206: Anti-Competitive Behavior 2016 GRI 418: Customer Privacy 2016	 
	Responsible Investment	- Product Quality and Safety	GRI 3: Material Topics GRI 416: Customer Health and Safety 2016	
<b>Consuming Responsibly</b>	Materials and Supply Chain	- Corporate Governance and Ethic	There is no relevant GRI topic disclosure	
	Biodiversity	- Climate Change	There is no relevant GRI topic disclosure	
	Energy & Carbon	- Energy Management - Resource Efficiency	GRI 3: Material Topics GRI 302: Energy 2016 GRI 305: Emissions 2016	
	Waste	- Waste Management - Resource Efficiency	GRI 3: Material Topics GRI 306: Effluents and Waste 2016	
	Water	- Resource Efficiency	GRI 3: Material Topics GRI 303: Water and Effluents 2018	
<b>Focusing on People</b>	Community Connectedness	- Community Development	GRI 3: Material Topics GRI 413: Local Communities 2016	
	Health & Well-Being	- Occupational Health and Safety	GRI 3: Material Topics GRI 403: Occupational Health and Safety 2018	
	Diversity, Equity & Inclusion	- Corporate Governance and Ethic	GRI 2: General Disclosures 2021	
	Skills & Leadership	- Human Capital Development	GRI 2: General Disclosures 2021 GRI 3: Material Topics GRI 404: Training and Education 2016	 








# Stakeholder Engagement





GRI 2-16, 2-25, 2-29, 3-1

The Company analyzed and prioritized both internal and external stakeholders throughout the business value chain in accordance with the GRI Standards 2021. By considering the stakeholder impacts and dependency on the Company, a total of 9 stakeholder groups were identified, with the top 3 groups being: 1) Employee, 2) Customer and Tenant, 3) Investor and Shareholder. Moreover, the Company

consistently communicates with these stakeholders through various channels to assess any sustainability related issues in line with each of their interests, thereby enabling the Company to respond to their expectations effectively

Stakeholders	Engagement Channels	Issues of Interests	Actions and Responses
<p><b>Employee</b></p> 	<ul style="list-style-type: none"> <li>• Town Hall</li> <li>• Internal online platform</li> <li>• Welfare Committee meeting</li> <li>• Annual employee engagement survey</li> <li>• Whistleblowing</li> </ul>	<ul style="list-style-type: none"> <li>• Business directions and the Company's performance</li> <li>• Business ethics</li> <li>• Employees' quality of life</li> <li>• Adequate compensation, welfare, and benefits</li> <li>• Career advancement and stability</li> <li>• Good environment in workplace</li> <li>• Development of competency and knowledge</li> </ul>	<ul style="list-style-type: none"> <li>• Transparently communicate the business directions and the Company's performance</li> <li>• Organize trainings on business ethics, anti-corruption, and sustainability</li> <li>• Determine appropriate compensation and benefits</li> <li>• Encourage the occupational health and safety</li> <li>• Continuously develop employees' competency</li> <li>• Provide channels for expressing their opinions and complaints</li> </ul>
<p><b>Customer and Tenant</b></p> 	<ul style="list-style-type: none"> <li>• Annual customer satisfaction survey</li> <li>• Customer relationship activities/ marketing activities</li> <li>• Meeting with customers</li> <li>• Communication through online media/ email, Call Center</li> <li>• Whistleblowing</li> <li>• Contact through the Company's website</li> </ul>	<ul style="list-style-type: none"> <li>• High quality after-sales service</li> <li>• Customer relationship management</li> <li>• Environmental management</li> <li>• Efficiently respond to customers' complaints</li> <li>• Risk and crisis management</li> </ul>	<ul style="list-style-type: none"> <li>• Continuously improve quality of products and services to respond to customers' needs</li> <li>• Design environmentally friendly products, such as reducing the consumption of resources, water, energy, and the amount of waste generated</li> <li>• Provide channels and process for expressing their opinions and complaints, while having a process to respond effectively</li> <li>• Regularly conduct a customer satisfaction survey</li> </ul>

Stakeholders	Engagement Channels	Issues of Interests	Actions and Responses
<p><b>Investor and Shareholder</b></p> 	<ul style="list-style-type: none"> <li>• Annual General Meeting</li> <li>• Communication through online media/ email</li> <li>• Whistleblowing</li> <li>• Contact through the Company's website</li> <li>• Company visits</li> </ul>	<ul style="list-style-type: none"> <li>• Stable and profitable business growth performance</li> <li>• New business development</li> <li>• Innovation and technology development</li> <li>• Management of risks</li> </ul>	<ul style="list-style-type: none"> <li>• Disclose the operating performance with transparency in accordance with the principles of good corporate governance</li> <li>• Regularly analyze and review corporate risks to monitor and prepare appropriate risk mitigation measures, covering both short-term risks and emerging risks</li> <li>• Continuously develop products and services through innovations and technologies</li> <li>• Strictly comply with relevant laws</li> </ul>
<p><b>Business Alliance and Partner</b></p> 	<ul style="list-style-type: none"> <li>• Meetings with business alliances/ joint-venture</li> <li>• Communication through online media/email</li> <li>• Whistleblowing</li> <li>• Contact through the Company's website</li> </ul>	<ul style="list-style-type: none"> <li>• Operating with integrity, fairness, and transparency</li> <li>• Creating business collaboration for mutual growth</li> <li>• New business development</li> <li>• Innovation and technology development</li> </ul>	<ul style="list-style-type: none"> <li>• Conduct business with transparency and fairness, in accordance with business ethics and the principle of good corporate governance</li> <li>• Efficiently operate business and continuously develop its business</li> <li>• Regularly analyze and review corporate risks to monitor and prepare appropriate risk mitigation measures while developing new products and services as business opportunities</li> <li>• Continuously develop products and services through innovations and technologies</li> </ul>
<p><b>Supplier and Contractor</b></p> 	<ul style="list-style-type: none"> <li>• Communication through online media/ email</li> <li>• Whistleblowing</li> <li>• Contact through the Company's website</li> </ul>	<ul style="list-style-type: none"> <li>• Good corporate governance and business ethics</li> <li>• Equality in doing business</li> <li>• Transparency and fairness in procurement processes</li> </ul>	<ul style="list-style-type: none"> <li>• Conduct business with transparency and fairness, in accordance with laws and the principles of good corporate governance</li> <li>• Establish and communicate Supply Chain Management Policy and Business Code of Conduct for suppliers, which covers sustainability issues</li> </ul>

Stakeholders	Engagement Channels	Issues of Interests	Actions and Responses
<p><b>Government</b></p> 	<ul style="list-style-type: none"> <li>• Sponsor projects organized by the government</li> <li>• Be apart of the government's working group</li> <li>• Company visits</li> <li>• Whistleblowing</li> <li>• Contact through the Company's website</li> </ul>	<ul style="list-style-type: none"> <li>• Compliance with relevant laws and regulations</li> <li>• Disclose transparent business performance</li> <li>• Creating economic and social values</li> </ul>	<ul style="list-style-type: none"> <li>• Conduct business with transparency, fairness in accordance with laws and principles of good corporate governance</li> <li>• Disclose complete, accurate, and transparent business performance</li> <li>• Develop community relation projects to create values for society and economy</li> </ul>
<p><b>Creditor and Financial Institution</b></p> 	<ul style="list-style-type: none"> <li>• Analyst meeting</li> <li>• Meeting with the creditors</li> <li>• Company visits</li> <li>• Communication through online media/ email</li> <li>• Whistleblowing</li> <li>• Contact through the Company's website</li> </ul>	<ul style="list-style-type: none"> <li>• Compliance with the terms of the loan and debenture</li> <li>• Management of risks</li> </ul>	<ul style="list-style-type: none"> <li>• Conduct business with transparency, fairness in accordance with laws and principles of good corporate governance</li> <li>• Conduct business with transparency and comply with laws and business ethics</li> <li>• Regularly analyze and review corporate risks to monitor and prepare appropriate risk mitigation measures</li> </ul>
<p><b>Society and Community</b></p> 	<ul style="list-style-type: none"> <li>• Organize activities with the community</li> <li>• Communication through online media/ email</li> <li>• Whistleblowing</li> <li>• Contact through the Company's website</li> </ul>	<ul style="list-style-type: none"> <li>• Good relationships with the community</li> <li>• Compliance with social and environmental laws</li> <li>• Local economic development</li> <li>• Creating a better quality of life for the community and society</li> <li>• A cooperative network to develop the community and society</li> </ul>	<ul style="list-style-type: none"> <li>• Operate business with caution to reduce impacts on community and society where it operates</li> <li>• Listen to complaints and opinions from community, and respond appropriately</li> <li>• Organize activities to promote economic growth and improve the quality of life for community</li> <li>• Strictly comply with relevant laws</li> </ul>
<p><b>Landlor</b></p> 	<ul style="list-style-type: none"> <li>• Communication through online media/ email</li> <li>• Whistleblowing</li> <li>• Contact through the Company's website</li> </ul>	<ul style="list-style-type: none"> <li>• Transparency and fairness in land acquisition process</li> <li>• A relationship management with landlord</li> </ul>	<ul style="list-style-type: none"> <li>• Purchase land with transparency and fairness</li> <li>• Regularly analyze and monitor land prices</li> <li>• Continuously build a good relationship with landlord</li> </ul>

# Acting Progressively





# Innovation

GRI 3, 203

The Company is aware that consumer demands change in correspondence with innovations and technological advancements. This may produce challenges to the Company's competitiveness if it does not make haste in adapting to such changes. Therefore, the Company is committed to develop innovations and technologies through partnerships and leveraging intellectual properties to suit the ever-changing demands and preferences, and to provide




convenience to access its products and services for customers and stakeholders throughout the value chain. In addition, the Company promotes an innovative culture for employees to take part in improving and enhancing process efficiency, which is pivotal to increase business opportunities and competitiveness. At the same time, create valued experiences for customers and all stakeholders.

**Commitment and Target**



To facilitate innovative culture within organization through design thinking

**Key Performance**

-  **35%** of employees surpass Design thinking training course
-  **19** innovation projects from Design thinking training course in 2022
-  **7** innovation projects developed in 2022

The Company is committed to become a leading integrated real estate platform provider that delivers inspiring experiences for its customers while creating shared values for communities and the environment. A management approach and designated working team were established to drive, promote, and create a corporate innovative culture and leverage technologies through The Alpha (FPT Design thinking) - which oversees all processes associated with innovation - from conducting trainings, design, develop to evaluating performances post innovation product launch.

Since 2021, the Company adjusted the organization structure, roles, and responsibilities of the Digital Product department to enhance their capabilities to meet users' needs. Moreover, infrastructures have been shaped and leveraged - especially security systems - to support technologies that the Company may introduce in the future. For example, utilizing blockchain to enhance operational processes, uplift system performance and stability, ensure accurate and safe data handling, and to reduce operational costs.

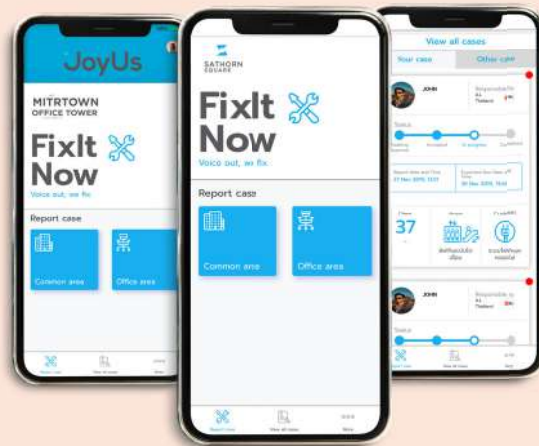


### Ticketing Platform for Maintenance Service

The Company developed care service applications catered for customers and tenants under its three business units, including: Flexfix for industrial property business, FixitNow for commercial property business, and GOLD CARE for residential property business. These applications were developed with the objectives to increase employee productivity as well as to provide convenience to customers inquiring maintenance services. From the application, users can review the status of maintenance, be early notified of announcements, conduct satisfaction survey, and provide suggestions to further improve the Company’s products and services.

### FlexFix for Industrial Property Business and FixitNow for Commercial Property Business

FixitNow and FlexFix - the Company’s developed web-based applications for maintenance requests - offer systematic task management and faster communication between maintenance operators, thus increasing work efficiencies. Customers can conveniently inquire for maintenance services and track status through the application. In addition, the applications can also present past maintenance performances as a dashboard, which helps the Company to better analyze and further improve work deliverables.



### GOLD CARE for Residential Property Business

The Company developed GOLD CARE - a mobile application - to provide services for customers under its residential property business. The application aims to provide convenience to customers when requesting for maintenance of housings and common facilities, and as a channel for providing suggestions about the

Company’s products and services. Customers can view the maintenance status, which has increased their satisfactions. In 2022, GOLD CARE V.2.1.1 was developed with the purpose to enhance the application’s efficiency, which has reduced maintenance duration by 50% and saved employment cost equivalent to 20,000 Baht per year.

**Convenience**  
အိမ်ထဲက အခက် အခဲများကို

**All in one**  
အခက်အခဲများကို အတူတူ

**Real Time**  
အခက်အခဲများကို အချိန်

**Efficiency**  
အခက်အခဲများကို အချိန်

**GOLD CARE**

This app must have... Good for the heart  
Abhsit for residents of GOLDENLAND

AVAILABLE NOW.....

Download on the App Store | GET IT ON Google Play

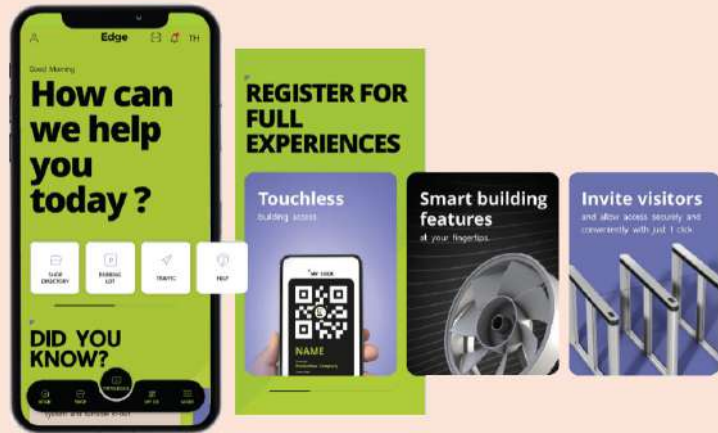
Take care more with GOLD CARE

The only application that is ready to serve anytime, anywhere, whether to report, repair, check status. Or follow news from the project It can be done conveniently and quickly.

Download Manual

## Edge Mobile Application for Silom Edge

The Company received positive feedbacks from users and customers from the development of Mitr and MitrCare applications for Sanyan Mitrtown. As a result, the Company analyzed and incorporated such feedbacks to develop a new application for Silom Edge – a new commercial property – for all portions of the building including office and commercial areas. Furthermore, smart building concepts were featured during design and construction phases of Silom Edge. The application will provide a full experience for users and customers that complements with their current lifestyles, such as:



- Touchless building access
- Digital car park stamp
- Membership and visitor system management at office zones for convenience and access control
- Traffic management system within the building and surrounding vicinity
- 24-hour maintenance service
- Communication of promotions, exhibitions, and events

Edge Mobile Application is expected to be completed and available for service within March 2023.

## Dashway Project



The Company leveraged an Automatic License Plate Recognition (ALPR) technology – connected to closed-circuit television (CCTV) – to increase the efficiency of security systems. Such technology enables vehicle categorization and records license plates, which helps the Company to be able to predict traffic density as well as to calculate volume of exhaust gas from vehicles within the property areas. It could also detect potential abnormal activities such as, parking in prohibited areas, detect intruders, etc. Customers may also conduct online registration of vehicles that will be entering or exiting beforehand to cater for quick access to property areas. Dashway Project is currently installed and implemented at 10 industrial properties which led to a reduction in maintenance cost of common areas by 3.9 million Baht per year. The Company is currently conducting additional alternations to the system – incorporating Blockchain technology – to further increase efficiency of data record and projection.

The Company continues to adopt technologies and develop innovations to enhance work processes, thus increase employees' productivity. This includes a supply chain management system, E-Tax Invoice & E-Receipt, Parking Data Management System, etc.

In addition, the Company is adamant on creating an innovative culture within the organization where employees recognize the importance of innovations and technologies. This is done through constant trainings about innovations to employees at all levels for which they can apply knowledge gained to improve work processes within their sections or departments. Building an innovative culture improves work efficiencies, employee well-being and corresponds with the expectations of stakeholders within the value chain.

### Design Thinking Training Program

The Company believes that applying design thinking concepts will develop a culture and create a highly qualified workforce; build the organization’s resilience to anticipate, prepare, respond, and adapt to constant changes. Hence the Company continued to organize a Design thinking training course for employees to enhance their understanding on design thinking

concepts and to effectively apply such knowledge gained to their works and respond to customers’ needs. In 2022, there were a total of 319 employees that underwent the training course. Post training survey portrayed that 59% of employees gained more knowledge and were able to apply to their works.



### The Alpha Expo

The project aims to improve employees’ capabilities to support and drive the Company towards achieving its vision to become a leading provider of integrated real estate platform. Employees that have surpassed the Design thinking training course are eligible to participate in the Alpha Expo - an innovation competition. Competing teams, consisting of contestants from different fields and business units, will have the opportunity to suggest new innovative ideas to solve problems, enhance work processes, or those that would be beneficial to the organization in terms of business, management and staff care. There are currently 4 projects from the Alpha Expo competition that are being developed and pioneered.

**4 days DT Training**  
M1-2 : Empathize & Define  
M3-6: Ideate, Prototype and Test  
Business Case & Storytelling for Pitching

**Start Project**  
Practitioners initiate projects by following the DT Guidelines and Methodology.

**Check-in**  
with C-Suite, Project Sponsors and FPT The ALPHA committee  
1<sup>st</sup>: 30 days  
2<sup>nd</sup>: 90 days



**Proposed Project**  
The project team submit a project proposal for approval to the FPT The ALPHA committee.

**Project Panel Review Session**  
with FPT The Alpha committee

**Awards**  
1. Evaluation Project by FPT The ALPHA committee  
2. Evaluation by C-Suite  
3. Announce The Winner at FPT THE ALPHA EXPO



## Examples of Winning Projects Pioneered from The Alpha Expo Competition

### E-Billing Project - Silver Award

Contestants see the problems associated with the billing process of residential property business including, lost or damaged documents during delivering and employees working overtime to meet deadlines in billing for over 15,000 customers. As a result, E-Billing Project will increase efficiency, and by having an electronic billing channel for customers will reduce work time and other operating costs such as, employee overtime payments, document delivery expenses, paper and printing costs, etc.



### Roaming Retail Spaces Project - Popular Awards

Contestants recognize business opportunities from establishing kiosks that offer small spaces at affordable prices, diversifying varieties of shops in Samyan Mitrtown and attracts new target customer groups. This project will increase the total sales area by 60 m<sup>2</sup> and generate approximately 2.88 million Baht revenue to the Company.




# Resilient Property

GRI 3, 201

Climate change is a prominent issue that is gaining increased attention worldwide. The Company is aware that all parties are accountable for greenhouse gas reduction to prevent potential risk-related impacts from physical risks – floods and droughts which could lead to asset damage, impacts to the livelihoods of customers and communities, and material shortages that may disrupt supplier and its business operations. In addition, transition risks - changes to


stakeholders’ perceptions, regulations, laws and related policies enforced by the government to achieve Thailand’s carbon neutral target within 2050 pledged at UN Climate Change Conference (COP26) – could increase the Company’s operating costs. As a result, the Company is committed to build business resilience through effective climate change management.

**Commitment and Target**



Climate change management and planning to strengthen resilience and adaptive capability in accordance with TCFD frameworks by 2030

**Key Performance**




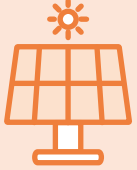


Conducted climate change studies and in process to adopt Task Force on Climate-Related Financial Disclosures (TCFD) by 2022

The Company is pursuing climate change strategy in which it has conducted climate change risk identification, analysis, and assessment. Climate change risk is integrated into the Company’s corporate risk profile to ensure constant monitoring and report to the executives and the Risk Management Committee. The Company also conducted sensitivity analysis and developed a climate change roadmap to reduce both direct and indirect greenhouse gases from

three business units that is in line with the Science Based Targets initiatives (SBTi). Simultaneously, the Company also conducted studies to apply the frameworks of Task Force on Climate-Related Financial Disclosures (TCFD) for management covering climate change risk and opportunity assessment, governance, target setting, impact management and performance monitoring to become a net-zero carbon organization by 2050.

## Frasers Group Target Established in 2020

 <p>To train employees on sustainability by 2021</p>	 <p>To green-certify 80% of the Company’s owned and asset-managed properties by 2024</p>	 <p>To finance majority of the Company’s asset portfolios with green and sustainable financing by 2024</p>	 <p>To be climate-resilient and establish adaptation and mitigation plans by 2024</p>	<p>To be a net-zero carbon corporation by 2050</p>
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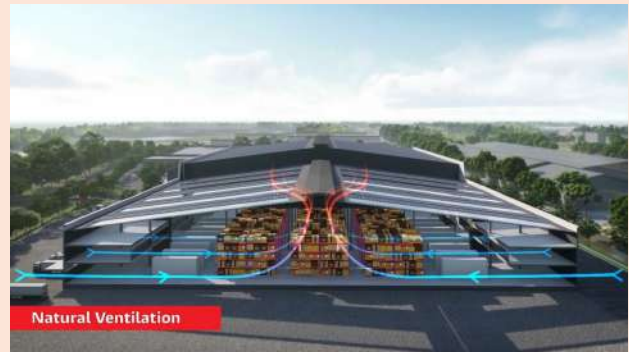
The Company focuses on building business resilience and adaptive capability to respond to climate change risk throughout all operating processes. This covers studying the topographic and flooding characteristics of an area, designing properties that are able to withstand climate change impacts, and by complying with mitigation measures

prescribed under the environmental impact assessment study. Furthermore, various initiatives were established to reduce greenhouse gas emissions from construction and business operation. The Company also promotes customers to take part in managing climate change issues throughout the value chain in a sustainable manner.

## Warehouse Design

The Company established design and construction criteria for warehouses in order to reduce impacts from climate change occurrences, and to comply with green building standards. Details of the criteria are as follows.

- Select industrial floor concrete with special characteristics for use within the warehouse, constructed at a higher elevation than the project road, to prevent flooding
- Install louvers to prevent rain ingress into the warehouse
- Install insulator for warehouse roofing to reduce heat within the building. Such material does not absorb water and acts as an electric insulator
- Install jack roof to accelerate heat flow at the roof which leads to effective ventilation, thus decrease in temperature within the building
- Use non-polluting construction materials and environmentally friendly products such as, Façade, Double-Skin Façade and double-walled steel structures attached with aluminum battens. This meets both aesthetic purposes and protects the building from other critical conditions.
- Locate windows and doors to avoid direct sunlight, which helps to reduce temperatures within the building



# Risk-Based Management

GRI 2-9, 2-15, 2-17, 2-23, 2-24, 2-26, 2-27, 3, 205, 206, 418

In current situations where industries are encountering various challenges and opportunities - changes to sustainable business objectives and digital transformation - the Company is aware that corporate governance is a foundation for sustainability and business conduct, which is critical for building stakeholders' assurance throughout the value chain. The Company is committed to uphold integrity, justness, and accountability and strict compliance with laws, regulations, and relevant requirements. In addition,

the Company has established a risk and opportunity management framework to increase business resilience, which enables the organization to effectively adapt and respond to unprecedented events for business continuity. Moreover, the Company places importance on robust information security and data protection management to prevent cybersecurity risks and potential impacts to personal data of stakeholder groups such as, customers, suppliers, and employees.

## Corporate Governance

Following the Company's commitment to conduct its business with integrity, responsibility towards all stakeholders, transparency, and accountability, it has established an organization structure for good corporate governance. Moreover, a Corporate Governance Policy and Ethical and Business Code of Conduct were enforced which complies

with the requirements, rules, and criteria for listed companies prescribed by the Stock Exchange of Thailand, the Office of the Securities and Exchange Commission, and the Capital Market Supervisory Board. Board of Directors, executives and employees at all levels are obligated to acknowledge and abide by such guidelines strictly.

**Commitment and Target**

Corporate Governance Report (CGR) performance is marked as "Excellent"

No significant warnings or results audited by regulators

**Key Performance**

**Excellent** performance to Corporate Governance Report (CGR)

**0** significant warnings or results audited by regulators

In addition, the Company has established policies that covers economic, social and environmental aspects as guidelines to drive the organization on sustainability development.

Policy	Guidance Area
Ethical and Business Code of Conduct	Framework and standards that the Board of Directors, executives, and employees at all levels shall abide by for transparent, robust, fair, and effective business conduct.
Anti-Corruption Policy	Anti-corruption and integrity, developed as a corporate culture, that all personnel are accountable for.

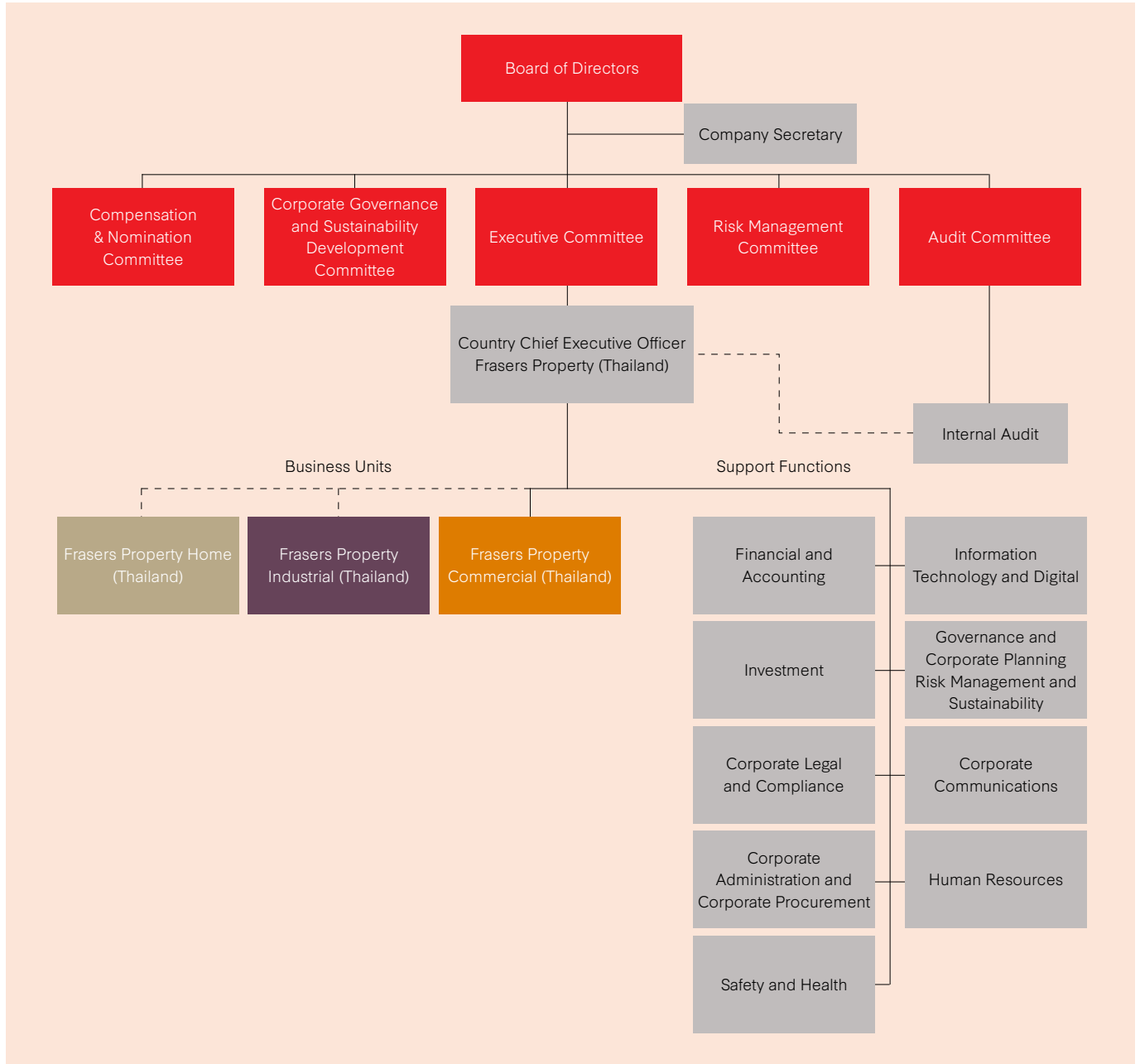
Policy	Guidance Area
Risk Management Policy	Risk management framework that aligns with the business purpose, target, strategy, and risk factors at acceptable level based on risk identification process. The framework covers processes including severity and likelihood assessment, risk mitigation, monitoring, and assessment of the effectiveness of risk management practices.
Whistleblowing Policy	Whistleblowing and grievance channels for stakeholders, grievance handling process, measures to protect the rights of complainants and informants, and disciplinary actions. This encourages employees to operate with integrity, transparency, fairness, and accountability.
Tax Policy	Tax operation that adheres and complies with the tax code of conduct, relevant tax laws and regulations, tax risk management, and tax transparency.
Supply Chain Management Policy	Supply chain management that is transparent, fair and complies with relevant regulations and requirements to enhance supply chain effectiveness. This enables operating costs reduction and enhances business competitiveness.
Business Code of Conduct (for Business Partner and Lessee)	Guidelines for business partners and lessee on business ethics, anti-corruption, human rights, service and procurement provision, occupational health and safety, and environment.
Responsible Sourcing Policy	Guidelines for the sourcing and procurement processes with the expectation of suppliers, contractors and vendors adhering to environmental, social and governance best practices.
Environmental, Energy, Social and Biodiversity Management Policy	Management of natural resources, energy, environment, climate change, biodiversity, waste, and social development to accomplish corporate targets related to resource efficiency that takes into account impacts to society and communities.
Human Rights Policy	Guidelines to prevent human rights abuses, which also encourages suppliers to adopt, in accordance with regulations, International Labor Organization (ILO) and other relevant standards.
The Safety, Occupational Health and Working Environment Policy	Guidelines for continuous improvement of safety, occupational health and working environment.

Additional information associated with the policies and guidelines, please refer <https://www.frasersproperty.co.th/en/who-we-are/sustainability/our-guidelines-policy-and-reporting>

## Corporate Governance Structure

The Company established a corporate governance structure where the Board of Directors are accountable to formulate strategies, policies, and the Company's business directions. The Board of Directors shall supervise the administration of the executives to generate best interests for all stakeholders

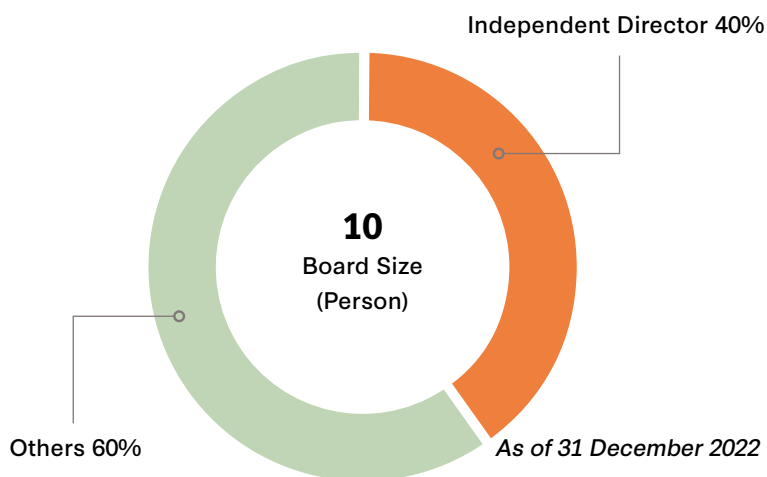
through transparent and fair operations. Five sub-committees were established for a robust and effective corporate governance. The following presents the organization structure.



## Board Composition

the Board of Directors are composed of 10 members, namely nine non-executive directors, one independent director and four independent directors in accordance with the qualifications prescribed under the regulation by Securities

and Exchange Commission (SEC). There is one female director, accounting as 10% of total board size. Nevertheless, the Chairman of the Board and Chief Executive Officer (CEO) are different person, thus performs different roles and duties.



### Tenure of the Board of Directors

- 0-3 years 3 persons
- 4-6 years 4 persons
- 7-9 years 0 person
- Over 9 years 3 persons

All directors are qualified with various expertise, capabilities, skills, and experiences that are appropriate for overseeing operations according to the corporate strategy, vision and business directions. Board skills are also in line with the Global Industry Classification Standard (GICS) classification

for real estate industry. The Company takes into account board diversity, thus board selection criteria is not based on gender, race, nationality, age, socioeconomic background and international background.

Board of Directors	Property Development and Construction	Engineering and Architecture	Management	Accounting and Finance	Marketing and Logistics	Business Relation	Strategic Planning	Environmental Management and Sustainability	Legal	Economics	Information Technology and Digital
1. Mr. Chainoi Puankosoom											
2. Mr. Chai Vinichbutr											
3. Mr. Chali Sophonpanich											
4. Mr. Chatchaval Jiaravanon											
5. Mr. Panote Sirivadhanabhakdi											
6. Mr. Chotiphat Bijananda											
7. Assoc. Prof. Tithiphan Chuerboonchai											
8. Mr. Sithichai Chaikriangkrai											
9. Mrs. Busaya Mathelin											
10. Mr. Thanapol Sirithanachai											



## Business Ethics and Anti-Corruption

The Company is committed to ethical business conduct following integrity, fair and equitable practices. It prioritizes anti-corruption, risk management and compliance with relevant laws and regulations to build confidence and trusts among all stakeholders. By that, the Board of Directors, executives, and all employees are obligated to understand and abide by the Company's Code of Business Ethics and Anti-Corruption Policy, which includes a policy on giving or accepting gifts or other benefits. This No Gift Policy are

communicated to employees at every festive season to constantly instill their awareness on such matter. The Company conducts risk assessment on anti-corruption measures. Therefore, it was certified as a member of Thai Private Sector Action Against Corruption (CAC) since 2017, which affirms the Company's stance on its commitment and aspiration following good corporate governance, transparency, and protection against all forms of corruption.

**Commitment and Target**

**No violations to the business code of conduct**

**Key Performance**

**0** number of complaints on corporate governance, violations related to business ethics and conflict of interest, and cases caused by corruption

The Company strives to continuously raise employees' awareness about ethics and the business code of conduct. Therefore, all new employees are required to acknowledge the following policies during orientation, including Corporate Governance Policy, Ethical and Business Code of Conduct, Anti-Corruption Policy, and Whistleblowing Policy. All

employees are subjected to acknowledge and surpass an E-Learning course on code of business conduct. Post training, employees are required to conduct a post-training evaluation test and attain a score of not less than 80% of the total score.

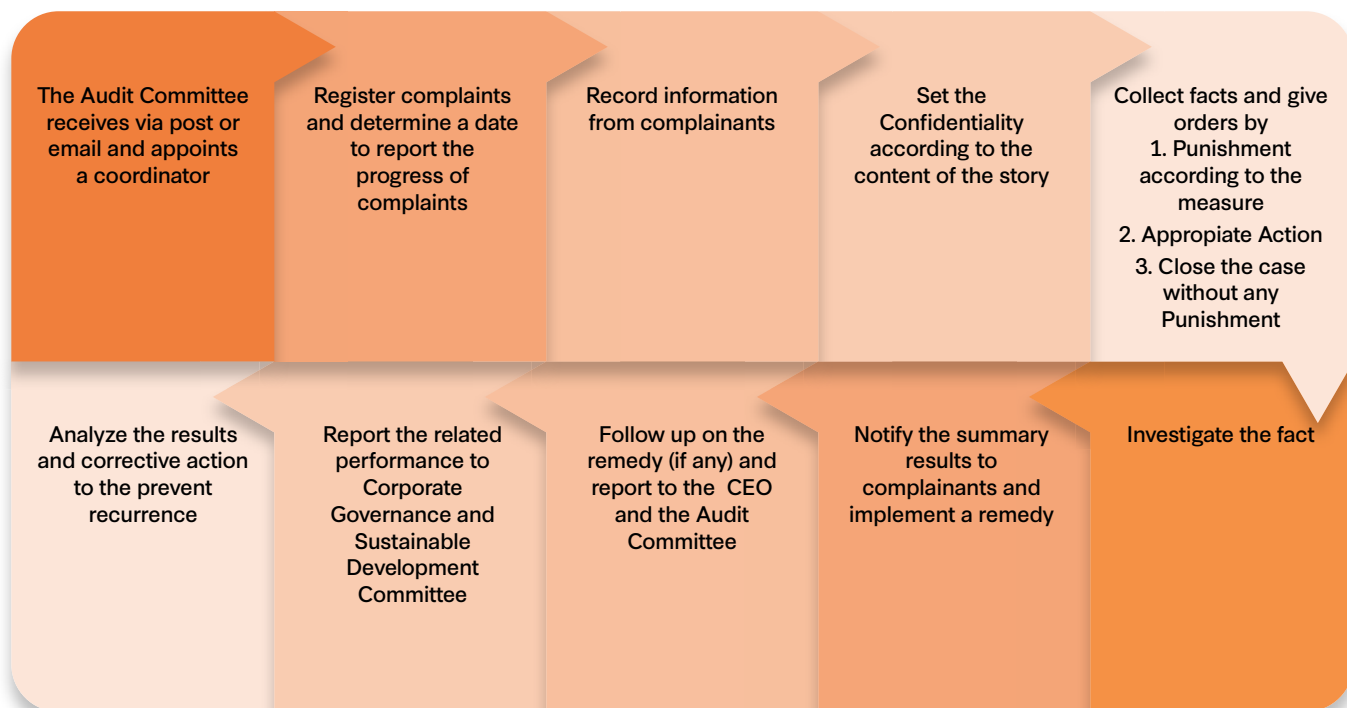
## Grievance Mechanism

The Company established a Whistleblowing Policy and the following whistleblowing channels for stakeholders.

 <b>Post</b>	 <b>Email</b>	 <b>Corporate Website (Online Form)</b>	 <b>Suggestion Box</b>
Chairman of Audit Committee Frasers Property (Thailand) Public Company Limited 944 Mitrtown Office Tower, 20 <sup>th</sup> - 23 <sup>rd</sup> Floor, Rama 4 Road, Wangmai Subdistrict, Pathumwan District, Bangkok 10330	FPT.AuditCommittee@frasersproperty.com	<a href="https://www.frasersproperty.co.th/th/corporategovernance/corporate-governance/whistleblowing">https://www.frasersproperty.co.th/th/corporategovernance/corporate-governance/whistleblowing</a>	Suggestion box located at Headquarters

A grievance handling process was established, covering from factual gathering, investigation, reporting to CEO and the Audit Committee, remedial actions to prevent

reoccurrences of violations, and to drive ethical, transparent, and accountable business operations.

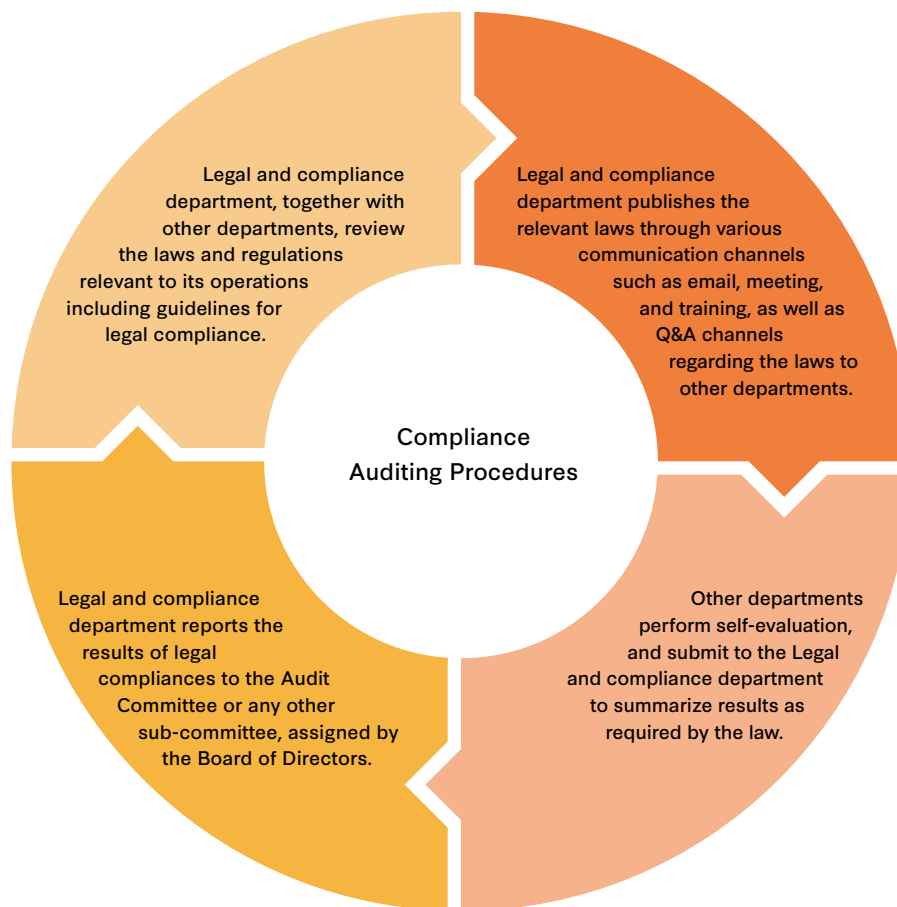


## Risk Management and Compliance

The Company conducts corporate risk management according to its Risk Management Policy and frameworks by The Stock Exchange of Thailand and The Committee of Sponsoring Organizations of the Treadway Commission (COSO) standards. The Board of Directors established a Risk Management Committee (RMC) to oversee risk management process, identify, assess, follow-up and review risk assessment - to ensure that it is appropriate and reflects the organization risk factors. Risk management results are reported to the Board of Directors on a quarterly basis. Furthermore, an Audit Committee was established to review internal control systems and provide opinions about risk management, independently.

Risk management process consists of 5 steps including risk identification, risk assessment, risk mitigation and prevention, risk monitoring and risk awareness communication. Risks are categorized into namely strategic, operational, financial, compliance and social/environmental aspects. Key Risk Indicators (KRIs) are identified, and risk owners were appointed to conduct risk assessment, mitigation measures that align with the corporate risk appetite, monitor and report performances to the RMC on a quarterly basis.

The Company is establishing a Business Continuity Plan (BCP) that is in line with the standards of the International Organization for Standardization for business continuity management (ISO 22301:2012). A Crisis Management Team (CMT) was established in 2022 - comprising of representatives from three business units and departments - to respond and prevent potential business disruption due to crisis events such as cyber breach, incidents, and non-compliance.



A Regulatory Compliance Checklist was developed to ensure compliance with local and international regulatory requirements. The Corporate Legal and Compliance department is accountable to consolidate regulations associated with all departments, and reports to the Internal

Audit in accordance with good corporate governance. The Regulatory Compliance Checklist also helps employees to be fully aware about relevant regulations, laws and requirements that are associated with their works.

**Commitment and Target**



**100% operation covered under risk management system and KRIs determined**

Conduct climate change risk assessment by 2022

**Key Performance**

**100% operation covered under risk management system**  
**100% proportion of KRIs determined by all business units**



Employee training on risk management to build corporate risk management culture

## Emerging Risk

In 2022, the Company has identified emerging risks and developed mitigation measures to remediate potential significant long-term business impacts, which is reported to the RMC on an annual basis.

### Climate Change

#### Description and Impact

Carbon dioxide, other greenhouse gases in the atmosphere and entrapped heat are factors that contribute to climate change. Climate change causes impacts to precipitation patterns, extreme weathers, floods, melted glaciers, increased sea levels - which is potentially life threatening and could result in damage to lands, buildings, and asset value decline. In addition, governments may enforce new regulations to reduce such environmental issues by imposing carbon tax for emissions that exceed regulatory threshold.

#### Mitigation Measure

In 2022, the Company conducted climate change assessment studies on physical and transition risks, and responses to remediate its impacts. Property construction processes were altered to be more environmentally friendly, and building structural integrities were strengthened to withstand through various weather conditions. Furthermore, the Company is committed to green certify all its new buildings, which affirms its resilience to climate change impacts. The Company maintains an organization carbon footprint that can be used for tax planning purposes and to initiate carbon reduction initiatives in respondent to future carbon tax enforcement. Additionally, the Company will adopt the Task Force on Climate Related Financial Disclosures (TCFD) frameworks to cater for investors' understanding on its performances related to climate change management.

### Cybersecurity

#### Description and Impact

While digital and information technological developments are important drivers to enhance and proliferate business advancements, it could lead to potential cybersecurity threats that may cause damage to data record, assets, appliances, and privacy protection of stakeholders' personal data. Moreover, it could lead to potential non-compliance penalties or fines from authorities, and impacts to the Company's reputation and stakeholders' trusts.

#### Mitigation Measure

The Company continues to enhance information security through governance, policy enforcement and appointment of relevant personnel and department to strengthen infrastructures against cybersecurity. This is achieved through conducting annual vulnerability tests, increasing data back-up frequency and by raising employees' awareness on such risk and their safe use of information technology services. In addition, a Crisis Management Team was established to respond to incidents of technology infrastructure malfunction that could lead to business disruption.

## Inflation

### Description and Impact

Risk of higher inflation due to economic fluctuation could lead to potential impacts to the Company's generating revenue due to increased operating costs from higher priced construction materials and wages.

### Mitigation Measure

The Company conducted various mitigation measures to manage inflation risk such as, engagements with business partners, procuring construction materials directly from manufacturing sources, developed plans to replace existing materials in the event of price increase or shortage and direct engagement with small-capped contractors instead of bypassing large-capped companies. Moreover, the Company has improved the contractor selection and contracting processes. Construction and design innovations were also leveraged to enhance the most efficient usage of construction materials.

## Economic Slowdown

### Description and Impact

The Company is aware of the risk associated with subdued economic and real estate market that are caused by both local and international variables. As a result, it reduces consumer income and their purchasing power, leading to potential uncertainties to the residential property business, thus impacting the Company's generating revenues.

### Mitigation Measure

The Company monitors both local and international economic and real estate market indicators, closely and constantly, to formulate organization strategic directions and to increase competitiveness in responding to consumer demands. As a result, the Company offers various residential projects that are catered for differing consumer preferences including single-detached houses, semi-detached houses, and townhomes. While low-rise residential projects may have been impacted by the economic slowdown due to the COVID-19 outbreak, opportunities arose for the Company's industrial property business as a result of changes in consumer preferences as the E-Commerce market soars which leads to higher demands for warehouses and logistics spaces.

## Real Estate Market Competitiveness

### Description and Impact

Increasing real estate market competitiveness in Thailand is resulting in a higher surplus of properties being developed by other real estate developers. This offers more comparison options for customers that may affect their decisions to invest or use the Company's products and services - thus impacts the Company's competitiveness and income.

### Mitigation Measure

The Company prioritizes to maintain relationships with both current and new consumers, as well as to closely monitor changes to their demands and preferences. Measures taken include selection of prime locations and development of transcending properties at competitive prices in the market. Furthermore, the Company conducts market analysis and maintains a customer database which is further analyzed to offer products that are catered for and in line with market demands, thus increasing customer satisfactions. Examples of products include built-to-suit factories catered for tenants' preferences, and other various developed products and services such as single-detached houses, semi-detached houses, townhomes, etc.



## Environmental, Social and Governance (ESG) Transition

### Description and Impact

Governments and private sectors are currently portraying increased interests in environmental, social and governance management. This may trigger governments to enforce more strict regulations to mitigate environmental issues. Stakeholders may also increase pressure for companies' roles in sustainable business operations and transparent disclosures. ESG transition risk could cause the Company to have increased costs from developments that correspond with such stringent regulations. However, such risk could also result in business opportunities. It could increase the Company's competitiveness through offering products and services that are in line with stakeholder demands.

### Mitigation Measure

The Company is committed to managing environmental, social and governance aspects throughout the value chain. By that, the Company has developed corporate sustainability strategy, targets, sustainability-related policies and initiated various plans and activities to reduce greenhouse gas emissions. Furthermore, the Company is in process to adopt the Task Force on Climate-Related Financial Disclosures (TCFD) to enhance its management measures, effective greenhouse gas reduction - driving the Company to become a net-zero organization by 2050. In addition, the Company is committed that all new properties are to be energy efficient, environmentally friendly, and designed to improve the health and living conditions of tenants and surrounding communities in accordance with Leadership in Energy and Environmental Design (LEED) and Excellence in Design for Greater Efficiencies (EDGE) certifications. The Company is also committed to its responsibilities towards all stakeholder groups such as human capital development, human rights protection and promoting community well-being to drive continuous and sustainable social development.

The Company continues to raise employees' awareness and knowledge about risk factors and associated mitigation measures on a regular basis. To promote a corporate risk culture, all employees are obligated to manage risks that are associated with their works.

### Risk Validation Conference

All companies under Frasers Property Group are required to attend a Risk Validation Conference that occurs on an annual basis. In 2022, executives and risk working team attended the conference where they were communicated of risk factors and mitigation measures performed by attending companies worldwide. During the conference, participants were also informed of emerging risks that should be considered when forming strategic business directions. Summary of the conference was informed to the RMC for their awareness and understanding of risk factors.

## Information, Cybersecurity and Privacy Protection

The Company aspires to enhance information security and privacy protection in accordance with its established policies including IT Services Usage and IT Information Security Policy and Privacy Policy. Furthermore, the Company strictly complies with the regulatory requirements prescribed under Cyber-Related Computer Crime Act and other relevant laws related to personal data protection. The Company appointed

a Data Protection Officer (DPO) to oversee compliance with the Personal Data Protection Act, B.E. 2562 (2019). The Company also regularly trains employees about cybersecurity and other associated regulations to raise their knowledge and capability to respond to potential threats, effectively.

**Commitment and Target**

Enhance information security and privacy protection

**Key Performance**

Penetration test and vulnerability assessment performed

Employees surpassed cybersecurity training

The Company established frameworks and installed IT services in accordance with the IT Infrastructure Library (ITIL) and ISO:27001 to enhance corporate IT security. Moreover, disaster recovery exercise was performed by third parties on an annual basis to assess the stability and vulnerability of information security systems. The exercise portrayed no significant data loss. Additionally, a plan was developed for response to potential Core IT Services damage. A Crisis Management Team, comprising of representatives from three business units and supporting functions, were

established to respond to potential information security system malfunction that could lead to business disruption. However, a cyber incident involving the Company occurred in 2022. The Company has already taken relevant measures to protect information system and data in accordance with relevant personal data protection requirements. Furthermore, the Company made additional investments to enhance the efficiency of related information security system to prevent potential reoccurrences. Nevertheless, the Company has made preliminary assessment that the incident did not materially affect the business operations of the Company.

### Cybersecurity Awareness Training

In 2022, the Company provided a training course “Stay Safe & Smart Online: 2022 Kevin Mitnick Security Awareness Training” for employees at all levels. The objective of this training course is to raise their knowledge on the methodologies that hackers use for digital attacks via social engineering, as well as warnings and mitigation to cyberthreats.



### Personal Data Protection Act Training



On 31 March 2022, the Company organized a training course “PDPA - Everyday, Everywhere” where 463 employees attended. The training was provided to enhance employees’ knowledge on their responsibilities and requirements prescribed under the Personal Data Protection Act, B.E. 2562 (2019) for personal data usage.

### IT Infrastructure Library (ITIL 4) Training

The Company conducted a training course “IT Infrastructure Library (ITIL 4)”, led by an external expert, over 3 days in July 2022. The objective of the training course is to raise knowledge of participants on the guidance and frameworks of ITIL 4 for effective information security systems.

# Responsible Investment

GRI 3, 416

The Company strives to drive business sustainably through responsible investment in real estate development in order to respond to the demands of customers, tenants, investors, and other stakeholders who place importance on sustainability issues. Therefore, the Company considers environmental, social, and governance (ESG) issues in its design and construction to ensure that its products and services are high quality, environmentally friendly, and safe

in accordance with national or international standards. For example, developing buildings that can reduce energy and water consumption, selecting construction materials that are safe for occupants' health, and minimizing pollution and waste during construction processes. These measures not only help mitigate the negative impacts on the environment and society, but also promote quality of life for customers, tenants, occupants, and communities nearby, as well as increase business's competitiveness and adaptability.

**Commitment and Target**

- **100%** of new buildings are certified by the green building standards
- **80%** of existing buildings are certified by the green building standards in 2030

**Key Performance**

- **4** new projects for rent were certified by the green building standards in 2022
- **38%** of all assets are certified by the green building standards<sup>(1)</sup>

With a commitment to develop high-quality, safe, environmentally and socially friendly properties that can respond to customers' needs, the Company has a policy that promotes the construction and management of its buildings according to green building standards, while strictly adhering to building design and construction laws and regulations. This is to ensure that its products have high-quality, comply with standards, meet the needs of customers, and have no negative impacts on the environment or society. The Company also established communication guidelines to inform customers about important information regarding

the impacts of products or services through direct communication channels and advertising media. Additionally, the Company considers ESG issues in its risk and impact assessment as well as considers both national and international criteria and standards for land acquisition, design, and construction processes. For instance, Leadership in Energy and Environmental Design (LEED) by U.S. Green Building Council, Excellence in Design for Greater Efficiencies (EDGE) by International Finance Corporation (IFC), and Thai's Rating of Energy and Environmental Sustainability (TREES) by Thai Green Building Institute.

## Criteria for LEED Standard that Applies for Property Design and Construction

<p>Location and transportation</p>	<p>Sustainable sites</p>	<p>Water efficiency</p>	<p>Innovation</p>
<p>Energy and atmosphere</p>	<p>Materials and resources</p>	<p>Indoor environmental quality</p>	

<sup>(1)</sup> Only commercial property business and industrial property business, but excludes other non-performing assets

In the design and construction processes of properties, the Company conducts an Environmental Impact Assessment (EIA) and defines mitigation measures to minimize the impacts of its construction process. In addition, there is a standard for inspecting and controlling the operation of its contractors, which includes various issues such as safety, selection of environmentally friendly materials, health impacts, air quality control, waste and effluent management, etc. The Company regularly monitors its performance to ensure that the construction process is in line with standards and pose no impacts on the environment and community nearby.

Additionally, the Company has appointed a responsible department to regularly monitor, inspect, and control the quality of construction, along with a property inspection list covering building safety, well-being, building materials, and the project's area. This is to ensure that the products are in line with the quality and safety standards before delivering to customers. Furthermore, the Company monitors and reports its performances according to the measures as required by the regulations.

Currently, there are 21 buildings (13 projects) under commercial property and industrial property businesses that have been certified by green building standards.

### Examples of Buildings under Industrial Property Business that were Certified by Green Building Standards

#### Unicorn II, or Fraser Property Industrial Bangplee 2 W9,

was certified by LEED Silver standard (LEED BD+C: New Construction). It is the first project in Southeast Asia that has been certified LEED Silver V4.1: Warehouses and Distribution Centers.



**Sustainable sites:**  
use low-glare external lighting to reduce disturbances to the surrounding neighborhood and traffic.



**Energy and atmosphere:**  
use principle of natural ventilation along with a mechanical exhaust fan and an automatic temperature sensor, which helps save energy up to 31%.



**Water efficiency:**  
installed water-saving sanitary fixture that is able to reduce water consumption by 53%.



**Materials and resources:**  
selected recycled materials or local materials to reduce CO<sub>2</sub> emissions from upstream transportation and diverting construction waste to reuse and recycle.



**Indoor environmental quality:**  
80% of indoor areas can get natural light through skylights.



### Kendall, or Frasers Property Industrial Khonkaen W1,

was certified by LEED Certified standard (LEED BD+C: New Construction). It is the first project in Southeast Asia that were certified LEED Certified 4.1: Warehouses and Distribution Centers.



**Sustainable sites:**

use external pavement material with high solar reflectance index (SRI) to minimize heat radiation to the facility and surrounding neighborhood.



**Energy and atmosphere:**

installed LED bulbs, and zoning the area inside the building to optimize energy consumption.



**Water efficiency:**

installed water-saving sanitary fixture that is able to reduce water consumption by 53%.



**Materials and resources:**

selected recycled materials or local materials to reduce CO<sub>2</sub> emissions from upstream transportation and diverting construction waste to reuse and recycle.

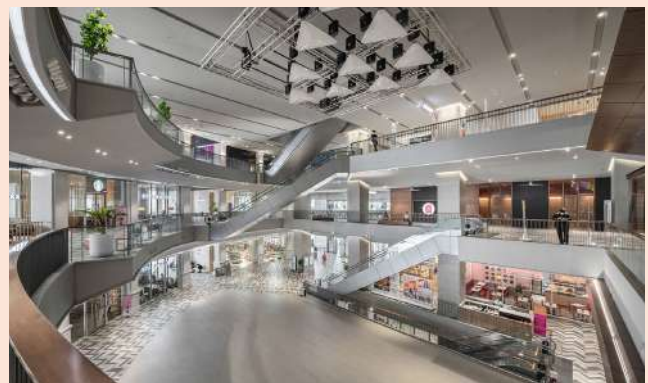


**Indoor environmental quality:**

selected paints, coatings, adhesives, and paving materials with low-volatile organic compounds for the health and well-being of occupants.

### Example Buildings under Commercial Property Business that were Certified by Green Building Standards

Mitrtown Office Tower was certified by LEED Gold Standard (Core and Shell v3.0)



**Location and transportation:**

accessible to public transportation; bicycle parking areas, and EV chargers for electric vehicles are available.



**Sustainable sites:**

Environmental Impact Assessment (EIA) was conducted. It also monitors the performances according to the specified measures regularly. Additionally, pedestrian spaces and green areas are provided within the building.



**Energy and atmosphere:**

installed LED bulbs, heat-resistant glass and walls to reduce heat from outside the building to save energy; it also uses a refrigerant that has a low ozone-depleting potential.



**Water efficiency:**

installed water-saving fixtures, which helps reduce water consumption by 40% and increase the use of recycled water for irrigation by 11%.



**Materials and resources:**

selected recycled materials, while its construction waste was reused and recycled.



**Indoor environmental quality:**

use an efficient air conditioning system to improve building air ventilation. It also selected low-volatile organic compound materials to ensure the health and well-being of the occupants.

**Environmentally Friendly Design for Residential Property Business**

The Company prescribes standards for designing and construction of residential properties, which includes various aspects, such as:



**Layout**

Design to suit the environment by considering the direction of wind and light, to reduce heat and increase natural light



**Water consumption**

Select water-saving fixtures



**Energy consumption**

Install LED bulbs and heat insulation to reduce energy consumption in the house



**Indoor environmental quality**

Adopt energy recovery ventilation (ERV) technology to improve air circulation and maintain indoor air quality



**Construction materials**

Select paints that do not contain lead and mercury, and use fully precast and roof truss to reduce dust, noise, and waste at the construction site



Grandio 2 Vibhavadi-Rangsit



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# Consuming Responsibly



# Materials and Supply Chain

The Company realizes that in addition to construction and development processes of real estates, procurement process in its supply chain also causes impacts to the environment. This is because supply chain is one of the indirect sources of greenhouse gas emissions. Therefore, the Company focuses on sustainable supply chain by including the issues


of environment, social, and governance as criteria for supplier selection and management. This is to minimize the risks that may cause potential impacts to business operations as well as to promote the capability of its suppliers to be able to conduct their businesses sustainably.

**Commitment and Target**



All key suppliers have signed the Responsible Policy and surpassed sustainability training by 2030

**Key Performance**



72% of suppliers have aligned with the Vendor Sustainability Assessment Survey (VAS) in 2022

The Company strives to efficiently manage its supply chain to support the development of assets that correspond with customers’ needs, while also pays attention to environmental and social impacts. Therefore, the Company established Business Code of Conduct (for Business Partner and Lessee) and Responsible Sourcing Policy (RSP) as operational framework for all suppliers to abide by. The framework covers practices in various aspects, including environmental management, employment and human rights, health, safety and well-being, and business ethics and integrity. Additionally, the Company conducts green procurement and procures

products and services that are environmentally friendly, which includes construction materials that are green label certified, contain recycled components, contain low volatile organic compounds (VOCs), and are chemical-free for customers’ safety and health. When the materials or services are received according to specified quality, correctness, and amount, the Company will make the payment within 30 days, according to the policy and/or according to the conditions set forth in the term of reference (TOR), counting from the date of the invoice and any necessary documents from suppliers.

## Supplier Management Process

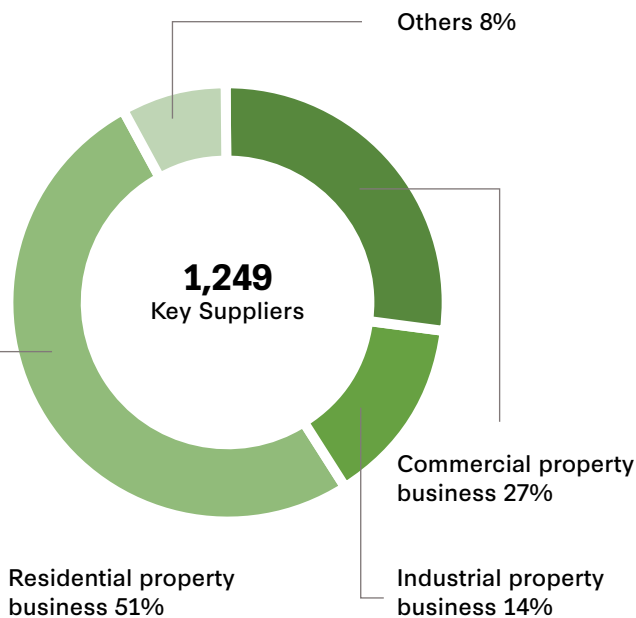


The Company aims to have all projects certified against green building standards, which contain key criteria on selecting construction materials that are environmentally friendly and safe for occupants, as well as for supervising that construction process cause minimal impacts to the environment and community. Therefore, the Company applies these criteria for supplier selection and registration process in order to ensure conformance with the standards and RSP requirements.

The Company identified key suppliers by considering various criteria, such as spending analysis, continuity of spending, etc. In 2022, there were 1,249 key suppliers identified from a total of 3,526 suppliers, with spending of 10,389,366,347 Baht, or equivalent to 77% of the total procurement spending of the Company.

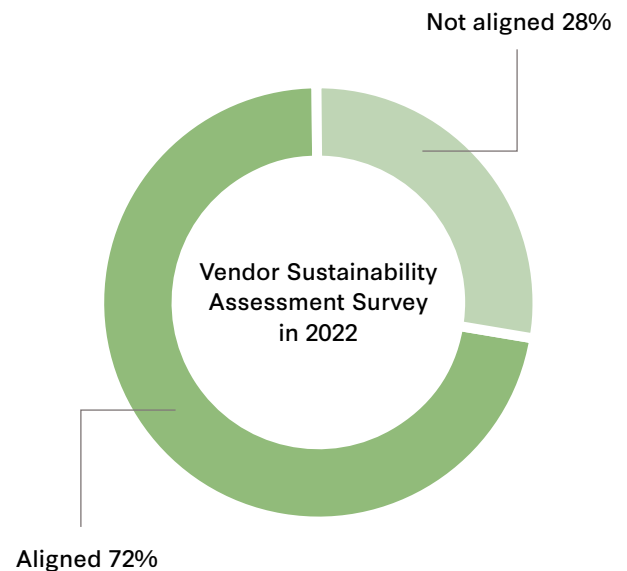
### Key Suppliers by Business Units

(Percentage of key suppliers)



### Supplier Conformance with VAS Criteria

(Percentage of suppliers that aligned with VAS and signed RSP)



The Company evaluated suppliers through Vendor Sustainability Assessment Survey (VAS), which covers significant environmental, social and governance (ESG) issues such as, business conduct and ethics, environmental management, workplace health, safety and well-being, human rights and labor management, supplier management, and monitoring and reporting. A total of 167 suppliers signed acknowledgement to the RSP and surpassed the VAS assessment in 2022. There were 121 suppliers that align with the Company's criteria, which is equivalent to 72% of total suppliers that signed acknowledgement to the RSP and underwent VAS assessment. Since 2021, there were a total of 274 accumulated suppliers that have signed acknowledgement to the RSP and conducted VAS assessment, where 74% portrayed alignment.

This year, the Company established an ESG training target and offered such course to key suppliers with the intention to improve their sustainability practices to meet the Company's policies and criteria. This will help ensure the suppliers' continuous business partnership with the Company. Moreover, the Company is studying and preparing to conduct sustainability audits for its suppliers within 2024.



## Sustainable Business Development Initiatives for Suppliers

### SX Sustainability Expo 2022: The Largest Sustainability Exhibition in ASEAN

With the intention to be part of the sustainability drivers in Thailand, the Company co-hosted a sustainability exhibition, namely Sustainability Expo, between 26 September to 2 October 2022, at the Queen Sirikit National Convention Center, to communicate its sustainability vision, strategies, and goals for managing multi-assets in the real estate industry. Examples of

Fraser's Property projects with outstanding sustainability performances, both domestically and internationally, were also showcased in the exhibition. The Company invited suppliers to visit the exhibition to observe and learn about sustainability from the Company and other leading organizations so that the suppliers can further apply it to their business operations



### Sustainability Training for Suppliers

The Company organized a training course for suppliers to enhance their awareness and knowledge about operations following sustainability management framework that covers various aspects including, environmentally friendly product design and procurement, energy and carbon management, waste management, water management, biodiversity, human rights, safety, health and well-being, skills and leadership, community connectedness, anti-corruption, customer confidentiality, fair competition, conflict of interest, and whistleblowing policy. In 2022, there were 25 suppliers that participated in the training.

# Biodiversity

Biodiversity is a critical foundation of nature and ecosystem that allows humans and life to survive through changing environmental circumstances. However, human activities cause negative impacts to the ecosystem, such as deforestation and wastewater discharge to rivers, which destroy natural habitats and cause extinctions. With the aim

to protect, conserve, and restore ecosystems, the Company identified biodiversity as one of the issues that need to be addressed in its sustainability framework. Therefore, biodiversity protection is considered throughout all business operations, from land acquisition, development, design to construction of its products and services.



## Commitment and Target



**No** new projects developed in natural conservation areas



## Key Performance



Green areas constituent as **13%** of total areas of new projects developed in 2022<sup>(1)</sup>



**No** new projects developed in natural conservation areas

The Company manages biodiversity according to its Environment, Energy, Social, and Biodiversity Management Policy and conducts environmental impact assessments for all related projects from pre-construction through to construction completion in order to study the impacts on biodiversity in both aquatic and terrestrial ecosystems. Mitigation measures were established, and the Company conducts impact monitoring at regular intervals. The results of the impact assessments showed that none of the Company's projects intruded on or are located near natural conservation areas<sup>(2)</sup>, and that there are no rare biological resources and endangered animals that are economically important or requires conservation in the vicinity of the project. Nevertheless, the Company strictly operates according to identified preventive and corrective measures on air quality, noise, vibration, water quality, and human use values.



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<sup>(1)</sup> Only applicable for residential property business

<sup>(2)</sup> A natural conservation area means national park area, conservation area, and animal sanctuaries according to the announcement of the relevant government agencies, as well as UNESCO World Heritage Sites, conservation areas under the Ramsar Convention on Wetlands, protected areas under the International Union for Conservation of Nature (IUCN Protected Area Category), and High Conservation Value Area (HCV)

The Company aims to increase green areas in its development projects to promote biodiversity in the area. For instance, residential property business applies the following principles to its common area designs: 1) selecting plants that are appropriate for the soil and water conditions in each area to reduce water usage and maintenance requirements, 2) defining locations of green areas that are easily accessible from all house plots to serve various activities of residents such as exercise and recreation (active-passive activities), and 3) constructing ponds in the garden, not only for aesthetic purposes, but also helps to increase the humidity and collects run-off water. Meanwhile, the pond's water can be used for irrigation throughout the project area.

### Plantation in Vacant Land

The Company grew various local plants, including bananas and other vegetables that are high in nutrition and have low costs of cultivation in vacant land at Frasers Property Logistics Park (Bangna). This is to increase green spaces, conserve biodiversity, and maintain the environmental conditions around the project areas to be similar to its local ecosystem.





# Energy and Carbon

GRI 3, 302, 305

The Company is aware that greenhouse gas is one of the major factors that contribute to severe climate change occurrences. Climate change is a global issue that causes significant impacts to the economy, society and environment such as, severe weather and floods, which may affect the livelihoods of communities, customers, suppliers, and other stakeholders. Therefore, the Company is committed to

operate business with responsibilities to manage and minimize greenhouse gas emissions from all activities from construction through to product services. The Company also aims to conserve energy efficiently, while promotes stakeholders throughout the value chain to take part in reducing greenhouse gas emission continuously.

**Commitment and Target**

Become a **net-zero carbon organization** by 2050

Reduce energy intensity by **5%** and **42%** by 2023 and 2030, respectively

**Key Performance**

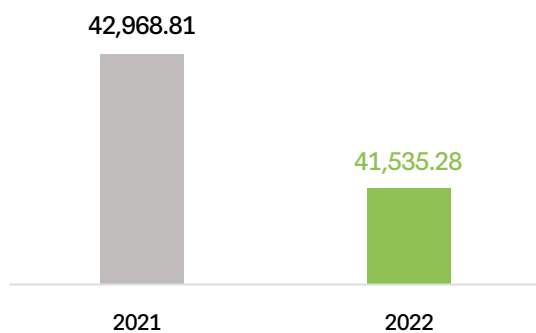
Energy reduction **1,433.54 MWh**, and direct greenhouse gas reduction **1,868.72 tCO<sub>2</sub>e**

Renewable energy **1.42 MWh**

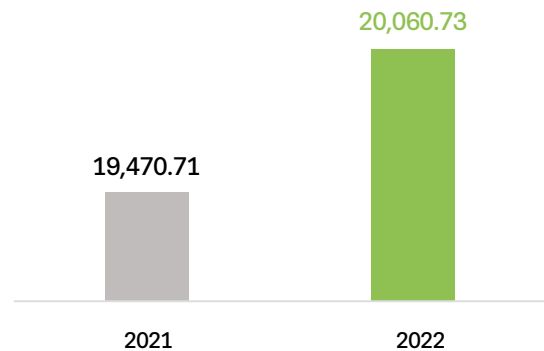
The Company established and enforced the Environmental, Energy, Social and Biodiversity Management Policy as guidelines for efficient energy conservation. In addition, a net-zero carbon roadmap was established for greenhouse gas reduction plan for three business units including residential property, industrial property, and commercial property businesses. All new properties that are constructed since 2022 have adopted the green building standards<sup>(1)</sup> as criteria for design, construction as well as contractor

selection. Furthermore, the Company also considers using renewable energy to reduce business operating costs, and drive achievements to become a net-zero carbon organization by 2050. The Company also developed and carried out mitigation measures that are prescribed under the environmental impact assessment report. Energy conservation reports were also developed and conducted by the energy management committee for buildings in accordance with relevant regulations.

Energy Consumption (MWh)



Direct and Indirect Greenhouse Gas Emissions (tCO<sub>2</sub>e)








<sup>(1)</sup> Green building standards refers to building standards certified by the Global Real Estate Sustainability Benchmark (GRESB)


The Company prioritizes to implement measures to reduce air pollutions generated from construction activities. Therefore, air quality monitoring is conducted within properties to ensure strict compliance to regulatory thresholds. Furthermore, the Company selects construction materials that have low volatile organic compounds (VOCs) to ensure that its products are safe for customers and the environment.

### Energy Conservation Initiatives

#### Energy Conservation in Residential Property Business


The Company gives importance to energy conservation within the value chain. Therefore, the following appliances were installed to reduce occupants’ energy consumption and contribution to climate change mitigation.

	<p><b>LED Bulb</b> Reduce energy consumption while providing the same brightness, no mercury composition, and environmentally friendly when compared to fluorescent lamp</p>
	<p><b>External Heat-Reflecting Paint</b> Cools houses which reduces electricity from using air conditioners</p>
	<p><b>Photo Switch for Outdoor Lights</b> Turn on-off outdoor lights with solar energy; lights will automatically turn off when there is sufficient natural lights for energy saving</p>
	<p><b>Insulation</b> Lower temperature within houses which reduces electricity from using air conditioners</p>
	<p><b>Energy Recovery Ventilator Technology</b> Maintain indoor air quality and freshness by supplying oxygen into the house through a filter that absorbs pollutants and particulate matter 2.5, and maintain indoor temperatures - to help keep occupants safe and reduce electricity consumption</p>




### Renewable Energy

The Company installed solar power generating system at the industrial property business’s office, which generated 1.42 MWh of solar energy in September 2022 – equivalent to indirect greenhouse gas emission reduction by 0.710 tCO<sub>2</sub>e.



Solar energy generation in September 2022  
**1.42 MWh**



Reduction in greenhouse gas emission in September 2022  
**0.710 tCO<sub>2</sub>e**



## LED Bulb Installation Project

The Company is aware of the potential environment impacts that are caused by customers and tenants. Since 2021, the Company continued to change LED bulbs in factories and warehouses for interested customers. The Company is committed to complete LED bulb change at every property within 3 years. This will reduce 2.6 times greenhouse gas emission, equivalent to 34,000 tCO<sub>2</sub>e reduction or planting over 200,000 trees per year. Nevertheless, customers have shown great responses to this project the past year as LED bulbs have longer light span, reduce electrical waste in the long-run, lower electricity consumption and generate lower heat radiation. LED bulbs can help reduce 40% of electricity consumption. In 2022, the Company were able to replace 2,064 LED bulbs for customers.



## Energy Conservation Technology

The Company leveraged various technologies for energy conservation, direct and indirect greenhouse gas emission reduction within Samyan Mitrtown.

- Energy management software - When OAU system and AHU/FCU in common areas operate at the same time and reach its maximum rate with peak demand exceeding 6,500 kW set point, the software will automatically shut down such system. Once the usage demand is stable, the system will automatically turn the system back on. This software controls electricity consumption, saving 704,624 baht of electricity cost within six months of 2022. This is equivalent to 52.59 tCO<sub>2</sub>e of greenhouse gas emission reduction.
- Building automation system (BAS) - This system controls, monitors electricity consumption, reports performances, sets on/off timer and adjusts various set points of building appliances including air conditioners and ventilation system, power system and meters, indoor/outdoor lighting system, etc.
- Chiller plant management system - This system automatically controls the operation of chillers by turning variable speed drive on/off. This enhances the efficiency of chillers and enables maximum energy conservation.
- Electric scooter - Partnered with Beam, a micro-mobility company, and the Property Management of Chulalongkorn University to designate a service point for electric scooters. Moreover, public relations were conducted to attract students to use this service which will help reduce greenhouse gas and air pollutants from commuting.



Electricity reduction  
**704,624 Baht**



greenhouse gas emission  
reduction **52.59 tCO<sub>2</sub>e**

In addition, the Company is aware that taking care of landscapes within various properties under industrial property business is an activity that must be conducted regularly and continuously. Therefore, the Company has replaced 10 lawn mowers in 2022 to ensure maximum efficiency, which reduced 23 liters of fuel or 0.046 tCO<sub>2</sub>e of greenhouse gas emission during July to September 2022.

# Waste

GRI 3, 306

Nowadays, the rate of population growth and industrial economic growth are increasing rapidly which leads to a higher demand for natural resources and increased amount of waste generation. Therefore, the Company places importance on maximizing resource efficiency as it will also

help reduce its operating costs. Furthermore, the Company efficiently manages waste generated in business operations, project development, and from customers in accordance with applicable standards and laws in order to reduce environmental impacts and improve societal well-being.

**Commitment and Target**

Reduce waste intensity by **5%** within 2023 and **42%** within 2030

Increase waste diverted from disposal to **15%** within 2023 and **35%** by 2030

**Key Performance**

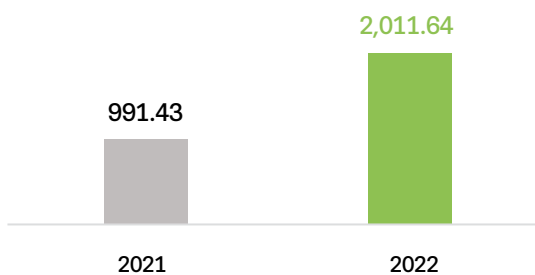
Launched a **waste sorting project** at the head office and encouraged waste segregation in all business units

**45.43 tons** of waste were diverted from landfills

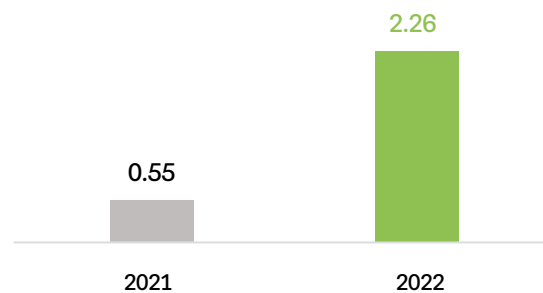
Since the pandemic restrictions were lifted in the past year, Samyan Mitrtown and hospitality services under the commercial property business have resumed full operations, which resulted in higher waste generation compared to 2021. The Company has a waste management plan that in line with its Environment, Energy, Social and Biodiversity Management Policy and other measures specified in the environmental impact assessment of relevant projects. It manages waste that are generated from business operations including, construction waste, waste from providing services of its products, waste generated from tenants and customers, and

effluents. Wastes are disposed by licensed waste collectors and disposers. The Company appointed a responsible person in each business unit to be responsible for continuous recording and monitoring of waste data, which can be retrieved and tracked, as well as to develop waste management plans. Moreover, the Company builds awareness on the importance of efficient waste management among all employees, and encourages them to participate in waste management activities through waste management training and waste sorting initiative at the head office.

Total Waste Generation (Ton)



Waste Diverted from Disposal (Percentage)



Remark: Waste generation increased significantly by almost 1,000 tons in 2022 compared to previous year as retail stores and hotels are now fully operated.

## Construction Waste Management

### Fully Precast Concrete System

Under residential property business, the Company adopted an innovation, fully precast concrete system, for construction of houses. Instead of traditional brick and plaster at the construction site, this innovation assembles and installs prefabricated reinforced concrete slabs that are already produced and formed directly from the factory. Construction using a fully precast concrete system minimizes environmental impacts since waste from the production process will be reused. In addition, there is no hammering, digging, or drilling processes conducted during the construction so it does not cause pollution such as dust, cement debris, bricks, scrap metal, etc. Furthermore, this innovation also helps to reduce construction waste generation. The Company strives to develop its projects in accordance with the LEED standard, which focuses on selecting recycled materials as well as reusing or recycling construction waste.

### Waste Management Initiatives

#### Waste Sorting Project

The Company manages waste in its projects according to 3Rs principles, namely Reduce, Reuse, Recycle. In 2022, the Company continued a waste sorting project at buildings by providing bins for various types of waste such as, food waste, general waste, plastic bottles, aluminum cans, and glass bottles to encourage tenants and customers for proper waste segregation. This project can sort about 300 kg of recyclable waste per month, which is equivalent to 20% of total waste generated by tenants and customers.



Moreover, the Company launched a waste sorting campaign through Mitr-App application and visible signs at Samyan Mitrtown for retail shops to segregate waste and dispose at a designated location. External organizations can then collect and recycle such waste properly, which will help reduce the amount of waste directed to landfill.



#### Bio-organic Fertilizer

The Company conducted an organic fertilizer initiative, which uses landscaping waste from common areas of industrial properties, to feed cattle/buffaloes and as a raw material for producing bio-organic fertilizers for use within green areas. In 2022, the Company was able to produce 12,000 kg of bio-organic fertilizers, equivalent to 250 tons of waste reduction from landscaping scraps. About 8,000-9,000 kg of bio-organic fertilizers produced were used in the green areas of the Company's Logistics Park, which helped reduce chemical fertilizer usage. The remaining produced fertilizers will be distributed to customers and farmers around the project area.



### Waste Management Training

The Company prioritizes to increase waste management knowledge for all employees through ESG Academy, which is a medium used for promoting sustainability knowledge. In 2022, the Company arranged two ESG Knowledge Sharing courses on waste management, including "Proper waste sorting, good for us, good for the planet" and "Adding value to waste for creating a sustainable economy". The objectives of these courses are to build waste management foundations and waste sorting principles for all employees, as well as to create an awareness on impacts to the environment and society from improper waste management. Employees could apply knowledge learnt to proper waste segregation within the organization and everyday life. There were 1,139 employees that participated in the trainings.

In 2022, the Company also appointed ESG Champions, which consists of 25 employees that are interested in sustainability, to collaborative drive corporate sustainability development. ESG Champions and executives visited Chak Daeng temple, Phra Pradaeng, Samut Prakan to learn about adding value to waste by collecting and recycling various wastes from surrounding communities and turning them back for use in the economic system. For instance, using plastic bottles to make robes for monks, clothes, making compost from food scraps, and recycling milk cartons as a material for constructing cubicles. Additionally, Ajarn Tipakorn Ariyo introduced the concept of "Change us, change the world, turn waste into merit" to all participants.



### Waste Management in Residential Property Business

#### Mobile Recycling Bank

In 2022, the Company launched the "Mobile Recycling Bank" initiative at Golden Town Sathorn, to encourage residents to sort their plastic waste, foam, paper boxes, etc. Waste received from residents will be sent for recycling. Residents will receive cash or prizes according to the waste they brought in. By that, 60 kilograms of plastic waste were recycled. The Company plans to extend this project to other residential projects in the future.



# Water

## GRI 3, 303

Water is an essential natural resource for living and for business operations in all sectors. Therefore, the Company aims to manage water resources sustainably to minimize the risks of water shortages or effluent quality that does not meet standards, which may cause conflicts with surrounding communities and result in business interruptions. The Company also focuses on optimizing water consumption for

the highest efficiency in various activities, as well as fostering and conserving watersheds and natural water sources. Furthermore, the Company strictly operates in compliance with related regulations to minimize the impacts to the environment and society from business operations. This will build corporate reputations for the organization and build good relationships with communities and society.

Commitment and Target

Reduce water consumption intensity by **5%** within 2023, and **42%** by 2030

Key Performance

**1.03 million m<sup>3</sup>** of water withdrawal from sources; water consumption intensity **0.03 m<sup>3</sup>/m<sup>2</sup>**

**93%** water withdrawal from low water-stressed areas

The Company strives to foster, protect, and maintain environmental conditions associated with its project areas and activities. Thus, it has established an Environmental, Energy, Social, and Biodiversity Management Policy which covers water management guidelines. The policy acts as a framework for efficient water management and strict compliance with relevant regulations. Moreover, the Company has assessed water-stress risk through Aqueduct Water Risk Atlas for all areas that the Company's projects are located, and reviews this risk every year. This enables the Company to be able to prepare appropriate risk mitigation measures for all projects, which will reduce business impacts and prevent conflicts with surrounding communities that share the same water sources.

Water is a critical resource in various aspects of real estate operations, from construction process to operation such as for cleaning spaces and providing sanitation to all tenants and customers. As a result, the Company applies the principles of green building design and construction, both national and international, as guidelines for designing and selecting materials to reduce water consumption within the projects. The Company also applies the 3Rs concept, namely Reduce, Reuse, and Recycle, for internal water management to increase the efficiency of water consumption and minimize water withdrawal from external sources. For example, the 3Rs concept was used for maintenance activities at factories and warehouses to replace water-saving fixtures, inspect water leakages in piping systems, and using recycled water for irrigation within the project areas. By using recycled water for irrigation, the Company was able to reduce operating costs from landscaping.



## Examples of Water Management Measures According to LEED Standard

The Company applies water efficiency requirements from LEED Standard as criteria for building design and construction as well as for material selection to reduce water consumption within project areas.



### Outdoor water consumption reduction

Selecting plants that require less water or are drought-tolerant for the project, such as at Samyan Mitrtown, which can reduce water for irrigation by 53%.



### Indoor water consumption reduction

Installing water saving fixtures, for example, water-saving toilet that uses 3/4.5 liters of water per flush, which results in a 25% reduction in water consumption.



### Rainwater management

Using permeable paving to help drain water from the building area and prevent flooding.



### Water metering

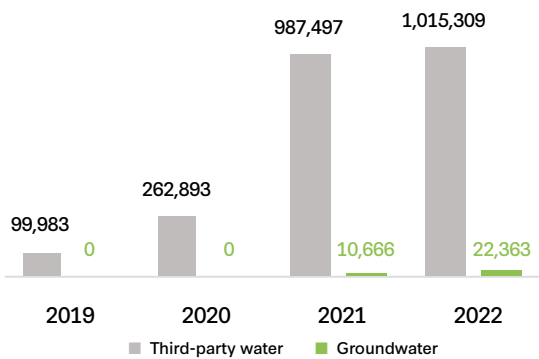
Installing submetering water system, and recording water use data on a daily basis. This helps monitor unusual water usage and analyze data to identify water saving opportunities.



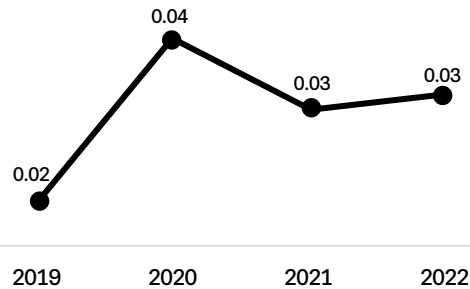
### Optimize water use

Having an alternative water source, such as rainwater and recycled water, to reduce the amount of water supply needed for the project. For instance, Samyan Mitrtown uses recycled condensate water, which helps reduce 100% of the municipal water that are initially required for irrigation.

Water Withdrawal by Sources (m<sup>3</sup>)



Water Consumption Intensity (m<sup>3</sup>/m<sup>2</sup>)

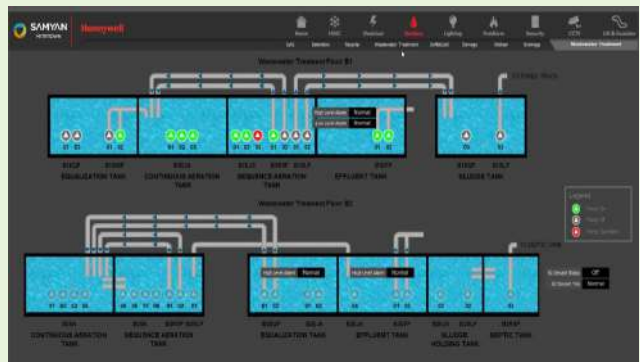


The Company has installed wastewater treatment systems within the Company's projects and regularly monitors the quality of its effluent before discharge. This is to ensure strict compliance with the standards prescribed by relevant laws.

Additionally, the Company conducts monthly preventive maintenance of its equipment and systems to ensure that it is always ready for use within the projects. This will increase its efficiency and prevent malfunctions or worn outs.

## Wastewater Treatment System at Samyan Mitrtown

Samyan Mitrtown treats 100% of its generated wastewater (about 710 ml/day) by an aerated wastewater treatment system. This ensures that wastewater does not exceed the standards on color, odor, BOD, and other contaminants as prescribed by relevant laws. The Company regularly monitors its wastewater quality to prevent water pollutants before discharge to public waterways. Additionally, its wastewater treatment system is designed and located underground to reduce noise and odor that may disturb nearby communities.



# Focusing on People



# Community Connectedness

GRI 3, 413

The Company is aware of the impacts from business operations on communities and the environment, such as air and noise pollution from construction that may affect the health and well-being of communities around the project. Such impacts may lead to community conflicts or by not receiving acceptance from stakeholders to operate thus, posing reputational risks to the Company. Therefore, the Company strives to operate its business with responsibilities towards all stakeholders through collaborative efforts with

all sectors to develop and strengthen communities and society to be self-reliant. It also focuses to minimize impacts from its operations on communities, society, and the environment. Following its determination to enhance livelihoods and build positive changes to the society, the Company conducted community development initiatives along with development of products and services that benefits the communities and society sustainably.

**Commitment and Target**

**Over 80%** of customer and tenant satisfaction score in 2022

**1,000 hours** of employee volunteering activities in 2023

**Key Performance**

Community investment  
**10.15 million Baht**

**0 complaint** received from communities

**2,556 hours** of employees volunteering activities

**86%** average customer satisfaction rate with the Company's products and services

The Company established an Environmental, Energy, Social and Biodiversity Management Policy, which covers social responsibilities and development. The policy serves as an operational framework for promoting and developing communities and society that resides within the vicinity of the Company's projects. Every project of the Company must engage with its local communities before the construction phase until construction completion to ensure appropriate responses to their concerns and needs are followed through.

identify appropriate solutions and monitor the status continuously. This enables the Company to gain trusts from customers, tenants, communities, and other stakeholders.

Prior to any project development, the Company will evaluate for potential consequences from construction through to operation. The Company will establish mitigation measures and monitors operations regularly to ensure compliance with the regulations and defined practices to prevent potential community conflicts that may arise. Furthermore, the Company provides convenient communication and grievance channels for customers, tenants, and communities such as, whistleblowing channels, contacts of the project management department, Facebook, and other applications, etc. In this regard, a transparent grievance process is in place where the Company will define related responsible personnel to

The Company places importance on building good relationships with customers and the communities surrounding the projects. Therefore, the Company has set up a responsible team to conduct annual meetings with community leaders, villagers, and government agencies in the projects' areas to explore their needs and suggestions to further develop and improve its projects and operations. Additionally, the Company continually conducts community development initiatives, such as those that focus on improving livelihoods, enhance knowledge, and create jobs for the community. In addition, the Company supports collaborative projects with both public and private sectors. These initiatives demonstrate the Company's commitment to create values for the society, build engagement with stakeholders, and strengthen communities and society to become self-reliant in a sustainable manner.



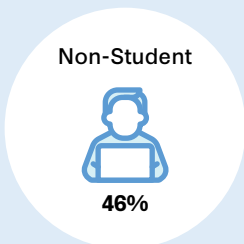
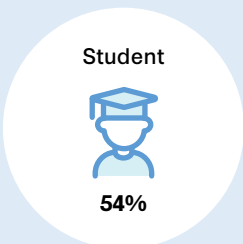
### A Learning Space “Samyan CO-OP”

The Company strives to promote societal livelihoods by offering a learning space, namely Samyan CO-OP, at Samyan Mitrtown, which is an accessible location and opens 24 hours a day for students and communities, as well as other people for free. The Company aims to promote learning and self-development while cooperates with other organizations to arrange activities for developing participants’ knowledge and capabilities.

There were over 400 activities arranged and 13,000 participants. The activities are categorized as follows: 1) Training to be a Star (Workshop), 2) Building the Next Stars (Tutoring), 3) Learning from the Stars (Talk and Guidance), and 4) Getting Start for Startups. Samyan CO-OP generates a social return on investment (SROI) of 3.5 times.



**Total verified members: 125,900**  
 (As of 30 September 2022)  
**Average users: 43,000 persons/ month**  
 (Information provided during normal business hours without restrictions due to COVID-19 policy)



1% unspecified

According to the database, more than 54% of Samyan CO-OP users are students. Therefore, the Company focuses on arranging tutoring activities for free to promote their knowledge and understanding, such as English, Japanese, calculus, etc. Also, it organized talk and guidance sessions to create an opportunity for students to learn from experienced professionals, such as “Things to know to become a doctor”, “The road to becoming a content creator”, “If you want to work in Japan”, etc.

**How to Dispose... Dispose with Value**

With an intention to raise awareness about waste management amongst the public, the Company conducted a project “How to Dispose... Dispose with Value” to help people manage waste in their homes to create value and effectively manage their waste. Examples of conducted activities under this project:



**Housework Lovers (Tips for House Lovers):** The Company and Housework Lovers group organized an activity to exchange their experiences in housework and create a community for housekeepers. Environmentally friendly products were showcased, and a donation area was designated to collect and send donated items to a foundation to create additional values. A total of 1,846 items were received from the activity and sent to Baannokkamin Foundation.

**Old Bra:** The Company, in collaboration with Thai Wacoal Company Limited and Sabina Public Company Limited, encourages everyone to save the world by donating their old bras of all brands. All donated bras will be properly managed to minimize long-term environmental impacts. The Company was able to collect and properly manage up to 150 kg of old bras.



**Give Love Project: Learning Center for Children**

With a commitment to enhance livelihoods of communities residing near its project locations, the Company coordinated with tenants of Frasers Property Logistics Park Khon Kaen, including Thai Beverage Logistics Co., Ltd., and Central Watson Co., Ltd., to improve and repair roof and buildings at Nongvongborvonwit Child Development Center, Khon Kaen, which is a learning center for children ages 2-5, with 53 children under their care. This is to ensure well-being and safety of children, teachers, and childcare workers.





### Career Creation for Youth in Nonthaburi

According to studies and surveys about social problems conducted in cooperation with Community Justice, the Company recognizes the importance of vocational training for youth who had been offenders. This will create jobs for them after they are released from custody and prevent recidivism. Therefore, the Company cooperated with service suppliers to arrange training courses to develop their professional skills such as security, housekeeping, and swimming pool maintenance, in order to reintegrate them into the society.



### Dredging a Drainage Ditch for Suwanniwet Community and River Dredging

The Company is aware of flooding issues due to clogging of debris and grease in the drainage ditch as well as weeds and obstructions in public waterways. Thus, the Company prevents and minimizes the impacts of flooding in the project's areas by dredging a drainage ditch for Suwanniwet community for better drainage capability during rainy season and reduce residual waste, which is a major cause of flooding in the community. Additionally, the Company provided financial support for removing weeds, obstructions, dredging sediments, and debris from the waterways to increase drainage capability. This will also increase the capacity of the rainwater catchment during rainy season, reduce rainwater flooding, and solve local flooding problems.

Since COVID-19 pandemic is still causing impacts to the economy and society in the long run, the Company continued to conduct initiatives to support and assist those affected. The Company aims to contribute to develop the economy and promote societal livelihoods.

### Blood Donation

Due to the blood supply crisis since the outbreak of COVID-19, the Company offered an area on ground floor at Samyan Mitrtown for the National Blood Center, Thai Red Cross Society to organize blood donation activities, quarterly. This is the second consecutive year that the Company has conducted this project. Samyan Mitrtown is accessible by public transportation and has parking for personal vehicles, which is convenient for all. In 2022, the Company was able to supply blood totaling 1,464,300 cc, which increased by 40% compared to 2021. The Company aims to contribute 3 million CC of blood supply to the National Blood Center by 2023.



**2,551,750 cc** were supplied to the National Blood Center

**3,254 donors** participated in this project of which **26%** are the Company's employees

### Community Isolation Centers for COVID-19 Patients

The Company converted its buildings that are located in industrial estates including, Chonburi, Rayong, and Ayutthaya, into community isolation centers that are in line with the Public Health Standard to take in COVID-19 patients classified as a green group (mild symptom or no symptom group). This is conducted through cooperation with relevant government authorities and private corporations, such as Amata Corporation Public Company Limited, Subdistrict Administrative Organization, Hospital, Provincial Electricity Authority, CAT Telecom Public Company Limited, Thai Beverage Public Company Limited, SCG Foundation, and SCGP, etc.



**982 beds** to support COVID-19 patients



There were **2,392 patients** enrolled

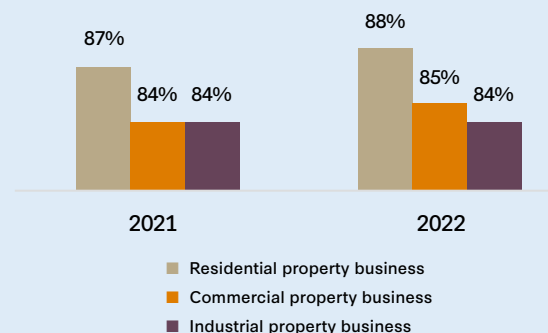
### Mitr Chuay Mitr Market

The Company aims to help entrepreneurs that are affected by COVID-19 pandemic and to stimulate the communal economy. Therefore, it offered an area at Samyan Mitrtown for entrepreneurs to open their stores for free of charge. There were over 200 entrepreneurs who participated in this project.



Additionally, the Company evaluates customers and tenants satisfaction to survey their opinions, annually. The results will be reviewed and analyzed to further improve its products and services as well as to initiate community development projects that respond to the needs of customers and tenants. In 2022, the overall customer satisfaction rate increased to 86%, which surpassed the set target.

### Customer Satisfaction



# Health and Well-Being

GRI 2-30, 3, 201, 403

Occupational, health and safety management within an organization reduces potential risks and impacts that are imposed upon stakeholders and business operations. It prevents occupational hazard on employees and contractors, impacts from reputational risk, and business disruption due to potential accident or emergency incident. Alternatively, it also ensures

performance productivity and reduces associated operating costs. To build trusts from stakeholders, the Company is committed to maintain an effective safety standard and to build a robust safety culture with the purpose to enhance health and well-being of employees, contractors, suppliers, and relevant stakeholder groups.

**Commitment and Target**

**Zero Accident Organization**

The Company is committed to become an organization with zero accidents and fatalities.

**Key Performance**

Employee recordable work-related injury rate **0.63** and contractor **0** person/1,000,000 hours worked

**Zero** fatality of employee and contractor

Employee **73%** engagement rate

Following its aspiration to become a zero accident organization, the Company established a Safety, Occupational Health and Working Environment Policy and procedures as safety guidelines for which employees, contractors, suppliers, and other relevant stakeholders associated with the Company's projects are strictly obligated to comply. These guidelines were developed in accordance with the safety standards prescribed by the Thailand Institute of Occupational Safety and Health (Public Organization) (TOSH-OSHMS: 2019) and relevant regulatory requirements including, the Occupational Safety, Health and Environment Act, ministerial regulation prescribing management

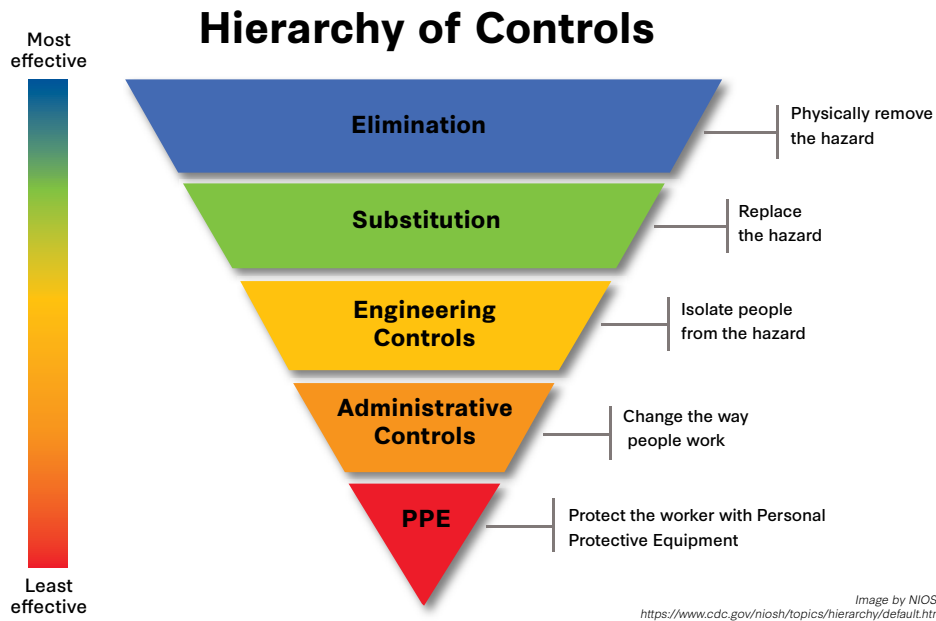
standards for occupational safety, health and environment in workplace and for construction work, etc. Furthermore, the Company appointed a health and safety department to be responsible for occupational health and safety management, supervising and communication of safety measures to employees and contractors prior to work, and to conduct safety inspections on a regular basis. The health and safety department will also send the Safety, Occupational Health and Working Environment Policy, which is subjected for annual review, to all employees to be involved in reviewing and enhancing corporate safety guidelines prior to enforcement.





In addition, the Company established an Occupational Health, Safety and Environment Committee, comprising of employer and employee representatives, to jointly develop safety action plans within the organization, and to pursue responsibilities as per regulatory requirements. The Committee conducts monthly meetings to monitor safety performances, and reports to the Risk Management Committee and Corporate Governance and Sustainable Development Committee on a quarterly basis. In 2022, the Committee conducted a visit to the Company's construction sites to raise awareness and determine measures to further enhance corporate safety practices.

The Company conducts job safety analysis to assess all risks and hazards associated with the site locations and works performed by employees and contractors. The assessment results are used to develop mitigation measures as hierarchy controls, and further communicated to relevant workers to raise their awareness and for implementation. Furthermore, the Company also has in place an inspection process to ensure that occupational health and safety risks have mitigation measures to manage its impacts to acceptable levels. The occupational health and safety risks are subjected for annual review, or when there are any operational changes.



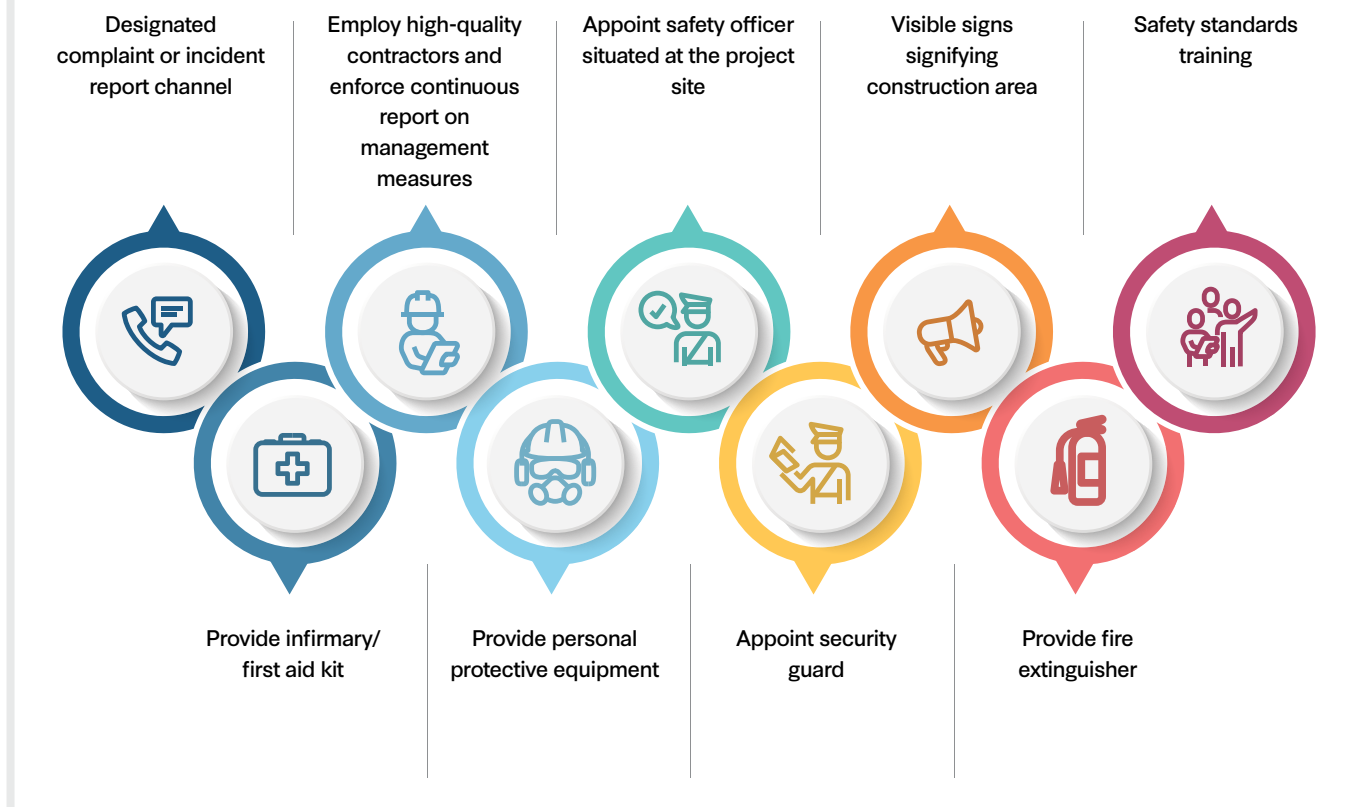
The Company provides a safe work environment by offering first aid kits, infirmaries and personal protective equipment for employees and contractors to prevent potential incidents. Moreover, the Company established work instructions where supervisors and relevant personnel are responsible to govern and manage operational practices against prescribed measures, guideline and methodologies including, inspection of instrument, personal protective equipment, workplace, and analyzing workers’ capabilities prior to performing work. The supervisor and relevant personnel have stop work authority in the event of perceived unsafe

conditions or workplace. Employees can also report of any unsafe conditions through a Near Miss Form, or provide safety recommendations via Suggestion Box in FPT Intranet. Upon receipt of the reports, investigation and corrective actions will be performed, where confidentiality of complainants will be protected. The status of corrective actions will be notified to employees via their emails. In addition, the Company also incorporates well-being and safety standards as part of work conditions to enhance the livelihoods of employees, contractors, and the communities.



## Occupational Health and Safety Risk Preventive Measures During Construction Phase for Worker and Community

The Company established occupational health and safety management measures in accordance with regulatory requirements and standards prescribed under the environmental impact assessment for which employees and contractors are to strictly comply.



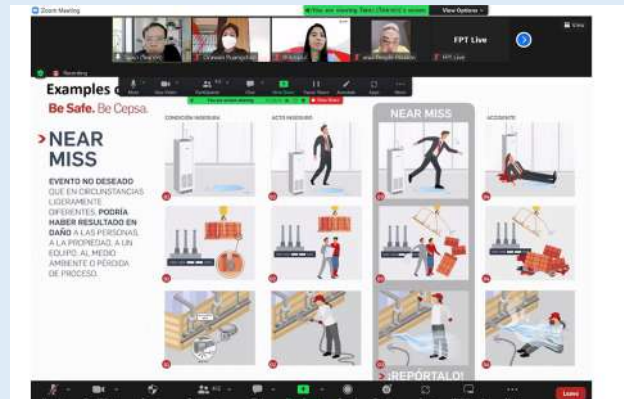
During the COVID-19 outbreak, the Company continued to promote employees' physical and mental well-being through various measures, such as employee clocking in-out attendance exemption, established a work-from-home policy to alleviate the risk of virus spread, and providing support to employees and their families' vaccination. The Company provided a CARE KIT which is composed of essential medicine and supplies for all employees that have contracted the virus or are under quarantine.

In addition, the Company has established a COVID-19 prevention guideline for construction sites and temporary housings. The guideline and other relevant information about COVID-19 are communicated to employees and contractors for implementation and awareness. The Company strives to prevent virus transmission and to ensure that employees and contractors are effectively protected during the pandemic, thus reduces potential risks and impacts from disruption of construction operations. Remedial measures that the Company has taken were preparing appropriate distances between onsite facilities and housings, conducted regular sanitation, and provided adequate amount of face masks and other necessary items as appropriate.

To reduce operational hazards, the Company continued to promote safety awareness for employees and contractors through various occupational health and safety trainings and initiatives. Training programs were organized for employees and contractors as appropriate for their roles and responsibilities, such as safety officer in management level, safety officer supervisory level, occupational safety health and environment training for general employees and 5S Course for workplace cleanliness, etc. Training evaluations were also conducted for further improvements. Moreover, safety information were communicated to relevant personnel on a regular basis through various communication channels including, email, FPT Intranet, Line Open Chat, etc.

### Near Miss Project

The Company has conducted Near Miss Project for 3 consecutive years following its goal to promote a safety culture for employees to uphold their safety management responsibilities within the organization. In 2022, the Company organized a near miss training course to enhance their awareness, knowledge and understanding on occupational health, safety, and environment within workplace as well as on near miss report in order to prevent probable incidents and injuries.



In addition to knowledge gained, employees can also take part in preventing incidental cases by notifying to the health and safety department of any unsafe conditions within office or project sites where they perform work via Intranet.

### First Aid, Cardiopulmonary Resuscitation (CPR) and Automated External Defibrillator (AED) Use Training

The Company organized a first aid training course in order to develop employees' knowledge and understanding on first aid procedures including emergency medical services contact, conducting initial

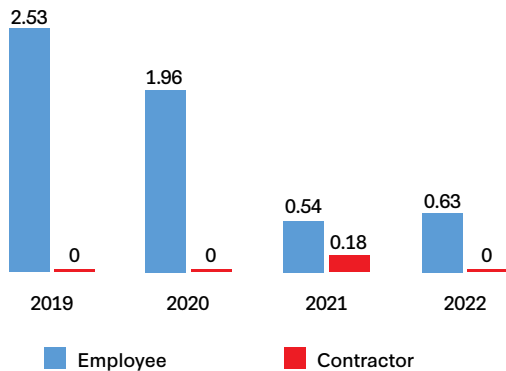
assessment of injury symptoms and to perform response using available onsite medical equipment such as a CPR and AED.



Due to the Company's continuous safety management measures, the Company has acquired an award for 2 consecutive years since 2021 under the Zero Accident Campaign by the Department of Labour Protection and Welfare, where it has received a bronze award in 2022.

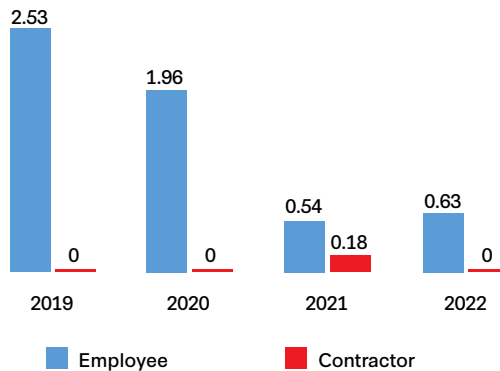
### Lost Time Injuries Frequency Rate (LTIFR)

Person/ 1,000,000 hours worked



### Total Recordable Injury Rate (TRIR)

Person/ 1,000,000 hours worked



## Promoting Employee Well-Being

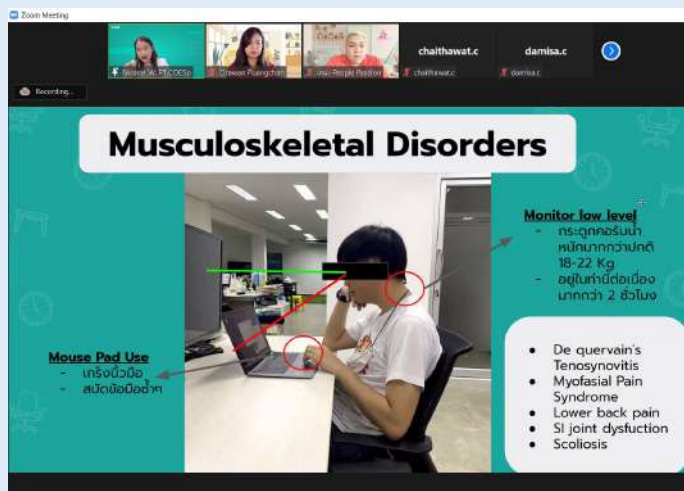
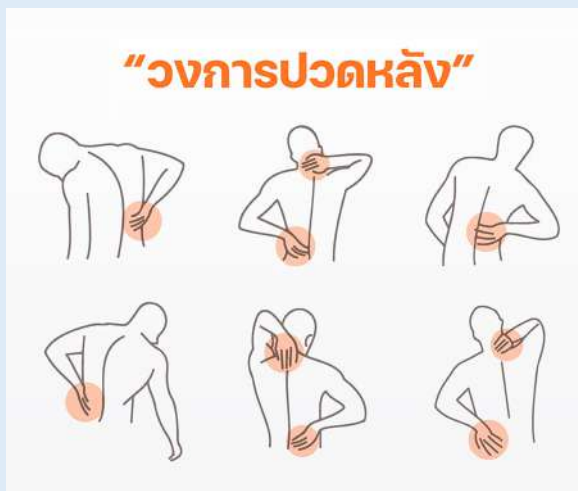
In addition to safety culture within the organization, the Company is also committed to promote employee well-being. The Company underwent the following measures to ensure that employees can perform work within an environment of utmost conditions to increase productivity and reduce any potential health risks, such as monitoring of brightness within workplace and conducting ergonomic training courses. Moreover, the Company conducted a survey for employees to select occupational health and safety training

courses of their interests, which will be integrated as part of their annual training requirements. Physical and mental health promoting initiatives were provided, and the Company also organized for all employees and new hires to surpass annual health surveillance programs where confidentiality of employee medical records are maintained in accordance with the Personal Data Protection Act.

### Well-Being From Home EP.01 Office Syndrome and EP.02 Common Health Risk! #Ergonomics

Aches and pains in the neck, shoulders and back are all symptoms that office workers may experience. Without proper treatment, these symptoms could lead to potential long-term health risks. Therefore, the Company

has organized a training course to educate employees on the cause of office syndrome, risk assessment and proper ergonomics to prevent office syndrome, thus enhance physical health and work productivity.





### Happy Workplace

The Company strongly believes that a well-balanced mental and physical health of employees correspond with work productivity and effective customer relationship. Therefore, the Company has adopted the 8 principles of creating a happy workplace and to promote well-being for employees by organizing various activities

on a regular basis such as, Zumba fitness by Kru Num, yoga, 90 minutes tips on basic exercise activity, money wellness, meditation, etc. These activities are communicated to employees through email, FPT Intranet and Line where all employees can register via Learning Management System (LMS).



### Frasers Property Run for Friends Virtual Run 2022

Following the aspiration to promote employee well-being, the Company continued to host its annual program to encourage employees to exercise by running, walking, cycling or swim. Throughout the duration of project implementation from 1 March 2022 to 20 May 2022, the employees exercised equivalent to altogether 101,124 kilometers, which surpassed the target of

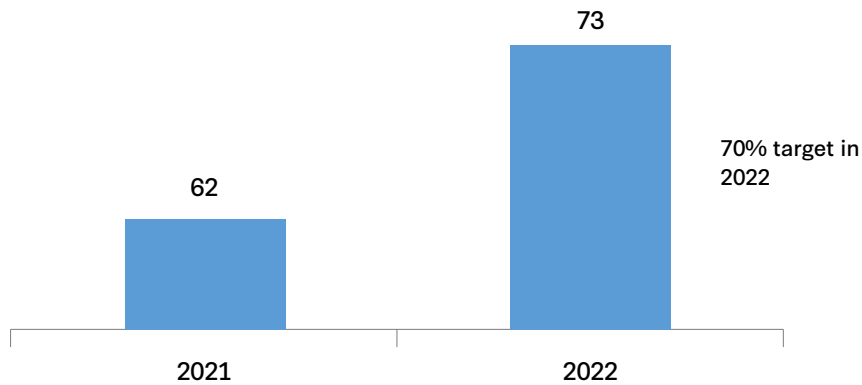


100,000 kilometers. As a result, the Company has contributed 200,000 Baht to Frasers Property Thailand Fund which provides financial aid to employees and family members that inquired to the associated Fund Committee. The Fund Committee is currently composed of 6 members from various departments and business units in order to ensure thorough financial assistance are provided.

The Company conducted annual employee engagement survey which uses a net promoter score (NPS) as one of the criteria for assessment. The survey enables the Company to improve employees' well-being and respond to their expectations. In 2022, 98.82% of total employees conducted the survey. The employee engagement survey result is 73% which surpasses a 70% target. The net promoter score is 47, and there were 62% of employees categorized as promoters group.

## Employee Engagement Survey

(Percentage of engagement rate)



The survey results were further reported to executives and all employees within the organization to ensure transparent acknowledgement. The results were also analyzed and used to develop measures and policy to enhance employees' work-balance, improve productivity, and increase engagement. In 2022, the Company provided employee accommodations such as, flexible working hours, talent management program, restructure of corporate organization to pivot employee advancement, etc. In addition, a Welfare Committee was appointed where members, representing 100% of employees, have collective bargaining authority to negotiate welfare and benefits with employers and amend

relevant employment guidelines. Employees were also granted with benefits to purchase products of the Company or its subsidiaries at a special price. Moreover, the Company offers provident fund flexibility to promote saving disciplines and retirement plans. Provident fund allows employees to contribute 2% to 5% of their monthly salary, and the contribution rate of the Company is in accordance with the prescribed corporate policy. The Company's expenditure of the fund will increase with terms of employment to provide employees the guarantee of future security in case of retirement.



# Diversity, Equity & Inclusion

GRI 2-23, 2-24

The pandemic crisis in the past few years have caused changes in various aspects, such as economy, society, and personal behaviors, which resulted in the great resignation risk in all industrial sectors. The Company is well aware that human resource is a key factor in driving a successful organization. Thus, the Company strives to attract talents as per its corporate culture, while also to develop the skills and knowledge of its human resource in conjunction with

retaining employees to grow together with the organization sustainably. Additionally, the Company strictly applies human rights principles as a guideline as it is determined to build coexistence in society without discrimination of age, gender, disability, race, nationality, religion, economic status, and others. This promotes positive reputation and helps the Company gain trusts from both internal and external stakeholders.

**Commitment and Target**

**To be an organization that embraces diversity**

0 significant complaint related to human rights issues

**Key Performance**

**25% female as Top Executive**

**No significant complaint related to human rights issues**

**Gender-balanced workforce**

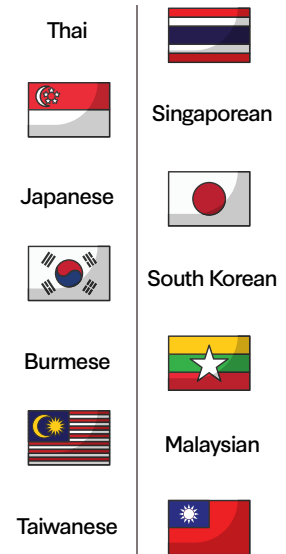
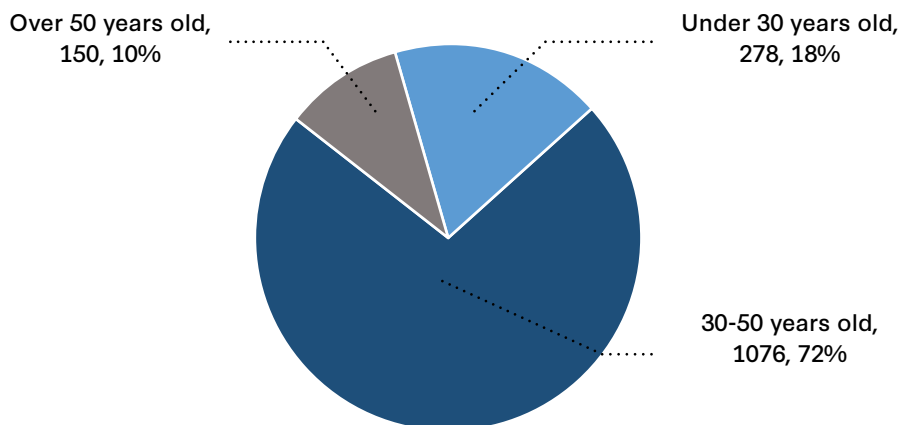
The Company believes that employee diversity in terms of gender, age, race, nationality, culture, socio-economic status, international background, and competency will promote a resilient organization that is able to respond to changes. Hence, the Company has established Recruitment Policy and the Human Rights Policy as guidelines for recruiting and managing a diverse workforce. The policies were developed in accordance with the laws and the International Labor Organization (ILO) Declaration on Fundamental Principles and Rights at Work. This includes operating in compliance with human rights principles, eliminating the employment of child labor and compulsory labor, and providing equal opportunities for all employees throughout the employment system, performance management, and fair remuneration.

The Company established qualifications and job responsibilities for all positions in the organization. A transparent selection and recruitment process is also in place. Moreover, the Company offers fair remuneration in line with the job responsibilities, experiences, and competencies, in accordance with the Remuneration and Welfare Policy. This is to ensure that the Company can recruit employees who are adaptable and are able to grow with the organization on a long-term basis, regardless of the applicants' sex, gender, age, skin color, or race.

## Employees Hired in 2022



## Total Employee by Age Group



The Company has a fair remuneration management system that is in line with the Company's policy. Also, it considers employee performances against established key performance indicators (KPIs) including, corporate-related KPIs, personal work-related KPIs, and behavior-based KPIs. Employees will define KPIs that are relevant to their work and responsibilities with their supervisors so that they can be measured, appropriately. All employees will undergo performance evaluation every 6 months through the FPT ME system. The results from the evaluation will be considered for salary adjustments, compensation, and promotions, in accordance with the Annual Performance Management Policy and the Annual Promotion Policy. Furthermore, the Company reviews and revises the compensation structure every 2 years to align with the labor market in order to maintain the Company's competitiveness and retain talents long-term.

The Company has established a Human Rights Policy as a framework for the Board of Directors, executives, and all employees to be aware of human rights, and to equally treat both internal and external stakeholders according to the human rights principles, regardless of sex, gender, skin color, race, or background. Additionally, the Company communicates knowledge and understanding about human rights to employees with the aim to promote their participation to exchange ideas and opinions to improve and develop work processes. This will help drive the organization's growth, continuously. The Company does not accept any forms of gender discrimination or physical or verbal harassment, as well as all forms of psychological abuses. All employees can file complaints or report human rights abuses, discrimination, and harassment through the whistleblowing channel according to the Company's policy, which covers measures to protect complainants and investigation process. In 2022, there were no complaints related to discrimination and sexual harassment.

<sup>(1)</sup> Since the Company did not hire sufficient number of people with disabilities as per required by law, funds have been provided to the Department of Empowerment of Persons with Disabilities Fund in accordance with relevant regulations.

## Welfare Benefits that Everyone Can Choose

The Company realizes the importance of human rights protection. In 2022, the Company reviewed and studied the guidelines for developing a welfare program that is flexible and equally responds to employees' needs. Therefore, the "Welfare Benefits that Everyone Can Choose" will be announced and made effective from December 2022 onwards. The benefits include:

1) Choices for selecting outpatient medical welfare

programs that are suitable for each employee's health conditions 2) Annual leave options that are suitable for current lifestyle changes - changing 'leave for wedding ceremony' to 'leave for an important day in life', and 'maternity leave' to 'leave for family care'. Additionally, 'leave for gender affirmation surgery' will also be available for LGBTQ+ employees.



**มิตใหม่!**  
**สิทธิสวัสดิการที่ทุกคนเลือกเองได้**  
**เริ่ม 1 ธันวาคม 65**

**• เลือกรูปแบบรักษาพยาบาลผู้ป่วยนอก (OPD) ตามต้องการ**  
จะเลือกแบบวงเงินต่อปี หรือเลือกแบบ 31 วัน/ปี ก็ทำได้

**• ขยายสิทธิสะสมวันลาพักผ่อน**  
จาก 30 พ.ย. ยาวได้ถึง 31 ม.ค.

**• ฉีกกฎวันลาแบบเดิมๆ เพิ่มเติมวันลาแบบใหม่ๆ**

1. การลาเพื่อวันสำคัญในชีวิต
2. การลาเพื่อดูแลครอบครัว
3. ลาทำหมัน เพิ่มสิทธิลาเพื่อผ่าตัดแปลงเพศ

Human Resources Department

เฟรเซอร์ส พร็อพเพอร์ตี้ ประเทศไทย

## Samyan Mitr Pride Month 100% Love

The Company cooperated with TOA to promote diversity by creating the Pride Crosswalk with the concept that every step is a step with pride and self-reflection, to accept other people's differences. This is the first rainbow crosswalk in Thailand, located at Chula 41 between Samyan Mitrtown and the Faculty of Law, Chulalongkorn University.



## International Women's Day 2022

The Company celebrated International Women's Day 2022 and supported gender equality under the theme "Gender equality today for a sustainable tomorrow" by UN Women: United Nations Entity for Gender Equality and the Empowerment of Women. The Company aims to promote the roles and participation of women and

girls around the world to be leaders for resilience to climate change adaptations and to build more sustainable future for all. Female executives conveyed their perspectives on the roles of women and sustainability as follows.



*"To preserve the balance of this world for a sustainable future, mindsets should be changed from doing for ourselves to doing what concerns the impacts on others as well."*

Prasnee Surastian (Executive Vice President - Governance, Corporate Planning, Risk Management and Sustainability)

*"Sustainable future is not a responsibility of one person, but it is everyone's responsibilities."*

Thiranant Kornsritya (Executive Vice President-Retail Business Development)

*"Project development should be more concerned about the community, environment and working staff. One of the key factors is not only on how we develop our sustainable approach, but also on how we inspire next generations to uphold the same goals so that they can build on from what we are doing. That is true sustainability."*

Supinya Surarat (Assistant Managing Director-Sales (East Zone Project))

*"As a woman, I got opportunities to show my competencies and share ideas which are often outstanding as they are overlooked by men. Women are detail oriented. We see what is missing and helps fulfill the missing point."*

Paimaporn Srikluaen (Senior Manager - Architectural Design)



# Skills and Leadership

GRI 3, 404

Employees are one of the valuable assets that drive organization towards business successes. Employees with knowledge and expertise can pivot the Company to achieve goals in accordance with its business strategy. The Company, therefore, strives to efficiently manage its human resources to reduce risks such as, lower productivity, higher turnover rate, etc. Hence, the Company prioritizes to develop

employees' knowledge and skills, fairly and equally. This offers career advancements along with the organization's growth and builds resilience to rapid changes. The Company also promotes a robust corporate culture to improve productivity, thus enhance its business competitiveness and sustainable growth.

**Commitment and Target**

**Learning Organization**  
Average employee training hours  
**40 hours/person/year**

**Key Performance**

Average employee training hours  
**65 hours/person/year**

Total employee training investment  
**13.77 million Baht**

Average employee training investment  
**10,409 Baht/person/year**

The Company established a human capital development plan to strengthen employees' knowledge and capabilities. By using training needs analysis, the Company was able to identify training and development needs for employees in each position and job responsibility such as, CEO, executives, managers, and operational levels. The human capital development plan is reviewed annually which considers performance evaluation results to develop appropriate training programs for each individual, especially on core competency skills development. Hence, employees will be able to apply knowledge gained to their works which aligns with the corporate core values, business directions, and goals.

**Significant Management Skills**



Focusing on developing management skills and leadership capabilities of employees. For example, problem solving and analytical decision-making, changes for success, systematic and creative thinking, etc.

**Supplementary Skills**



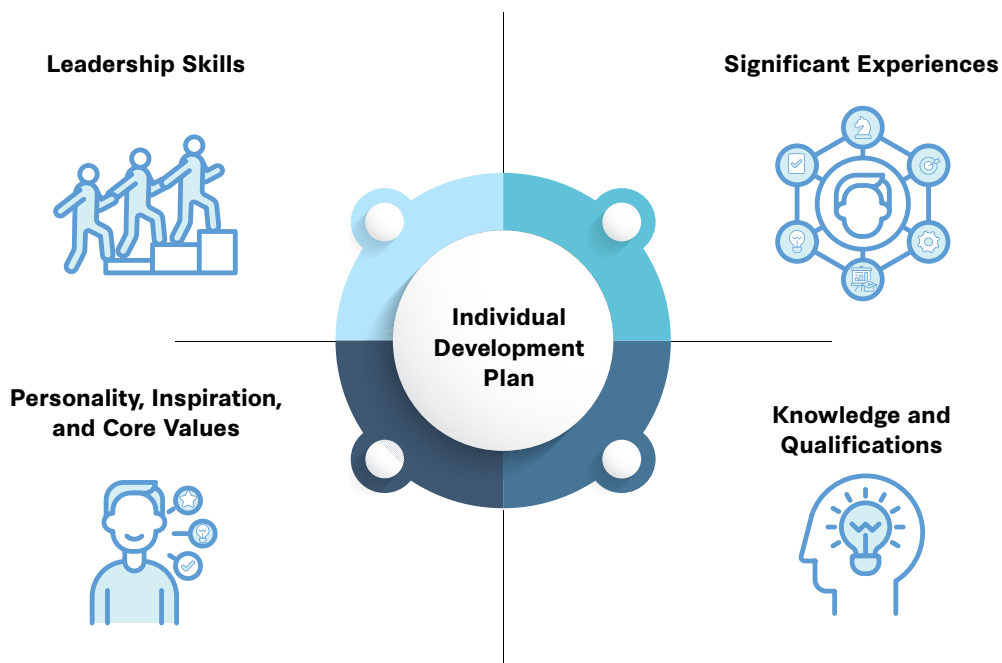
Focusing on building additional skills, especially skills that help employees understand themselves, manage their emotions, and better interact with others. This will create a successful teamwork. For instance, effective communication, and active listening, etc.

**Basic Skills**



Focusing on developing basic skills of all employees and business units, such as English skills, computer skills, etc.

Furthermore, the Company established an Individual Development Plan (IDP) as a framework for each employee to improve their weaknesses and reinforce their strengths. This will uplift the employee's capabilities to advance and succeed in their career. Supervisor and each employee are to jointly determine and consider suitable development tools to improve knowledge and skills, continually review, and evaluate the employee's performances.



The Company uses technology, namely the Learning Management System (LMS), to support employee learning and development processes. The system helps improve the efficiency of information management and provides convenience for all employees to access learning and training programs. Moreover, the Company regularly communicates about details of the trainings that will take place, as well as other related information, news, and knowledge to all employees via online channels, such as email, FPT Intranet, Workplace by Facebook, Line Openchat, etc. This ensures that all employees can receive such information quickly and conveniently. In 2022, the Company organized both online and on-site trainings to continuously develop employees' knowledge and capabilities, with a total of 1,348 training courses and 88,635 training hours.

## Success Habits

In 2022, the Company aimed to develop leadership competency in accordance with its policy, and to promote the leadership skills of all employees to lead their teams and drive organization successes. This program consists of 3 sub-courses, which are:



### Leading Team Success

To help employees understand leadership roles, to communicate visions and goals, and build good relationships with their subordinates.

### Leading Yourself

To ensure employees understand the principles and concepts of being a leader, can communicate of visions and goals, build good relationships with their subordinates, analyze personal strengths and weaknesses, goal setting, and manage their work effectively.

### Leading Team Navigation

To ensure employees can manage their team members and persuade their subordinates efficiently through variety of situations.

There was a total of 285 participants from all employee levels that participated in these courses. This includes executives, managers, and employees at operational levels. The objectives of these courses are to develop participants' leadership skills so that they can utilize knowledge learnt to lead their teams in the future.

## The Art of Communication

The Company organized a training course, namely “The Art of Communication”, to improve employees’ knowledge and understanding of communication principles, as well as to practice essential skills for communication. This enhances employees’ communication skills, minimize mistakes at work, and helps build good relationships with others, both internally and externally.



Additionally, the Company continued to organize training courses about environmental, social, and governance issues as per its business directions and strategy regarding sustainability development. A survey was conducted to understand employees’ interests and opinions on sustainability issues. With the survey results, the Company was able to arrange suitable training courses that covered the issues that employees were interested in. Furthermore, the Company established a target for all employees to attend training courses on sustainability issues for at least 10 hours per year. This is to create awareness, knowledge, and understanding about sustainability among all employees. In 2022, the average employee sustainability training hour was 26 hours per person per year.

## Introduction to Corporate Sustainability



The Company aims to create awareness and knowledge at basic level for employees to understand the importance of sustainability in business operations. In addition, employees can use knowledge gained to develop work plans and conduct their work that aligns with business strategy which aims to create value for the Company, society, and environment. In 2022, there were 602 employees that attended this training.

Post-training evaluation is conducted after each training course to analyze whether employees have gained expected knowledge and skills. The evaluation results will be reviewed to further improve and develop training courses for all employees.



# Sustainability Performance





# Sustainability Performance Summary

## Economic Performance

GRI	Performance Indicator	Unit	2019	2020	2021	2022
201-1	<b>Direct economic value generated</b>					
	Revenues <sup>(1)</sup>	Million Baht	21,545.3	20,490.37	15,721.02	16,346.62
	Revenue from financial investments and sale of assets <sup>(2)</sup>	Million Baht	1,973.53	1,822.85	954.97	1,310.29
	Net sales <sup>(3)</sup>	Million Baht	19,380.31	18,379.38	14,497.65	14,853.27
	<b>Economic value distributed</b>					
	Operating costs <sup>(4)</sup>	Million Baht	806.53	1,131.47	781.53	433.32
	Employee wages and benefits <sup>(5)</sup>	Million Baht	1,537.00	1,659.00	1,376.00	1,399.00
	Payments to providers of capital <sup>(6)</sup>	Million Baht	2,379.99	2,120.25	2,477.32	1,768.77
	Payment to government <sup>(7)</sup>	Million Baht	2,336.56	1,048.09	929.81	1,132.20
	Community investments <sup>(8)</sup>	Million Baht	9.44	3.18	2.22	10.15
Economic value retained	Million Baht	14,475.78	14,528.38	10,154.14	11,603.08	

<sup>(1)</sup> Total revenue includes net sales plus revenues from financial investments and sale of assets.

<sup>(2)</sup> 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 asset, rights of intellectual property, design, and brand names.

<sup>(3)</sup> Net sales are calculated as gross sales from products and services minus returns, discounts, and allowances.

<sup>(4)</sup> Operating costs include costs of 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.

<sup>(5)</sup> 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).

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

<sup>(7)</sup> Payments to government including taxes.

<sup>(8)</sup> Community investments refer 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.

GRI	Performance Indicator	Unit	2019	2020	2021	2022
205-1	<b>Code of Business Conduct: Anti-corruption</b>					
	Percentage of operations assessed for risks related to corruption	%	100	100	100	100
205-2	Total number and percentage of Board of Directors that the organization's anti-corruption policies and procedures have been communicated to, broken down by region	Person	8	9	11	10
		%	100	100	100	100
	- Bangkok and vicinity	Person	8	9	11	10
		%	100	100	100	100
	- 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	367	1,365	1,508	1,504
		%	100	100	100	100
	- Top Executive	Person	11	55	17	16
		%	100	100	100	100
	- Middle Executive	Person	22	41	76	68
		%	100	100	100	100
	- Junior Executive	Person	59	109	312	305
		%	100	100	100	100
	- Officer and Supervisor	Person	275	1,160	1,103	1,115
		%	100	100	100	100
	Total number and percentage of employees that the organization's anti-corruption policies and procedures have been communicated to, broken down by region	Person	367	1,365	1,508	1,504
		%	100	100	100	100
	- Bangkok and vicinity	Person	-	-	1,204	1,253
		%	-	-	100	100
- Other provinces	Person	-	-	304	251	
	%	-	-	100	100	

GRI	Performance Indicator	Unit	2019	2020	2021	2022
	Total number and percentage of the Board of Directors that have received training on anti-corruption, broken down by region	Person	8	9	11	10
		%	100	100	100	100
	- Bangkok and vicinity	Person	8	9	11	10
		%	100	100	100	100
	- 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	367	1,365	1,508	1,504
		%	100	100	100	100
	- Top Executive	Person	11	55	17	16
		%	100	100	100	100
	- Middle Executive	Person	22	41	76	68
		%	100	100	100	100
	- Junior Executive	Person	59	109	312	305
		%	100	100	100	100
	- Officer and Supervisor	Person	275	1,160	1,103	1,115
		%	100	100	100	100
	Total number and percentage of employees that have received training on anti-corruption, broken down by region	Person	367	1,365	1,508	1,504
		%	100	100	100	100
	- Bangkok and vicinity	Person	-	-	1,204	1,253
		%	-	-	100	100
- Other provinces	Person	-	-	304	251	
	%	-	-	100	100	

GRI	Performance Indicator	Unit	2019	2020	2021	2022
206-1	<b>Code of Business Conduct: Anti-competitive, antitrust and monopoly legislation</b>					
	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
	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
2-16, 2-26, 205-3, 406-1	<b>Grievance mechanism</b>					
	Number of Code of Conduct breaches reporting	Case	0	0	0	3
	- Corruption	Case	0	0	0	0
	- Antitrust/ Anti-corruption	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	3
	Number of Code of Conduct breaches ongoing investigation	Case	0	0	0	1
	- Corruption	Case	0	0	0	0
	- Antitrust/ Anti-corruption	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	1
	Number of confirmed and managed Code of Conduct breaches	Case	0	0	0	2



GRI	Performance Indicator	Unit	2019	2020	2021	2022
	- Corruption	Case	0	0	0	0
	- Antitrust/ Anti-corruption	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	2
2-27, 416-2	<b>Compliance with laws and regulations</b>					
	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
	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

Remark: The Company reviewed the total number and percentage of Board of Directors that the organization's anti-corruption policies and procedures have been communicated to data in 2021.

“-” refers to no data.

## Social Performance

GRI	Performance Indicator	Unit	2019		2020		2021		2022	
			Male	Female	Male	Female	Male	Female	Male	Female
2-7	Workers <sup>(1)</sup>	Person	367		1,365		1,508		1,504	
	Total number of employees <sup>(2)</sup>	Person	180	187	669	696	714	794	708	796
2-8	Total number of workers who are not employees <sup>(3)</sup>	Person	-	-	-	-	-	-	-	-
2-7	<b>Total employee by employee contract and area</b>									
	Total number of permanent employees <sup>(4)</sup>	Person	-	-	1,352	635	709	638	719	
	- Bangkok and vicinity <sup>(5)</sup>	Person	-	-	-	537	651	565	673	
	- Other provinces	Person	-	-	-	98	58	73	46	
	Total number of temporary employees <sup>(6)</sup>	Person	-	-	13	79	85	70	77	
	- Bangkok and vicinity	Person	-	-	-	9	7	6	9	
	- Other provinces	Person	-	-	-	70	78	64	68	
	Total number of non-guaranteed hours employees	Person	-	-	-	0	0	0	0	
	- Bangkok and vicinity	Person	-	-	-	0	0	0	0	
	- Other provinces	Person	-	-	-	0	0	0	0	
-	<b>Total employee by category and age group</b>									
	Top Executive	Person	11	55	13	4	12	4		
		% of total employee	3.00	4.00	0.86	0.27	0.80	0.27		

<sup>(1)</sup> Worker refers to individual who is in an employment relationship with the organization according to the national law or practice, including employees, workers of contractor and subcontractor, and volunteers. Data consolidated as of 30 September 2022.

<sup>(2)</sup> Total employee refers to all employees of the Company, excluding workers who are not employee such as workers of contractors, subcontractors, and volunteers.

<sup>(3)</sup> Total number of workers who are not employees refer to workers who are not employee such as workers of contractor, subcontractors, and volunteers. Data consolidated as of 30 September 2022.

<sup>(4)</sup> Permanent employee refers to employee under contract that does not specify a definite period, categorized as full-time employees and part-time employees.

<sup>(5)</sup> Vicinity refers to Nakhonpathom, Nonthaburi, Patumthani, and Samutprakarn.

<sup>(6)</sup> Temporary employee refers to employee under contract that clearly specifies a definite period.

GRI	Performance Indicator	Unit	2019		2020		2021		2022	
			Male	Female	Male	Female	Male	Female	Male	Female
	- Under 30 years old	Person	-	-	-	-	0	0	0	0
		% of total employee	-	-	-	-	0	0	0	0
	- 30-50 years old	Person	-	-	-	-	7	1	5	1
		% of total employee	-	-	-	-	0.46	0.07	0.33	0.07
	- Over 50 years old	Person	-	-	-	-	6	3	7	3
		% of total employee	-	-	-	-	0.40	0.20	0.47	0.20
	Middle Executive	Person	22	41	38	38	38	38	38	30
		% of total employee	6.00	3.00	2.52	2.52	2.53	1.99		
	- Under 30 years old	Person	-	-	-	-	0	0	0	0
		% of total employee	-	-	-	-	0	0	0	0
	- 30-50 years old	Person	-	-	-	-	29	23	30	15
		% of total employee	-	-	-	-	1.92	1.53	1.99	1.00
	- Over 50 years old	Person	-	-	-	-	9	15	8	15
		% of total employee	-	-	-	-	0.60	0.99	0.53	1.00
	Junior Executive	Person	59	109	137	175	139	166		
		% of total employee	16.08	8.00	9.08	11.60	9.24	11.04		
- Under 30 years old	Person	-	-	-	-	5	3	4	2	
	% of total employee	-	-	-	-	0.33	0.20	0.27	0.13	
- 30-50 years old	Person	-	-	-	-	123	160	125	152	
	% of total employee	-	-	-	-	8.16	10.61	8.31	10.11	

GRI	Performance Indicator	Unit	2019		2020		2021		2022		
			Male	Female	Male	Female	Male	Female	Male	Female	
	- Over 50 years old	Person	-	-	-	-	9	12	10	12	
		% of total employee	-	-	-	-	0.60	0.80	0.66	0.80	
	Officer and Supervisor	Person	275	1,160	526	577	519	596			
		% of total employee	74.93	85.00	34.88	38.26	34.51	39.63			
	- Under 30 years old	Person	-	-	134	151	108	164			
		% of total employee	-	-	8.89	10.01	7.18	10.90			
	- 30-50 years old	Person	-	-	335	388	356	392			
		% of total employee	-	-	22.21	25.73	23.67	26.06			
	- Over 50 years old	Person	-	-	57	38	55	40			
		% of total employee	-	-	3.78	2.52	3.66	2.66			
	-	<b>Total employee by nationality</b>									
	- Thai	Person	351	1,350	708	786	702	788			
% of total employee		95.64	98.91	46.95	52.12	46.68	52.39				
- Singaporean	Person	3	4	3	2	3	2				
	% of total employee	0.82	0.29	0.20	0.13	0.20	0.13				
- Australian	Person	1	0	0	0	0	0				
	% of total employee	0.27	0	0	0	0	0				
- Japanese	Person	5	4	2	2	2	2				
	% of total employee	1.37	0.29	0.13	0.13	0.13	0.13				

GRI	Performance Indicator	Unit	2019		2020		2021		2022		
			Male	Female	Male	Female	Male	Female	Male	Female	
	- South Korean	Person	1		1		0	1	0	1	
		% of total employee	0.27		0.07		0	0.07	0	0.07	
	- Burmese	Person	1		1		1	0	1	0	
		% of total employee	0.27		0.07		0.07	0	0.07	0	
	- British	Person	1		0		0	0	0	0	
		% of total employee	0.27		0		0	0	0	0	
	- Malaysian	Person	3		2		0	2	0	2	
		% of total employee	0.82		0.15		0	0.13	0	0.13	
	- Taiwanese	Person	1		1		0	1	0	1	
		% of total employee	0.27		0.07		0	0.07	0	0.07	
	- Chinese	Person	0		2		0	0	0	0	
		% of total employee	0		0.15		0	0	0	0	
	-	<b>Vulnerable group</b>									
		People with disability	Person	-	-	-	-	1	2	1	2
	% of total employee		-	-	-	-	0.07	0.13	0.07	0.13	
-	<b>New employee hires</b>										
	Total number and rate of new employee by age group	Person	34	45	87	128	82	122	181	198	
		% of total employee	43.04	56.96	40.47	59.53	5.44	8.09	12.03	13.16	



GRI	Performance Indicator	Unit	2019		2020		2021		2022	
			Male	Female	Male	Female	Male	Female	Male	Female
	- Under 30 years old	Person	-	-	-	-	45	60	83	101
		% of total employee	-	-	-	-	2.98	3.98	5.52	6.72
	- 30-50 years old	Person	-	-	-	-	36	62	94	96
		% of total employee	-	-	-	-	2.39	4.11	6.25	6.38
	- Over 50 years old	Person	-	-	-	-	1	0	4	1
		% of total employee	-	-	-	-	0.07	0.00	0.27	0.07
	Total number and rate of new employee by region	Person	34	45	87	128	82	122	181	198
		% of total employee	43.04	56.96	40.47	59.53	5.44	8.09	12.03	13.16
	- Bangkok and vicinity	Person	-	-	-	-	62	94	174	189
		% of total employee	-	-	-	-	4.11	6.23	11.57	12.57
	- Other provinces	Person	-	-	-	-	20	28	7	9
		% of total employee	-	-	-	-	1.33	1.86	0.47	0.60
-	<b>Employee turnover</b>									
Total number and rate of employee turnover by age group	Person	39	202	138	147	183	188			
	% of total employee	10.51	14.80	9.15	9.75	12.17	12.50			
- Under 30 years old	Person	-	-	45	39	61	58			
	% of total employee	-	-	2.98	2.59	4.06	3.86			
- 30-50 years old	Person	-	-	83	101	114	119			
	% of total employee	-	-	5.50	6.70	7.58	7.91			

GRI	Performance Indicator	Unit	2019		2020		2021		2022		
			Male	Female	Male	Female	Male	Female	Male	Female	
	- Over 50 years old	Person	-	-	-	-	10	7	8	11	
		% of total employee	-	-	-	-	0.66	0.46	0.53	0.73	
	Total number and rate of employee turnover by region	Person	-	-	-	-	138	147	183	188	
		% of total employee	-	-	-	-	9.15	9.75	12.17	12.50	
	- Bangkok and vicinity	Person	-	-	-	-	135	146	172	168	
		% of total employee	-	-	-	-	8.95	9.68	11.44	11.17	
	- Other provinces	Person	-	-	-	-	3	1	11	20	
		% of total employee	-	-	-	-	0.20	0.07	0.73	1.33	
	-	<b>Parental leave</b>									
		Total number of employees that were entitled to parental leave	Person	180	187	669	696	714	794	708	796
		Total number of employees that took parental leave	Person	-	6	13		3	21	0	12
		Total number of employees that returned to work in the reporting period after parental leave ended	Person	-	6	0	11	2	18	0	12
	Total number of employees that returned to work after parental leave ended that were still employed 12 months after their return to work	Person	-	-	-	-	0	11	0	12	
	Return to work rate of employees that took parental leave <sup>(1)</sup>	%	-	-	-	-	66.67	85.71	100	100	
	Retention rate of employees that took parental leave <sup>(2)</sup>	%	-	-	-	-	100	100	100	66.67	

<sup>(1)</sup> 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) x 100

<sup>(2)</sup> 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

GRI	Performance Indicator	Unit	2019		2020		2021		2022	
			Male	Female	Male	Female	Male	Female	Male	Female
404-1	<b>Human capital development</b>									
	Total investment on employees training	Baht	-		-		9,140,628.00		13,770,989.00	
	Average amount spent per FTE on training and development	Baht/Person	12,191.00		11,290.00		6,614.00		10,409.00	
	Average hours of training that the organization's employees have undertaken	Average hours/ Person	35		26		40	48	60	70
	- Top Executive	Average hours/ Person	-		-		39	44	88	68
	- Middle Executive	Average hours/ Person	-		-		52	62	75	87
	- Junior Executive	Average hours/ Person	-		-		51	58	72	85
	- Officer and Supervisor	Average hours/ Person	-		-		37	45	46	54
	Average training hour target	Average hours/ Person	-	-	-	-	40		40	
	Number of employees that have undertaken ESG training courses	% of total employee	-	-	-	-	-	-	100	
404-3	<b>Performance appraisal</b>									
	Number of employee with regular performance and career development reviews	%	100	100	100	100	100	100	100	100
	- Top Executive	%	100	100	100	100	100	100	100	100
	- Middle Executive	%	100	100	100	100	100	100	100	100
	- Junior Executive	%	100	100	100	100	100	100	100	100
	- Officer and Supervisor	%	100	100	100	100	100	100	100	100

GRI	Performance Indicator	Unit	2019		2020		2021		2022	
			Male	Female	Male	Female	Male	Female	Male	Female
	<b>Employee engagement survey</b>									
	Employee engagement rate	%	-	-	-	-	62.00	62.00	73.00	73.00
	Employee engagement rate target	%	-	-	-	-	65.00	65.00	70.00	70.00
2-21	<b>Ratio of basis salary and remuneration of male to female</b>									
	- Top Executive	Ratio	-	-	-	-	-	-	0.76	0.76
	- Middle Executive	Ratio	-	-	-	-	-	-	1.06	1.06
	- Junior Executive	Ratio	-	-	-	-	-	-	1.04	1.04
	- Officer and Supervisor	Ratio	-	-	-	-	0.93	0.93	0.93	0.93
<b>Occupational Health and Safety</b>										
403-8	<b>Workers covered by occupational health and safety system</b>									
	- Employees	Person	180	187	669	696	714	794	708	796
		%	49.00	51.00	49.00	51.00	47.35	52.65	47.07	52.93
	- Workers who are not employees (subcontractor's workers)	Person	0	0	0	0	0	0	10,220	6,795
		%	0	0	0	0	0	0	60.06	39.94
<b>Workers covered by occupational health and safety system that are assessed by an internal audit</b>										
	- Employees	Person	180	187	669	696	714	794	708	796
		%	49.00	51.00	49.00	51.00	47.35	52.65	47.07	52.93
	- Workers who are not employees (subcontractor's workers)	Person	0	0	0	0	0	0	0	0
		%	0	0	0	0	0	0	0	0
<b>Workers covered by occupational health and safety system that are assessed by an external party</b>										
	- Employees	Person	0	0	0	0	0	0	206	195
		%	0	0	0	0	0	0	51.37	48.63
	- Workers who are not employees (subcontractor's workers)	Person	0	0	0	0	0	0	0	0
		%	0	0	0	0	0	0	0	0

GRI	Performance Indicator	Unit	2019		2020		2021		2022	
			Male	Female	Male	Female	Male	Female	Male	Female
403-9	<b>The number of fatalities as a result of work-related injury</b>									
	- Employees	Person	0		0		0		0	
			0	0	0	0	0	0	0	0
	- Workers who are not employees (subcontractor's workers)	Person	0		0		0		0	
			0	0	0	0	0	0	0	0
	<b>The number and rate of high consequence work-related injuries, excluding fatalities</b>									
	- Employees	Person	0		0		0		1	
			0	0	0	0	0	0	1	0
		Person/ 1 million hours worked	0		0		0		0.31	
			0	0	0	0	0	0	0.31	0
	- Workers who are not employees (subcontractor's workers)	Person	0		0		0		0	
			0	0	0	0	0	0	0	0
		Person/ 1 million hours worked	0		0		0		0	
			0	0	0	0	0	0	0	0
	<b>The number and rate of recordable work-related injuries</b>									
	- Employees	Person	4		2		2		2	
			3	1	2	0	1	1	2	0
Person/ 1 million hours worked		2.53		1.96		0.54		0.63		
		1.90	0.63	1.96	0	0.27	0.27	0.63	0	
- Workers who are not employees (subcontractor's workers)	Person	0		0		2		0		
		0	0	0	0	2	0	0	0	
	Person/ 1 million hours worked	0		0		0.19		0		
		0	0	0	0	0.19	0	0	0	



GRI	Performance Indicator	Unit	2019		2020		2021		2022	
			Male	Female	Male	Female	Male	Female	Male	Female
	<b>Lost-Time Injury Frequency Rate (LTIFR)</b>									
	- Employees	Person	4		2		2		2	
		Person/ 1 million hours worked	2.53		1.96		0.54		0.63	
	- Workers who are not employees (subcontractor's workers)	Person	0		0		2		0	
		Person/ 1 million hours worked	0		0		0.18		0	
	<b>Number of hours worked</b>									
	- Employees	Hour	1,578,240		1,362,985		3,184,896		3,199,088	
	- Workers who are not employees (subcontractor's workers)	Hour	1,420,416		3,786,454		10,736,795		14,153,024	
403-10	<b>Number of fatalities as a result of work-related ill health</b>									
	- Employees	Person	0		0		0		0	
		Person	0	0	0	0	0	0	0	0
	- Workers who are not employees (subcontractor's workers)	Person	0		0		0		0	
		Person	0	0	0	0	0	0	0	0
	<b>The number of cases of recordable work-related ill health</b>									
	- Employees	Person	0		0		0		0	
		Person	0	0	0	0	0	0	0	0
	- Workers who are not employees (subcontractor's workers)	Person	0		0		0		0	
		Person	0	0	0	0	0	0	0	0
413-1	<b>Community Development</b>									
	Percentage of operations with implemented local community engagement, impact assessment and/or development programs as per required by relevant regulations	%	-		-		-		100	

"-" refers to no data

## Environmental Performance

GRI	Performance Indicator	Unit	2019	2020	2021	2022
305	<b>Greenhouse gas (GHG) emission</b>					
	<b>Total GHG emission</b>	ton CO <sub>2</sub> e	<b>1,687.00</b>	<b>13,877.37</b>	<b>31,929.74</b>	<b>37,007.15</b>
305-1	Direct emission (Scope 1)	ton CO <sub>2</sub> e	737.00	681.23	2,395.30	526.58
305-2	Energy indirect emission (Scope 2)	ton CO <sub>2</sub> e	897.00	9,509.85	17,075.41	19,534.15
305-3	Other indirect emission (Scope 3)	ton CO <sub>2</sub> e	53.00	3,686.29	12,459.04	16,946.42
	- Purchased goods and services	ton CO <sub>2</sub> e	50.87	37.86	80.84	58.08
	- Downstream leased assets	ton CO <sub>2</sub> e	-	3,566.69	6,584.97	9,137.62
	- Investment	ton CO <sub>2</sub> e	-	-	5,010.68	6,183.83
	- Waste generated in operations	ton CO <sub>2</sub> e	-	-	782.55	1,559.77
	- Business travel by air travel	ton CO <sub>2</sub> e	-	81.74	0	7.12
305-4	Scope 1 and scope 2 GHG emission intensity	ton CO <sub>2</sub> e/ m <sup>2</sup>	0.00153	0.00796	0.00305	0.00322
	Scope 1, 2 and 3 GHG emission intensity	ton CO <sub>2</sub> e/ m <sup>2</sup>	0.00158	0.01084	0.00500	0.00594
305-6	Ozone-depleting substances emission	kgCFC -11e	-	0.55	1.49	23.32
305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	kg	-	-	-	-
302-1	<b>Energy</b>					
	<b>Total energy consumption within organization</b>	MWh	<b>4,285.39</b>	<b>21,473.60</b>	<b>42,968.81</b>	<b>41,535.28</b>
	Total renewable energy consumption	MWh	0	0	12.22	1.42
	- Solar energy	MWh	0	0	12.22	1.42

GRI	Performance Indicator	Unit	2019	2020	2021	2022
	Total non-renewable energy consumption	MWh	4,285.39	21,472.60	42,956.58	41,533.86
	- Electricity consumption	MWh	1,539.46	19,023.65	34,157.92	39,076.11
	- Steam/ heating/ cooling and other non-renewable energy consumption	MWh	2,745.94	2,448.95	8,798.66	2,457.75
	Total non-renewable energy sold	MWh	0	0	0	0
	- Electricity sold	MWh	0	0	0	0
	- Steam/ heating/ cooling and other non-renewable energy sold	MWh	0	0	0	0
302-2	Energy consumption outside of the organization	MWh	0	7,134.78	23,978.80	30,470.55
	- Total non-renewable energy	MWh	0	7,134.78	23,978.80	30,470.55
	- Total renewable energy	MWh	0	0	0	0
302-3	Energy consumption intensity	MWh/m <sup>2</sup>	0.0040	0.0168	0.0067	0.0067
303-3	<b>Water</b>					
	<b>Water withdrawal from all areas by source</b>	<b>m<sup>3</sup></b>	<b>99,983.00</b>	<b>262,893.00</b>	<b>998,163.38</b>	<b>1,037,672.84</b>
	Surface water	m <sup>3</sup>	0	0	0	0
	- Freshwater (≤ 1,000 mg/ l total dissolved solids)	m <sup>3</sup>	0	0	0	0
	- Other water (> 1,000 mg/ l total dissolved solids)	m <sup>3</sup>	0	0	0	0
	Ground water	m <sup>3</sup>	0	0	10,666.00	22,363.00
	- Freshwater (≤ 1,000 mg/ l total dissolved solids)	m <sup>3</sup>	0	0	10,666.00	22,363.00
	- Other water (> 1,000 mg/ l total dissolved solids)	m <sup>3</sup>	0	0	0	0
	Produced water	m <sup>3</sup>	0	0	0	0
	- Freshwater (≤ 1,000 mg/ l total dissolved solids)	m <sup>3</sup>	0	0	0	0
	- Other water (> 1,000 mg/ l total dissolved solids)	m <sup>3</sup>	0	0	0	0
	Seawater	m <sup>3</sup>	0	0	0	0
	- Freshwater (≤ 1,000 mg/ l total dissolved solids)	m <sup>3</sup>	0	0	0	0

GRI	Performance Indicator	Unit	2019	2020	2021	2022
	- Other water (> 1,000 mg/l total dissolved solids)	m <sup>3</sup>	0	0	0	0
	Third-party water	m <sup>3</sup>	99,983.00	262,893.00	987,497.38	1,015,309.84
	- Freshwater (≤ 1,000 mg/l total dissolved solids)	m <sup>3</sup>	99,983.00	262,893.00	987,497.38	1,015,309.84
	- Other water (> 1,000 mg/l total dissolved solids)	m <sup>3</sup>	0	0	0	0
	<b>Water withdrawal from all areas with water stress</b>	<b>m<sup>3</sup></b>	<b>0</b>	<b>0</b>	<b>80,403.00</b>	<b>80,809.20</b>
	Surface water	m <sup>3</sup>	0	0	0	0
	- Freshwater (≤ 1,000 mg/l total dissolved solids)	m <sup>3</sup>	0	0	0	0
	- Other water (> 1,000 mg/l total dissolved solids)	m <sup>3</sup>	0	0	0	0
	Ground water	m <sup>3</sup>	0	0	0	0
	- Freshwater (≤ 1,000 mg/l total dissolved solids)	m <sup>3</sup>	0	0	0	0
	- Other water (> 1,000 mg/l total dissolved solids)	m <sup>3</sup>	0	0	0	0
	Produced water	m <sup>3</sup>	0	0	0	0
	- Freshwater (≤ 1,000 mg/l total dissolved solids)	m <sup>3</sup>	0	0	0	0
	- Other water (> 1,000 mg/l total dissolved solids)	m <sup>3</sup>	0	0	0	0
	Seawater	m <sup>3</sup>	0	0	0	0
	- Freshwater (≤ 1,000 mg/l total dissolved solids)	m <sup>3</sup>	0	0	0	0
	- Other water (> 1,000 mg/l total dissolved solids)	m <sup>3</sup>	0	0	0	0
	Third-party water	m <sup>3</sup>	0	0	80,403.00	80,809.20
	- Freshwater (≤ 1,000 mg/l total dissolved solids)	m <sup>3</sup>	0	0	80,403.00	80,809.20
	- Other water (> 1,000 mg/l total dissolved solids)	m <sup>3</sup>	0	0	0	0

GRI	Performance Indicator	Unit	2019	2020	2021	2022
303-4	<b>Water discharge</b>					
	Water discharge to all areas by source	m <sup>3</sup>	79,986.40	210,314.40	798,530.70	830,138.27
	- Surface water	m <sup>3</sup>	0	0	0	0
	- Ground water	m <sup>3</sup>	0	0	0	0
	- Seawater	m <sup>3</sup>	0	0	0	0
	- Third-party water	m <sup>3</sup>	79,986.40	210,314.40	798,530.70	830,138.27
	Freshwater ( $\leq$ 1,000 mg/l total dissolved solids)	m <sup>3</sup>	79,986.40	210,314.40	798,530.70	830,138.27
	Other water ( $>$ 1,000 mg/l total dissolved solids)	m <sup>3</sup>	0	0	0	0
	Water discharge to all areas with water stress	m <sup>3</sup>	0	0	64,322.40	64,647.36
	- Freshwater ( $\leq$ 1,000 mg/l total dissolved solids)	m <sup>3</sup>	0	0	64,322.40	64,647.36
	- Other water ( $>$ 1,000 mg/l total dissolved solids)	m <sup>3</sup>	0	0	0	0
303-5	<b>Water consumption</b>					
	<b>Total water consumption</b>	<b>m<sup>3</sup></b>	<b>19,996.60</b>	<b>52,578.60</b>	<b>199,632.68</b>	<b>207,534.57</b>
	Water consumption from water stress area	m <sup>3</sup>	0	0	16,080.60	16,161.84
	Change in water storage, if water storage has been identified as having a significant water-related impact	m <sup>3</sup>	-	-	-	0
306-3	<b>Waste</b>					
	<b>Total waste generated</b>	<b>Ton</b>	<b>-</b>	<b>1,505.00</b>	<b>991.43</b>	<b>2,011.64</b>
	- Hazardous waste	Ton	-	-	-	0.04
	- Non-hazardous waste	Ton	-	1,505.00	991.43	2,011.60
306-4	<b>Total waste diverted from disposal</b>					
	<b>Total hazardous waste diverted from disposal</b>	<b>Ton</b>	<b>-</b>	<b>-</b>	<b>5.43</b>	<b>45.43</b>
	Total hazardous waste diverted from disposal by recovery operation	Ton	-	-	0	0



GRI	Performance Indicator	Unit	2019	2020	2021	2022
	Onsite recovery operations	Ton	-	-	0	0
	- Preparation for reuse	Ton	-	-	0	0
	- Recycling	Ton	-	-	0	0
	- Other recovery operations	Ton	-	-	0	0
	Offsite recovery operations	Ton	-	-	0	0
	- Preparation for reuse	Ton	-	-	0	0
	- Recycling	Ton	-	-	0	0
	- Other recovery operations	Ton	-	-	0	0
	<b>Total non-hazardous waste diverted from disposal by recovery operation</b>	<b>Ton</b>	<b>-</b>	<b>-</b>	<b>5.43</b>	<b>45.43</b>
	Onsite recovery operations	Ton	-	-	0	0
	- Preparation for reuse	Ton	-	-	0	0
	- Recycling	Ton	-	-	0	0
	- Other recovery operations	Ton	-	-	0	0
	Offsite recovery operations	Ton	-	-	5.43	45.43
	- Preparation for reuse	Ton	-	-	0	0
	- Recycling	Ton	-	-	5.43	45.43
	- Other recovery operations	Ton	-	-	0	0
306-5	<b>Total waste directed to disposal</b>					
	<b>Total waste directed to disposal</b>	<b>Ton</b>	<b>0</b>	<b>1,505.00</b>	<b>986.00</b>	<b>1,966.21</b>
	<b>Total hazardous waste directed to disposal</b>	<b>Ton</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.04</b>
	Onsite disposal operations	Ton	0	0	0	0
	- Incineration with energy recovery	Ton	-	-	-	0
	- Incineration without energy recovery	Ton	-	-	-	0
	- Landfill	Ton	-	-	-	0
	- Other disposal operations	Ton	-	-	-	0

GRI	Performance Indicator	Unit	2019	2020	2021	2022
	Offsite disposal operations	Ton	0	0	0	0.04
	- Incineration with energy recovery	Ton	-	-	-	0
	- Incineration without energy recovery	Ton	-	-	-	0.03
	- Landfill	Ton	-	-	-	0.02
	- Other disposal operations	Ton	-	-	-	0
	<b>Total non-hazardous waste directed to disposal</b>	<b>Ton</b>	<b>0</b>	<b>1,505.00</b>	<b>986.00</b>	<b>1,966.17</b>
	Onsite disposal operations	Ton	0	0	0	0
	- Incineration with energy recovery	Ton	-	-	0	0
	- Incineration without energy recovery	Ton	-	-	0	0
	- Landfill	Ton	-	-	0	0
	- Other disposal operations	Ton	-	-	0	0
	Offsite disposal operations	Ton	0	1,505.00	986.00	1,966.17
	- Incineration with energy recovery	Ton	-	-	0	0
	- Incineration without energy recovery	Ton	-	-	0	0
	- Landfill	Ton	-	1,505.00	986.00	1,966.17
	- Other disposal operations	Ton	-	-	0	0

Remark:

1. The Company has reviewed and revised total GHG emissions data in 2021.
2. The data used to calculate the GHG emissions for electricity consumption (emission factor) is 0.499 tons of carbon dioxide equivalent per megawatt-hour, referenced from the Journal of Thailand Greenhouse Gas Management Organization (Public Organization) published in April 2022.
3. The data used to calculate direct GHG emission (Scope 1) covers fuel consumption for buildings and company owned vehicles, fire extinguisher, and the refrigerant for air conditioners in buildings.
4. The data used to calculate other indirect GHG emission (Scope 3) covers paper consumption, waste generated in operations, air and ground business travels as well as electricity consumption, refrigerant for air conditioners and fuel consumption of tenants.
5. Waste data are sourced from direct measurements.

"-" refers to no data.

## Reporting Boundary

This Sustainability Report 2022 covers performances of operations under Frasers Property Group in Thailand, as well as its subsidiaries and joint ventures that the Company has management and operational control including, industrial property and investment in related business, residential property business, and commercial property business.

Business/ Property	Economic	Environment				Social <sup>(1)</sup>
		GHG	Energy	Water	Waste	
<b>Residential property business</b>						
Townhome/ Twin house/ Single-detached house	●	●	●	●	●	●
<b>Industrial property and investment in related business</b>						
Factory and warehouse where its operations are under the control of the Company <sup>(2)</sup>	●	●	●	●	● <sup>(3)</sup>	●
<b>Commercial property business<sup>(4)</sup></b>						
Goldenland building	●	●	●	●	●	●
FYI Center	●	●	●	●	●	●
Samyan Mitrtown	●	●	●	●	●	●
Triple Y Hotel	●	●	●	●	●	●
Triple Y Residence	●	●	●	●	●	●
Panorama Gold and Country Club	●	●	●	●	●	●
Silom Edge	●	●	●	●	●	●
Modena by Fraser Bangkok <sup>(5)</sup>	●	● <sup>(6)</sup>	N/A	N/A	N/A	N/A
Mayfair Marriott Executive Apartment <sup>(5)</sup>	●	● <sup>(6)</sup>	N/A	N/A	N/A	N/A
The Ascott Sathorn and Sky Villas <sup>(5)</sup>	●	● <sup>(6)</sup>	N/A	N/A	N/A	N/A
Data coverage (%)	100	88.5	86.96	89.66	10.67	100

<sup>(1)</sup> Social refers to human resource and occupational health and safety data.

<sup>(2)</sup> Exclude development projects, building or warehouses under the Real Estate Investment Trust

<sup>(3)</sup> Exclude development projects that the Company have sub-leased its leasehold rights to Golden Ventures Leasehold Real Estate Investment Trust (GVREIT) including Park Ventures Ecoplex, Sathorn Square, and W Bangkok that the Company holds 20% of its shares. Thus, the Company does not have operational control.

<sup>(4)</sup> Hotel chain management with international standards is employed, thus, the Company does not have management authority.

<sup>(5)</sup> Covers other indirect GHG emissions (Scope 3) only

"N/A" indicates that the Company does not have management or operational control, thus, it is not included in the reporting boundary.

"-" refers to no data.

# GRI Content Index

<b>Statement of use</b>	Frasers Property (Thailand) Public Company Limited has reported in accordance with the GRI Standards for the period 1 October 2021 to 30 September 2022.
<b>GRI 1 used</b>	GRI 1: Foundation 2021
<b>Applicable GRI Sector Standard(s)</b>	GRI G4 Construction and Real Estate Sector (CRES). The Company will be validating its list of sustainability material issues with the latest GRI Sector Standard for the industry once it is published by GRI.

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION		
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION
<b>General disclosures</b>					
<b>GRI 2: General Disclosures 2021</b>	2-1 Organizational details	13, 16-17			
	2-2 Entities included in the organization's sustainability reporting	13, 108			
	2-3 Reporting period, frequency and contact point	13			
	2-4 Restatements of information	21, 107, 108			
	2-5 External assurance	13			
	2-6 Activities, value chain and other business relationships	16-17			
	2-7 Employees	92			
	2-8 Workers who are not employees	92			
	2-9 Governance structure and composition	36-37, One Report 2022 PDF p. 140-141			
	2-10 Nomination and selection of the highest governance body	37, One Report 2022 PDF p.154-156			
	2-11 Chair of the highest governance body	36			
	2-12 Role of the highest governance body in overseeing the management of impacts	20, One Report 2022 PDF p. 144-145			
	2-13 Delegation of responsibility for managing impacts	20, One Report 2022 PDF p. 144-146			

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION		
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION
	2-14 Role of the highest governance body in sustainability reporting	21			
	2-15 Conflicts of interest	34-35, 38-39, One Report PDF p. 162			
	2-16 Communication of critical concerns	23-25, 90-91			
	2-17 Collective knowledge of the highest governance body	34-45			
	2-18 Evaluation of the performance of the highest governance body	One Report 2022 PDF p. 148-149, 156-161			
	2-19 Remuneration policies	One Report 2022 PDF p. 148-149, 156-161			
	2-20 Process to determine remuneration	One Report 2022 PDF p. 148-149, 156-161			
	2-21 Annual total compensation ratio	99			
	2-22 Statement on sustainable development strategy	4-7			
	2-23 Policy commitments	34-35, 78, One Report 2022 PDF p. 144-145, 146-147			
	2-24 Embedding policy commitments	All chapters			
	2-25 Processes to remediate negative impacts	23-25			
	2-26 Mechanisms for seeking advice and raising concerns	38-39			
	2-27 Compliance with laws and regulations	34-45, 91			
	2-28 Membership associations	12			
	2-29 Approach to stakeholder engagement	23-25			
	2-30 Collective bargaining agreements	77			



GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION		
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION
<b>Material topics</b>					
<b>GRI 3: Material Topics 2021</b>	3-1 Process to determine material topics	21-25			
	3-2 List of material topics	21-22			
<b>Corporate Governance and Ethics</b>					
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	34-45			
<b>GRI 205: Anti-corruption 2016</b>	205-1 Operations assessed for risks related to corruption	88			
	205-2 Communication and training about anti-corruption policies and procedures	88-89			
	205-3 Confirmed incidents of corruption and actions taken	38			
<b>GRI 206: Anti-competitive Behavior 2016</b>	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	38, 90			
<b>Risk Management and Compliance</b>					
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	34-45			
<b>Technology and Innovation</b>					
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	27-31			
<b>GRI 203: Indirect Economic Impacts 2016</b>	203-1 Infrastructure investments and services supported	28-31			
	203-2 Significant indirect economic impacts	28-30			
<b>Data and Cyber Security Privacy Protection</b>					
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	44			
<b>GRI 418: Customer Privacy 2016</b>	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	44			
<b>Product Quality and Safety</b>					
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	46-49, 51-53			

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION		
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION
<b>GRI 416: Customer Health and Safety 2016</b>	416-1 Assessment of the health and safety impacts of product and service categories	46-47			
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	91			
<b>Energy Management</b>					
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	32-33, 56-58			
<b>GRI 302: Energy 2016</b>	302-1 Energy consumption within the organization	102-103			
	302-2 Energy consumption outside of the organization	103			
	302-3 Energy intensity	103			
	302-4 Reduction of energy consumption	32-33, 56-58			
	302-5 Reductions in energy requirements of products and services		a, b, c	Not applicable	Disclosure is not applicable due to FPT's nature of business.
<b>Climate Change</b>					
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	32-33, 56-58			
<b>GRI 201: Economic Performance 2016</b>	201-1 Direct economic value generated and distributed	87			
	201-2 Financial implications and other risks and opportunities due to climate change	32-33	a, i, iii, v	Information unavailable/incomplete	FPT aims to disclose TCFD report which shows climate-related risks and opportunities by 2030.
	201-3 Defined benefit plan obligations and other retirement plans	75-77			
	201-4 Financial assistance received from government	One Report 2022 PDF p. 187-197			
<b>GRI 305: Emissions 2016</b>	305-1 Direct (Scope 1) GHG emissions	102			
	305-2 Energy indirect (Scope 2) GHG emissions	102			
	305-3 Other indirect (Scope 3) GHG emissions	102			

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION		
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION
	305-4 GHG emissions intensity	102			
	305-5 Reduction of GHG emissions	56-58			
	305-6 Emissions of ozone-depleting substances (ODS)	102			
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions		a, b, c	Not applicable	Disclosure is not applicable due to FPT's nature of business.
<b>Waste Management</b>					
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	59-61			
<b>GRI 306: Waste 2020</b>	306-1 Waste generation and significant waste-related impacts	59-61			
	306-2 Management of significant waste-related impacts	59-61			
	306-3 Waste generated	105, 107			
	306-4 Waste diverted from disposal	105-106			
	306-5 Waste directed to disposal	106-107			
<b>Resource Efficiency (include Water Management)</b>					
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	62-63			
<b>GRI 303: Water and Effluents 2018</b>	303-1 Interactions with water as a shared resource	62-63			
	303-2 Management of water discharge-related impacts	62-63			
	303-3 Water withdrawal	103-104			
	303-4 Water discharge	105			
	303-5 Water consumption	105			
<b>Human Capital Development</b>					
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	82-85			
<b>GRI 404: Training and Education 2016</b>	404-1 Average hours of training per year per employee	98			
	404-2 Programs for upgrading employee skills and transition assistance programs	77, 82-85			

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION		
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION
	404-3 Percentage of employees receiving regular performance and career development reviews	98			
<b>Occupational, Health and Safety</b>					
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	70-77			
<b>GRI 403: Occupational Health and Safety 2018</b>	403-1 Occupational health and safety management system	70-77			
	403-2 Hazard identification, risk assessment, and incident investigation	70-77			
	403-3 Occupational health services	70-77			
	403-4 Worker participation, consultation, and communication on occupational health and safety	70-77			
	403-5 Worker training on occupational health and safety	70-77			
	403-6 Promotion of worker health	70-77			
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	70-77			
	403-8 Workers covered by an occupational health and safety management system	99-100			
	403-9 Work-related injuries	100-101			
	403-10 Work-related ill health	101			
<b>Community Development</b>					
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	65-69			
<b>GRI 413: Local Communities 2016</b>	413-1 Operations with local community engagement, impact assessments, and development programs	101			
	413-2 Operations with significant actual and potential negative impacts on local communities	65-69	a. i, ii	Information unavailable/incomplete	Information will be reported by 2023

# Reader Survey

Your suggestions on this Sustainability Report 2022 will be used to develop the next report's contents and disclosure format. Please tick  in the  and provide your suggestions in the back.

**1. Basic information**             Female                       Male

**2. Which stakeholder groups do you belong to as a reader of the Sustainability Report 2022?**

- Employee                       Customer and tenant    Investor and shareholder             Business alliance and partner
- Supplier and contractor    Government                       Creditor and financial institution    Society and community
- Landlord                       Other, please specify .....

**3. Through which channels did you receive this Sustainability Report 2022? (Select more than one item)**

- FPT's website                       Seminar                       FPT's employee
- Company visits                       Other, please specify .....

**4. What are the objectives of reading this Sustainability Report 2022? (Select more than one item)**

- As information for making 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 2022**

	High	Moderate	Low	Need improvement
After reading the disclosure, how well do you understand FPT's materiality issues?	<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 FPT’s materiality issues that are significant to you (Select more than one item)**

Governance	Environment	Social
<input type="checkbox"/> Technology and Innovation	<input type="checkbox"/> Climate Change	<input type="checkbox"/> Community Development
<input type="checkbox"/> Corporate Governance and Ethic	<input type="checkbox"/> Energy Management	<input type="checkbox"/> Occupational Health and Safety
<input type="checkbox"/> Risk Management and Compliance	<input type="checkbox"/> Resource Efficiency	<input type="checkbox"/> Human Capital Development
<input type="checkbox"/> Data & Cyber Security Privacy Protection	<input type="checkbox"/> Waste Management	
<input type="checkbox"/> Product Quality and Safety		

**7. Please provide suggestions for improving the information disclosure in FPT's Sustainability Report in the future.**

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**You can also submit this survey via an online channel by scanning QR Code or clicking**

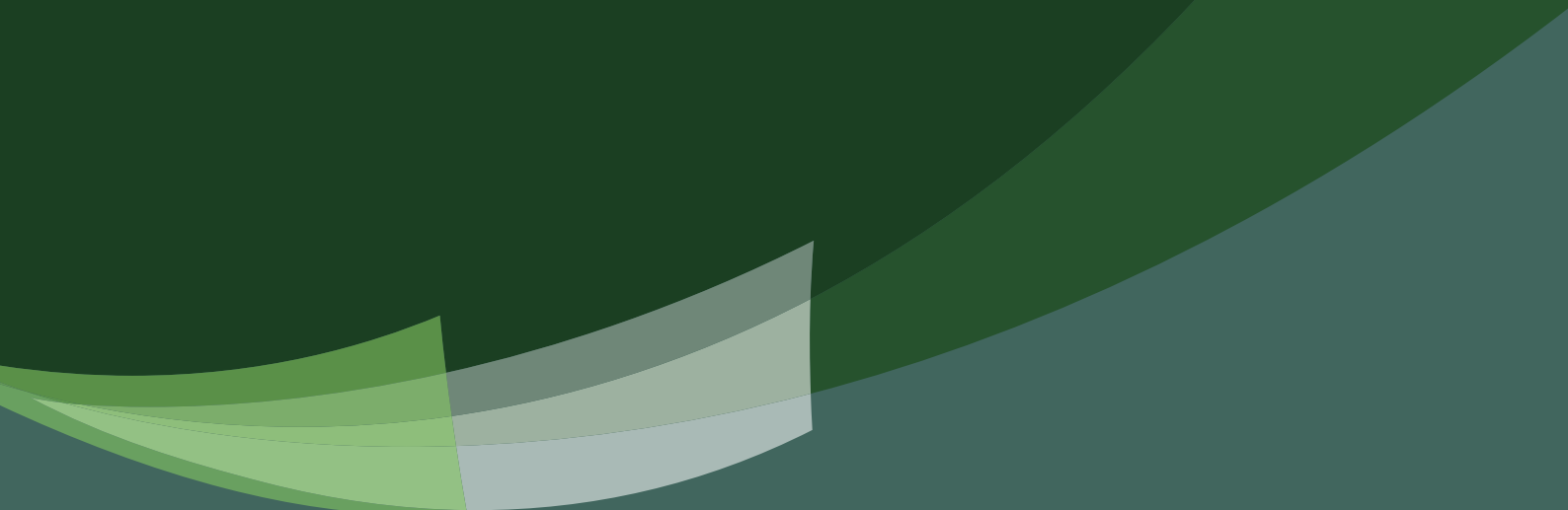
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Frasers Property (Thailand) Public Company Limited

would highly appreciate your valuable feedback.





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