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MESSAGE FROM
THE PRESIDENT AND CEO

Dear Shareholders,

Alliances between countries are becoming increasingly important in today’s business world. Recognising that such alliances can be in the economic interests of all involved parties and have the potential to be mutually beneficial, countries across the world are placing more and more emphasis on forming alliances and enhancing cooperation. In that same vein, countries in Southeast Asia are coming together to make preparations for the establishment of the ASEAN Economic Community (the “AEC”), a community that aims to foster a stable and equitable market that is also highly competitive in the global arena. For this integration to be successful, cooperation in multiple spheres is needed. Economic, social, and environmental matters have to be jointly worked on in order for the community to be effective in the long-run.

As a leading regional company, Thai Beverage has a significant part to play in the building of the AEC. Determined to be a beacon of excellence, we seek to facilitate the exchange of business, as well as arts and culture knowledge within the AEC; develop effective and efficient learning processes; raise up a new generation of capable businesspeople and forge a strong network among them; and establish a platform for the transference of knowledge from generation to generation.

Apart from stimulating sustainable economic development on a regional level, we are also dedicated to continually contribute to society through projects in various areas including education, sports, public health, arts and culture, as well as long-term social development. One key example is our annual “ThaiBev Unites to Fight the Cold” project, which has now been running for 14 consecutive years.

ThaiBev takes environmental issues seriously. We endeavour to run our business with consideration for the environment, and have put in place sustainable resource management policies and initiatives. In 2013, we developed more environmentally-friendly packaging, for example, by reducing the amount of aluminium used for our cans, as well as the amount of plastic used for the mouth of our bottles. Moreover, we supported and continue to support projects that aim to develop improved waste water treatment systems, better energy conservation methods, as well as sustainable production and consumption models. Our efforts have been recognised, and we have consistently received environmental conservation awards. We were honoured with several awards during the year, including the ‘Green Industry Award 2013, Level 4’ bestowed by the Ministry of Industry, the ‘3Rs (Reduce Reuse Recycle) Award 2013 for Waste Management’ conferred by the Department of Industrial Works, and the ‘Carbon Footprint 2013 Award’ given by the Thailand Greenhouse Gas Management Organisation under the Ministry of Natural Resources and Environment.

We are determined to build a strong business founded on sustainable development, and believe that ThaiBev can be a socially responsible company that cooperates with stakeholders from all sectors, both within and outside our organization. This determination is an important factor that will help us strengthen our business, enrich society, and progress sustainably.

Thapana Sirivadhanabhakdi
President and CEO
BE...ONE WITH YOU

Whether it is weathering through changing seasons, traversing tough environments, or overcoming difficult circumstances, there will always be deep camaraderie and understanding between Thais to rally together and help one another out.

ThaiBev is part of that intimate Thai connection. As a socially responsible company operating mainly in Thailand, we are never indifferent to cries for help amid unfortunate events and disasters in the country. We are committed to providing thorough and unbiased assistance to the affected in every possible way. To ensure that we are ever ready to cope with and provide aid in such unforeseen circumstances, ThaiBev partners various agencies to make advanced preparations and plans, and collaborates to implement them, when needed.

A country where everyone lives together harmoniously in a generous, warm, and cordial environment – that is the kind of Thailand we envision, and are dedicated to fostering.

Mathurada Laowan (A-jua) was the face behind the phrase “Khob Khun Jao” (“Thank you” in Northern Thai dialect) in the television commercial for the 5th annual “ThaiBev Unites to Fight the Cold” project.

At that time A-jua was just a 4-year-old girl. Now she is back to share the happiness and warmth, as part of the ThaiBev party that distributes blankets to her fellow countrymen at Doi Pui National Park in Chiangmai province. Sharing is a key value and a guiding principle for how A-jua leads her life.

A-jua will also be making an appearance in the television commercial for the 14th annual “ThaiBev Unites to Fight the Cold” project this year.
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BE...SUPPORTIVE OF YOUR PASSIONS

A firm believer in contributing to society and a fervent supporter of the arts and culture scene, ThaiBev sponsors the TPO and also has several other initiatives that seek to cultivate artistic talent in Thailand, as part of our corporate citizenship programme.

As we continue to do so, we hope that more people in Thailand and around the globe will get to enjoy Thai arts as the country’s praiseworthy pool of world-class artists widens and deepens.
ThaiBev is committed to preserving and passing on Thai arts and culture from generation to generation. The Company supports several music and performing arts programmes and organisations, including the Thailand Philharmonic Orchestra from Mahidol University and the Sugree Charoensook Foundation.
The exuberant sound of the Thai national anthem playing in world-class arenas after victories by Thai sportsmen and sportswoman is dear to Thais who revel in the sporting triumphs of our country. Just like how we support Thai sports teams as part of our commitment to develop potential and strive for excellence, we give our best to creating value for all our stakeholders. And as the Thai saying goes, "When Thais are determined to accomplish a mission, they are second to none in the world". This holds true for ThaiBev, and underlines our determination to scale greater heights, gaining worldwide recognition as we grow from strength to strength.

ThaiBev values and continuously supports various sport associations in Thailand, particularly volleyball, which companies in ThaiBev group have sponsored for more than 27 years.
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ThaiBev values and continuously supports various sport associations in Thailand, particularly volleyball, which companies in ThaiBev group have sponsored for more than 27 years.
In addition to recognition from both national and international agencies, Thai Beverage Public Company Limited takes pride in our outstanding business performance which has been commended by prestigious awards over the years. The awards reflect our ambitious intent to carry out business activities based on sustainable development guidelines, resulting in ThaiBev business growth and expansion at an international level, parallel with the emphasis and attention towards the environment, the society, and the nation, as well as all stakeholders, i.e., customers, business counterparts, agents, shareholders, and employees. Such determination has laid solid groundwork in response to competitive circumstances and possible changes in the future.

With this strong determination and ambition, ThaiBev and its subsidiary companies’ outstanding business performance have been commended and recognized by awards and international standard certifications for the year 2013 as a reflection of our sustainable development in every aspect across all segments in the society as follows:

**Green Industry Award 2013**
by the Ministry of Industry
Sura Bangyikhan Co., Ltd. / Pathum Thani Province (Level 4)
Sangsom Co., Ltd. / Nakhon Pathom Province (Level 3)
The award recognizes companies committed to doing business in an environmentally friendly way to achieve sustainability goals by developing and continuously improving on production process and environmental management, including corporate social responsibility both internally and externally throughout the supply chain.

**3Rs Award 2013 for Waste Management Based on 3Rs Principle**
by Department of Industrial Works
Simathurakij Co., Ltd. / Nakhon Sawan Province
Thanapaladi Co., Ltd. / Chiang Mai Province
Beer Thai (1991) Public Company Limited / Ayutthaya Province
The awardees have passed the assessment on effective waste management in the factory based on the 3Rs principle, including waste management in the industrial sector, promotion of renewable waste usage, and reduction of the amount of waste to be eliminated.

**7th National Excellence Award for Workplace with Excellence in Safety, Occupational Health, and Workplace Environment for the year 2013**
by Department of Labor Protection and Welfare, Ministry of Labor
Mongkolsumai Co., Ltd. / Uttaradit Province (7 consecutive years)
Sura Bangyikhan Co., Ltd. / Pathum Thani Province (6 consecutive years)
Ludchada Liquor Trading Co., Ltd. / Ratchaburi Province (6 consecutive years)
Nateechai Co., Ltd. / Surat Thani Province (6 consecutive years)
Theparunothai Co., Ltd. / Nong Khai Province (4 consecutive years)
Kanlan Co., Ltd. / Khon Kaen Province (3 consecutive years)
Athimart Co., Ltd. / Buri Ram Province (2 consecutive years)
S.S. Karnsura Co., Ltd. / Ubon Ratchathani (2 consecutive years)
Kanchanasingkorn Co., Ltd. / Kanchanaburi Province (1st year)
Beer Thai (1991) Public Company Limited / Ayutthaya Province
Beer Thip Brewey (1991) Co., Ltd. / Ayutthaya Province
Cosmos Brewery (Thailand) Co., Ltd. / Ayutthaya Province
The award honors factories which operate in compliance with the standard for safety, occupational health, and workplace environment on the premises.
Carbon Footprint 2013
by Thailand Greenhouse Management Organization (Public Organization)
Ministry of Natural Resources and Environment
Cosmos Brewery (Thailand) Co., Ltd. / Ayutthaya Province
The award commends companies who place an emphasis on technological management and the adjustment of manufacturing processes, with an aim to efficiently reduce greenhouse gas emissions causing the global warming. The 540-ml. glass bottled “Chang Classic” is the first and sole beer product in Thailand to be granted the carbon footprint symbol.

Excellence Award for Healthy Workplace 2013
by Department of Health, Ministry of Public Heath
Simathurakij Co., Ltd. / Nakhon Sawan Province
The award honors companies with an emphasis and attention towards workplace environmental management in contribution to a healthy workplace, as well as arrange activities which promote employees’ well-being and health in the workplace.

Workplace Model Award, Silver Level, in the category of Standard Group, representing as the model for the National Contest 2013
by TO BE NUMBER ONE Club
Kankwan Co., Ltd. / Khon Kaen Province
Mongkolsamai Co., Ltd. / Uttaradit Province
The award recognizes companies for their efforts in promoting, preventing, and solving drug problems, as well as jointly raising awareness and generating popular trends conducive to preventing and solving drug problems in the workplace.

Certificate for the Drug-Free Workplace
by the National Command Center for Drugs (NCCD), Uttaradit Province
Mongkolsamai Co., Ltd. / Uttaradit Province
The certificate honors companies which have been outstanding in preventing and solving drug problems, jointly raising awareness and generating popular trends conducive to preventing and solving drug problems in the workplace, as well as acting as a role model for youth and people in the community.

Certificate for the Workplace with Drug Prevention and Solution Standard
by Labor Welfare Division, Department of Provincial Labor Protection and Welfare
S.S. Karnsura Co., Ltd. / Ubon Ratchathani Province
Athimart Co., Ltd. / Buri Ram Province
Thepananothai Co., Ltd. / Nong Khai Province
Sura Piset Thipharat Co., Ltd. / Kanchanaburi Province
The certificate honors companies which meet compliance standards for business enterprise drug prevention and solutions.

ASO-T Thailand Award, Silver Level
by Labor Welfare Division, Ministry of Labor, and Department of Disease Control, Ministry of Public Health
Thanapalaki Co., Ltd. / Chiang Mai Province
The award recognizes companies for their efforts in preventing the spread of HIV as well as in alleviating discrimination against HIV-infected people.
Environmental Management System for SMEs Award in compliance with the stipulated criteria by Department of Industrial Works
Mongkolsamai Co., Ltd. / Uttaradit Province (Level 1)
Thanapalaki Co., Ltd. / Chiang Mai Province (Level 2)
The award honors factories which have been outstanding in implementing good environmental management systems through effective cooperation with the community.

Certificate of Participation in the Project "Promotion and Development of Water Management in Industrial Factory in the Upper Central Province 1 for the Year 2013" by the upper central province 1 (Ayutthaya, Nonthaburi, Pathum Thani, and Saraburi)
Sura Bangyikhan Co., Ltd. / Pathum Thani Province
The award has been granted to factories with outstanding efforts in reducing water usage and waste water, meeting the waste water quality standard of Ministry of Industry, and reusing treated waste water.

Thanapalaki Co., Ltd. / Chiang Mai Province
The award honors factories which have been outstanding in providing training for the improvement of energy efficiency under the human resources development project.

2013 Corporate Governance Award by Office of the National Anti-Corruption Commission
Theparunothai Co., Ltd. / Nong Khai Province
The award has been granted to companies which adhere to corporate governance principles of information disclosure, transparency, and integrity.

Certificate of the 2013 Science for Excellence Project by The Senate
1. “Palletizer” Project
   Mongkolsamai Co., Ltd. / Uttaradit Province
2. “Renewable Use of Waste Water from Spirits Production in Alcoholic Fermentation Process” Project
   Sura Bangyikhan Co., Ltd. / Pathum Thani Province
3. “Fixed Robot” Project
   Fuengfuanant Co., Ltd. / Prachin Buri Province
The certificate honors companies which have been outstanding in applying scientific and technological knowledge to create concrete benefits for society.

Certificate of Participation in Environmental Governance Activities by the Federation of Thai Industries, Kanchanaburi Province
Kanchanasingkorn Co., Ltd. / Kanchanaburi Province
The certificate recognizes factories which participate in Environmental Governance Activities and gain the community's cooperation.

Award for Good Cooperation in the River Preservation and Restoration 2013 by Ministry of Industry
Kanchanasingkorn Co., Ltd. / Kanchanaburi Province
Sangsom Co., Ltd. / Kanchanaburi Province
Sangsom Co., Ltd. / Nakhon Pathom Province
The award has been granted to factories which have practiced good cooperation with the community with regards to river preservation and restoration.

Outstanding Workplace in Labour Relations and Welfare Award by Department of Labor Protection and Welfare, Ministry of Labor
Kankwan Co., Ltd. / Khon Kaen Province (7 consecutive years)
Sura Bangyikhan Co., Ltd. / Pathum Thani Province
S.S. Karnsura Co., Ltd. / Ubon Ratchathani Province
Sura Piset Thipharat Co., Ltd. / Kanchanaburi Province (1st year)
The award recognizes companies which promote employee development to ensure systematic and continuous competency.
Certificate of Appreciation as Supporter for Organizing Activities on the 2013 World Environment Day
by Raknaphong Community, Khon Kaen Province

Kankwan Co., Ltd. / Khon Kaen Province
The certificate has been awarded in honor of companies which provided support for organizing activities on 2013 World Environment Day.

Certificate of Appreciation as Supporter for the 2013 Project of Aluminum Recycling to Make Prosthetic Legs under the Royal Patronage
by Pollution Control Department

Kankwan Co., Ltd. / Khon Kaen Province
The certificate expresses appreciation to companies which support the recycling of aluminum to make prosthetic legs under 2013 project which enjoys royal patronage.

Award of Appreciation as Supporter for the 2013 Northeast Agricultural Day
by Khon Kaen University and Ministry of Agriculture and Cooperatives

Kankwan Co., Ltd. / Khon Kaen Province
The award expresses appreciation to companies which support the Northeast Agricultural Day.

Outstanding Workplace in Labor Relations and Welfare Award 2013
by Ministry of Labor

Cosmos Brewery (Thailand) Co., Ltd. / Ayutthaya Province
Beer Thip Brewey (1991) Co., Ltd. / Ayutthaya Province
Athimart Co., Ltd. / Buri Ram Province
Sura Piset Thipharat Co., Ltd. / Kanchanaburi Province
The award recognizes companies which promote employee development to ensure systematic and continuous competency.

Outstanding Workplace in the Promotion of Labor Skill Development Award 2013
by Ministry of Labor

Sura Bangyikhan Co., Ltd. / Pathum Thani Province
The award recognizes companies which promote the development of employees to ensure continuous and systematic competency.

Outstanding Workplace in Labor Relations and Welfare Award 2013
by Ministry of Labor

Sura Bangyikhan Co., Ltd. / Pathum Thani Province
The award recognizes companies which promote employee development to ensure systematic and continuous competency.
ThaiBev believes that internal and external stakeholders need to be taken into account for sustainable development in addition to business, industrial, and economic contributors. Thus, the Company is determined to build sustainable growth based on corporate governance and to encourage active participation from all parties, which is summarized as follows:

**Shareholders**

ThaiBev was listed in the Singapore Stock Exchange (“SGX”) in May 2006. The Company has carried out its business with transparency and corporate governance with the aim to ensure that our business practice conforms to international standards. We adhere to compliance with the law, rules and regulations of SGX in order to maximize benefits and yield sound returns to shareholders on a continuous basis. ThaiBev allows both retail and institutional shareholders to express their opinions in Shareholders’ Meetings, and continually discloses Company information in its annual report, through SGX and the Company’s website.

**Employees**

ThaiBev believes that employees are a key mechanism to achieve business operations and sustainable development. The Company therefore takes care of our employees’ life quality development, and complies with human resources management principles based on fairness and equality. We also promote staff development by providing knowledge together with improving skills and individual capability, as well as provide employees with the opportunities to learn and exchange operating results efficiently from best practices among personnel, team members, and functions. This not only contributes to enhanced work efficiency and positive outcomes to the organization, but also creates opportunities for career growth and advances.

Nevertheless, ThaiBev does not only focus on knowledge development for our employees, but also encourages adhering to proper ethics and values i.e. the following ThaiBev Core Value containing 7 alphabets, 9 words, and 9 definitions:

- **T** Team Spirit
- **H** Heart
- **A** Accountability
- **I** Initiative
- **B** be Best – be Bold – be Bright
- **E** Efficiency
- **V** Virtue
Customers

With the intention to deliver products to consumers for their ultimate benefits and satisfaction, ThaiBev places an emphasis on product innovation and development with the aim to respond to customer demands. Our products are eco-friendly and manufactured from top quality raw materials. They undergo world-class advanced production technologies which are hygienic and energy-saving with an awareness on the environmental impact. All processes are designed to deliver the best products for consumers.

Business Counterparts

ThaiBev treats our business counterparts with honesty and fairness and places importance on supporting our contributors’ businesses by jointly providing advice and useful information for business operation in order to increase capability in cutting-edge technology. In addition, related knowledge has been provided on a regular basis through the “ThaiBev Family Business Programme” under the initiative project called “ThaiBev Family” with an aim to raise the capability of agents’ business successors in efficient beverage business management, which leads to sustainable business growth over following generations.

Society

ThaiBev is aware of its responsibility to giving back to and sharing with society. As such, ThaiBev places an emphasis on generating benefits and value through creative means, and focuses on extending and expanding the outcome under the guidelines on development and cooperation for social sustainability in terms of career, education, and environment in the community. These will improve the quality of life of the community and society so as to ensure genuine happiness, smiles, and long-term self-reliance. The Company has formulated and carried out various plans in the areas of community development, creation of awareness on moderate drinking, arts and cultural promotion, as well as environmental and disaster mitigation. In this regard, the Company places an emphasis on enhancing participation of the community, employees, business counterparts and agents, as well as developing the “prototype” for further dissemination to other society or community under the project of prototype creation.
**Good Corporate Governance**

ThaiBev adheres to good corporate governance principles, and conducts our business with effectiveness, transparency, and clarity. In addition to our compliance with all applicable laws and regulations, we aim to be a role model of professionalism, transparency, and good corporate governance to build trustworthy relationships with our shareholders, investors, employees, customers, stakeholders, and all concerned parties.

The Annual Report for the year 2013 presents a good corporate governance report which explains the structure and procedures of ThaiBev for corporate governance disclosure, operating results, as well as future business opportunities. It also includes development guidelines for organizational sustainability among Board of Directors, Management Committee, and shareholders, in order to create competitive advantages. It also focuses on providing support and boosting business performance of customers for the long lasting prosperity, as well as adding values to shareholders in the long run, with consideration to both internal and external stakeholders.

**Business Ethics and Fair Business Conduct**

In order for a business to grow and prosper in a sustainable manner and gain social acceptance in the community, one of the most important factors is that the Company must conduct its business ethically. Part of the process to promote ethical practice within the organization is to establish its own ethical standards, to let it be known to everyone within the organization and to ensure that such standards are strictly adhered to and maintained consistently. The business Ethics of ThaiBev consists of four interrelated parts as follows: Business Ethics of the Company, Ethics of the Directors, Ethics of the Executive Officers, and Ethics of the Employees.

ThaiBev adheres to responsibilities of all stakeholders, comprising the Company, shareholders, the stock exchange, customers, business counterparts, executives, and employees, including the community, the society, the environment, and the nation, by complying with the ethical considerations and the scope of morality. Giving, offering to give, or soliciting, including receiving or accepting bribes in any circumstances are not permitted by the Company.

ThaiBev is determined to conduct its business honestly, lawfully, morally, and ethically. We have a transparent process of work and adhere to and comply with good corporate governance policy. Therefore, our Business Ethics are shared with personnel of all levels, including directors, executives, and employees in order to ensure that such standards are strictly adhered to and maintained in a consistent manner.
Risk Management Policy and Anti-Corruption

ThaiBev operates its business with prudence for corporate, social, and environmental sustainability. Therefore, ThaiBev’s Board of Directors resolved to establish the Risk Management Committee to take charge in ensuring efficient and effective management of risks with consideration on possible risks arising out of internal and external factors, assessing and monitoring the circumstances, including establishing risk management guidelines in a suitable and timely manner for the business continuity, as well as maintaining compliance with laws and environmental control in contribution to sustainable development of ThaiBev. In this regard, the Risk Management Committee prepares the risk management report to be published in the Annual Report 2013.

- **Walk Run Fun Bike Anti-Corruption**

ThaiBev led more than 130 employees who are concerned about health and exercise to participate in a 5-10 kilometer walking and running event called “Walk Run Fun Bike Anti-Corruption 2013” organized by the Anti-Corruption Organization of Thailand (ACT) at Sanam Luang Park. Undergraduate grantees under the ß Young Entrepreneur Program from the University of the Thai Chamber of Commerce also joined this activity.

Policy on Human Resources and Fair Labor Treatment

ThaiBev’s success is partly derived from dedication, perseverance and working to the best of ability of all employees. This is regarded as its fundamental strength to lead the organization to achieve growth and sustainable development, especially when encountering major economic and social challenges from the upcoming ASEAN Economic Community (AEC). Therefore, it is essential that ThaiBev and its subsidiary companies develop employees’ capability to be globally competent, as well as to pay attention to the quality of professional life in order to continue achieving excellent work performance.

Over the past year, ThaiBev has placed importance on ensuring that human resources management processes be rapid, efficient, and fulfill organizational requirements with appropriate consideration. This is done by continuously enhancing the understanding of employees across the Company about ThaiBev Core Values, in alignment with the determination to actualize the “2013 Year of Greater Efficiency”, and initiating a contest under the project to increase work efficiency. This had an emphasis on creativity, teamwork, and maximum benefits for the organization and workforces, as well as disseminating concepts and innovations to be further applied to various functions in the organization.
In addition, ThaiBev is determined to develop employees’ competency together with cultivating morality and ethics based on fair and clear assessment practices, as well as to provide career advancement opportunities for employees through training courses. These are in alignment with and support the business strategy of the Company. We also maintain the knowledge management project, internal trainer development, and human resources development in order to accommodate future business expansion in the ASEAN region.

• **Scholarship Program for the Children of Employees 2013**
Recognizing the importance of providing educational support for the children of employees with consistent academic excellence and easing the financial burden of employees, ThaiBev and most of its subsidiary companies continue to select high performance employees together with employees’ children with academic excellence as scholarship awardees for the fourth consecutive year. The scholarship criteria and selection process are determined by the working committee on the scholarships for the children of employees without limitations on the areas of study. There are 2 types of scholarships as follows:

  - **General Scholarships**
    This scholarship is categorized into the following 5 educational levels i.e. elementary school (1st – 6th Grade), middle school (7th – 9th Grade), high school (10th – 12th Grade), vocational education, higher vocational education, and university education (undergraduate).

  - **Special Scholarships (White Elephant Project)**
    This scholarship provides support for the higher education of children of employees with distinguished academic excellence from the second academic year onwards. Special consideration is given to any White Elephant Project’s scholarship grantee who wishes to apply for work at ThaiBev or its subsidiary companies after graduation.

• **Labor Skill Development for Blue Collar Employees**
The promotion of knowledge and competency development for employees in the organization for the purpose of sustainable development and self-reliance does not only contribute to corporate cost savings, but the design of machines, inventions, including innovative outcomes will be also awarded with intellectual property patent rights. Some examples are as shown below.

  - The invention of Carton Erector, Carton Sealer, and Carton Packer by blue collar employees of breweries and distilleries to replace human labor which minimizes our reliance on technology which needs to be purchased from foreign suppliers

  - The development of Palletizer and Bulk Glasses Depalletizer

  - The development of customizable Programmable Logic Controllers (PLC)

  - The production of chemical substances, such as conveyor lubricants, cleaning solution for gutters or tanks cleaning systems, and so on in order to enable customization to fulfill users’ requirements

In addition, ThaiBev continuously supports and promotes research and development. As a result, subsidiary companies in ThaiBev Group have been certified by Research and Development Certification Committee under the supervision of the National Science and Technology Development Agency to undertake technological research and development. Several other research works have also been certified by this agency.
ECONOMIC SUSTAINABILITY
AND CONSUMER ACCOUNTABILITY

Economic Sustainability

Aligned with ThaiBev’s key objective to build growth, the economic management of the Company is based on domestic and overseas expansion together with social and environmental accountability. This builds balanced value for related parties of all functions and lead to sustainable growth.

In 2012, the Company invested in shares of Fraser and Neave, Limited ("F&N"), a Singapore-based leading beverage and distributor with a long-established history and various renowned products on a regional level. We consider the investment as a synergy to our beverage business to be expanded to new markets with a focus on the ASEAN countries which hold the economic growth, in line with our long-term strategy.

The 2013 operating results saw total revenues from sales of Baht 155,771 million, or the decrease of 3.3 percent, and net profit of Baht 19,002 million, or over 11.1 percent growth when compared to the year 2012. The increase in net profit was a result of our leadership in the domestic beverage business, with readiness in terms of production bases, extensive distribution network, and potential to expand to regional beverage business.

### Financial Highlights (Unit: Million Baht)

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<th>2013</th>
<th>2012</th>
<th>2011</th>
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<tr>
<td><strong>Income / Expenses</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Revenues from sales</td>
<td>155,771</td>
<td>161,044</td>
<td>132,186</td>
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<tr>
<td>Net profit</td>
<td>19,002</td>
<td>28,760</td>
<td>11,967</td>
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<tr>
<td><strong>Assets / Liabilities</strong></td>
<td></td>
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<td></td>
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<tr>
<td>Total assets</td>
<td>183,329</td>
<td>207,686</td>
<td>99,362</td>
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<tr>
<td>Total liabilities</td>
<td>85,336</td>
<td>122,714</td>
<td>36,159</td>
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<td><strong>Dividend payment</strong></td>
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<td>Dividend paid</td>
<td>11,048</td>
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</tr>
</tbody>
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• C ASEAN Centre
Upon the framing of the ASEAN Charter which has been in effect since December 2009, the policy to increase cooperation within the region to create a community that is strong in its law enforcement has been adopted. The plan to form the ASEAN Economic Community (AEC) will also act as support for the movement toward achieving the goal by the year 2015 so that there is a free flow exchange of investments, skilled labor and capital as ascribed in the AEC blueprint.

ThaiBev recognizes the importance of these phenomena because economic cooperation essential to elevate the standard of living in ASEAN which will lead to sustainability in other areas of development. Therefore, we have set up the C ASEAN Centre on April 29, 2013 with the missions of the center as follows:
1. To create a center of learning with a focus on business start-ups, arts and culture in the ASEAN region
2. To build an efficient network within the ASEAN community
3. To be a platform for the exchange of knowledge in business, arts and culture for future generations

Responsibility toward Consumers
Thai Beverage, as a Total Beverage company, is determined to promote the concept of responsible drinking by collaborating with the Thai Foundation of Responsible Drinking (TFRD) in setting up training programs for our employees in the customer related field. We support projects and activities to serve this objective.

• ThaiBev’s Customer Service Centre
At ThaiBev, feedback from interested persons, both inside and outside the organization are considered of high importance. A Customer Service Centre hotline has been set up at 02-617-6500 to welcome suggestions and feedbacks, answer enquiries and take complaints from our customers 24 hours a day, 7 days a week. The center’s main missions are to make sure that all enquiries relating products from our company as well as those of our related companies get answered and to provide help for our consumers in all circumstances. This is to ensure maximum satisfaction and to better serve our consumers by working efficiently. The center will also employ tracking and automatic systems to respond to complaints and enquiries within a short time frame. The center will be constantly and continuously audited by an internal unit with the primary goal to take care of our customers and interested persons both inside and outside the organization, in relation to ThaiBev’s products.
Social and Community Development Aspect

ThaiBev is dedicated to our notion of being a company with accelerated business growth coupled with a strong sense of social accountability, by giving back to the society in more ways than one. It is this core concept that has given birth to the numerous projects in which we are able to build and develop communities, strengthen the society and help people practice sustainable self-reliance and make an honest living, as well as be able to live together harmoniously within the community.

“Village Development Partnership Project” was established due to our belief in the value and importance of granting opportunities to youths, as well as other community members, especially those in the vicinity of our subsidiary companies throughout the country. These opportunities are broadly given to support education, public health, arts and culture, music, sports, and environment, all of which make up the foundation for good standards of living which will lead to social sustainability. The Company has organized and participated in the following projects and activities.

• "Chang Helps Changs" Project
To support sustainable coexistence between communities and elephants, ThaiBev collaborates with several governmental and non-governmental entities, such as World Wildlife Fund (WWF), Kui Buri National Park and Chiang Mai University, to conduct research and develop strategies to conserve elephants by helping wild and domesticated elephants develop their water and food resources.

"Wild elephants": In association with the Foundation for the King’s Wild Elephant in Kui Buri District, Prachuabkirikhan Province

"Domesticated elephants": In collaboration with Faculty of Veterinary Science, Chiang Mai University

We supported the entity that conducts research on elephants by sponsoring vehicles as "Chang Helps Changs" mobile clinics, facilitating volunteers in quick response units to assist injured or sick elephants. Additionally, we played a part in the adoption of various initiatives by academic institutions and research centers that administer activities to conserve elephants and wild elephant food sources in the forest of the northern region of the country.

ThaiBev is part of the sustainable Kuiburi wild elephant conservation

ThaiBev presented a "Chang Helps Changs" mobile clinic to Elephant Research and Study Centre, Faculty of Veterinary Science, Chiang Mai University to act as a quick response unit in assisting elephants in emergency cases.
• **Promoting Awareness on Elephant Conservation**

ThaiBev organized the “Promoting Awareness on Elephant Conservation” activity for community leaders and youths from Pa Teng Wittaya School, Kaeng Krachan District, Petchburi Province at the Elephant Health and Wildlife Clinic of Wildlife Unit, Animal Hospital, Kasetsart University, Kamphang Sean Campus, Nakhon Pathom Province. The primary aim of the project was to impart knowledge and promote awareness on various aspects of an elephant’s life, such as how to nurse and cure elephants injured by hunters, how to perform artificial insemination on elephants, how to build water and food resources for elephants, and the importance of lives and the livelihood of the communities which have to coexist with wild elephants in the targeted areas.

• **“Chang Helps Changs” Fundraising Concert**

One of the “Chang Helps Changs” activities was raising funds to support the resolution of issues arising from the coexistence between communities and elephants. ThaiBev, in association with Petchburi Province, set up the “Carabao for Chang Helps Changs” charity concert from which all funds raised were allocated to taking care of and solving the problems of wild elephants within Petchburi Province, and for elevating the standards of living for people in the area so that they may live peacefully with elephants.

• **“School Bird” Project**

ThaiBev and the Population and Community Development Association (PDA) have been in collaboration for the past 10 years on the Village Development Partnership (VDP), with a goal to promote and develop the quality of life of people in the community so that they may achieve sustainable and good standards of living.

In 2013, ThaiBev and PDA planned the “Quality of Life Developing” project with the goal to build a school or an academic institution to be the center of the community (School Bird). With help from local administrative units as well as other parties concerned, such as scholars, children, youths, villagers, parents and guardians, the School Bird project will play a key role in the entire development process of the community. The goal is to make the village a prototype for other nearby villages and tambons so that they may be able to adapt the concept to their localities and build up strong and sustainable communities.

The School Bird project’s pioneer efforts are in the area of Baan Tha Toom School, Prachinburi Province, with the cooperation from those within the community to set up a strategic plan to ameliorate living standards by means of several activities, like practising off-season agriculture, bookkeeping, and opening up workshops to train people in what they can do to earn a living.
• "Tambons with Honest Livelihood" Project
ThaiBev, in conjunction with Honest Livelihood Foundation, search for tambons that are proactive in developing their management capability in accordance with the model scheme of creating a “Sufficiency Economy” that accords with local uniqueness and resources.

This project received help from many cooperative groups, including developers, foundations, entrepreneurs, scholars, and marketing experts who came together to brainstorm and suggest solutions to problems that hindered the development of the community. There are currently 3 pilot projects in 3 regions, namely Tambon Khao Than in Surat Thani Province, Tambon Phon Thong in Chaiyaphum Province and Tambon Bua Yai in Nan Province. These projects are now putting plans from their model schemes into practice with the villagers and the targeted community so that they may achieve sustainable self-reliance and be the prototype for the development of other localities.

• “Building Good Communities with a Smile” Project
ThaiBev places great emphasis on the welfare of Thai children and youths who will be the future of this country, especially those residing in remote areas. Thus, we have organized the “Building Good Communities with a Smile” project for two consecutive years. The project involves a team of knowledgeable speakers and trainers in the fields of arts, sports and cultures visiting 12 targeted communities to share experiences, develop skills and encourage extra-curricular learning. Not only did the project put smiles on the faces of the children and youths in the targeted communities, but it also helped inspire them for their future.

This is another impactful activity from the “Village Development Partnership” project which has helped strengthen communities and will continue to reach all regions of Thailand in the hopes of continually creating perpetual smiles.
ThaiBev started the “ThaiBev Safe Driving Programme” in 2004 with the aim to raise awareness of safe driving as well as encourage discipline and responsibility on the roads. For this project, we have been in continuous cooperation with public and private organizations, including Royal Thai Police Headquarter, Department of Land Transport, Don’t Drive Sleep-Deprived Fund, Don’t Drive Drunk Foundation and press ally, Jor Sor 100.

“ThaiBev Unites to Fight the Cold” Project
It has been 14 years since ThaiBev started our “ThaiBev Unites to Fight the Cold” project in cooperation with the Department of Disaster Prevention and Mitigation under the Ministry of Interior, to bring warmth by means of green blankets to our fellow citizens who are afflicted by the cold. Due to our strong determination and firm belief in the concept of “Thais Give Thais”, this is one of our well-known projects in which all Thai people have given us recognition for. With the project extending into its 14th year, we have cumulatively distributed over 2.8 million green blankets amounting to more than 500 million baht. The length of all the distributed blankets combine to 5,690 kilometers, three times the distance from Bangkok to Mae Sai. ThaiBev is committed to giving back to communities and the country, and will continue the “ThaiBev Unites to Fight the Cold” project to put smiles on people’s faces.

Education
ThaiBev believes that education is one of the pivotal foundations of a successful life. Those with the determination to study and seek knowledge must always strive to constantly accumulate knowledge, ability, and skills in order to be successful. ThaiBev recognises the importance of supporting and developing education, and hence provides a variety of projects and activities which promote the development of pedagogies and enhancement of children’s potentials. The Company has sponsored the country’s education through the following projects.

“8 Young Entrepreneur” Programme
ThaiBev, through our Sirivadhanabhakdi Foundation, and in association with the Thai Chamber of Commerce, initiated the “8 Young Entrepreneur” programme under the Bachelor of Business Administration Programme in Entrepreneurship, University of the Thai Chamber of Commerce, with the aim of creating high potential entrepreneurs for local and international business, as well as cultivating students’ awareness of morality, ethics and social responsibility.

Students who are participants in the “8 Young Entrepreneur” programme receive opportunities to develop their entrepreneurial skills, learn from real-life experiences of the country’s leading business persons, and supplement their knowledge on starting
a business through to achieving their business goal. In addition, they will also get a chance to go on fieldtrips, gain work experience from working during their summer school holidays and partake in community service programmes carried out by the Company throughout the year.

The “ß Young Entrepreneur” programme has 3 classes of students now, as follows:
- 1st year Class: a total of 34 students are currently enrolled in the junior year
- 2nd year Class: a total of 42 students are currently enrolled in the sophomore year
- 3rd year Class: a total of 38 students are currently enrolled in the first year

• Funding the construction of the "96th year Dhamma Punya Badi Building"
The Company realizes the importance of making education accessible for youths in the community. Through our Sirivadhanabhakdi Foundation, we funded 10 million baht to construct the “96th year Dhamma Punya Badi Building”, which is equipped with the relevant infrastructures for teaching and learning, such as book shelves, desks, chairs and computers. The building was presented to Trashu Temple Community School, Baan Mhor Sub-district, Phromburi District, Sing Buri Province.

• Funding the construction of the “Army Medical Field Service School Building”
In keeping with our emphasis on education, ThaiBev supported the construction of the “Army Medical Field Service School Building” through our Sirivadhanabhakdi Foundation. The place serves as a platform for teaching and learning, and for students to accumulate both vocational and military knowledge and skills. The building will be of use to students from the Army Medical Field Service School and other military units in accordance with the Royal Thai Army’s Policy of attending a minimum of 16 classes annually.

The “Army Medical Field Service School Building” is a spacious 6-storey building which is divided into classrooms, workshop rooms, laboratories, library, cafeteria, and sleeping quarters on the top floor which accommodate up to 100 beds.

• “HRH Princess Naradhiwas Rajanagarindra’s Teacher Award”
In addition to support and opportunities granted to students, ThaiBev also recognizes the importance of teachers who are determined and devoted to nurturing the youths of the nation. The “HRH Princess Naradhiwas Rajanagarindra’s Teacher Award”, which is part of Pra Metta Somdej Yah Projects, has been given to several outstanding teachers who were selected from different backgrounds, namely volunteer teachers, teachers from learning centers for Thai hill tribe people, teachers from Border Patrol Police, teachers in the Basic Education Commission and teachers who work in the remote highlands (9 Provinces in the North of Thailand) and 3 Provinces in the deep South.

The “HRH Princess Naradhiwas Rajanagarindra’s Teacher Award” not only serves as a way to honor and give recognition to the teacher as an example for other teachers, students and the general public, but also serves as a way to commend these teachers on their good work so that they are encouraged to continue their service to the country.

Turning our strong determination towards the act of giving, the Company is resolute in continuing the support extended to various projects which benefit the society.
ThaiBev believes that good health is the best capital people can possess to engage in activities that are beneficial to themselves, the society, and the country, as well as enable them to live a contented life. Therefore, we recognize the necessity in promoting the levels of public health through a variety of projects by both governmental and private entities which provide healthcare services, conduct health studies and research as well as purchase medical equipment. In our continued effort, we aim to help general patients, less-fortunate patients and impoverished patients as well. The projects that ThaiBev has sponsored throughout the year in 2013 include the following:

• Funding the construction of Bhumirajanagarindra Kidney Institute Hospital, Asia’s leading kidney institute, to offer to His Majesty the King as a contribution to his charity fund

ThaiBev, through our Sirivadhanabhakdi Foundation, provided funding for the construction of the Bhumirajanagarindra Kidney Institute Hospital and its medical equipment to offer to His Majesty the King as a contribution to his charity fund in 2006, to commemorate the 60th anniversary of His Majesty’s coronation. The construction took a little more than 2 years to complete and the hospital was open to the public for OPD services in August 2012. On 18 August 2007, Her Royal Highness Princess Maha Chakri Sirindhorn graciously named the hospital “Bhumirajanagarindra Kidney Institute”, derived from the names of His Majesty the King and the late HRH Princess Galyani Vadhana, Krom Luang Naradhiwas Rajanagarindra, the great Royal Patrons of patients. On 28 September 2007, HRH Princess Maha Chakri Sirindhorn magnanimously accepted the role to be Chairperson of the institute which was registered as “Bhumirajanagarindra Kidney Institute Foundation” and officially opened to the general public on 10 May 2013.

“Bhumirajanagarindra Kidney Institute Hospital” is a 9-storey building at the corner of Phya Thai and Yothi Road on the land of 19 Rai. The compound consists of a 128-bed inpatient ward, 6 operation rooms, a 24-hour Emergency Room, laboratories, database and information department, and a dormitory for doctors, nurses and the hospital staff to ensure continued readiness in servicing patients who need dialysis treatment. Additionally, the institute is fully equipped with the necessary medical equipment, like 50 kidney dialysis machines, X-ray machines, Magnetic Resonance Imaging machines, CT Scan machines, and ultrasound machines amongst others.

Recognizing the need to develop “Bhumirajanagarindra Kidney Institute Hospital” as more than a specialized hospital which provides comprehensive kidney treatment, we granted research funds to specialized doctors and nurses trained in Nephrology to extend their knowledge on the preventions and treatments, disseminate knowledge to the public and exchange the acquired knowledge with medical professionals from other medical institutes, such as Chulalongkorn Hospital, Siriraj Hospital and Ramathibodi Hospital. This is so that cooperation and aid are extended to reach all patients with kidney diseases across the country.
Cooperating with Thammasat University Hospital, Thammasat University, Rangsit Campus in reconstruction after the floods
ThaiBev saw the need to be involved in the reconstruction of Thammasat University Hospital, Thammasat University, Rangsit Campus after the 2011 floods and funded the purchase of medical equipment and renovation of inpatient wards. HRH Princess Maha Chakri Sirindhorn graced the opening ceremony of the Kitti Wattana Building Phase 2 and Bualuang Endo-Laparoscopic Telesurgery Center (BELTEC) at Thammasat University Hospital, Thammasat University, Rangsit Campus.

Granting funds to "Siriraj Hospital Foundation"
For two successive years, ThaiBev has supported the operation of "Siriraj Hospital Foundation" through the donation of proceeds from sales of Chang Drinking Water. Proceeds helped to assist impoverished patients, and support medical professionals in their studies and research.

Contributing to the "Foundation of the 50th Anniversary Mahavajiralongkorn Hospital"
At the same time, ThaiBev also places great importance on extending financial assistance to monks and novices who need medical treatments, as well as the disabled, senior citizens and those who face financial difficulties. Therefore, we contributed financially to the "Foundation of the 50th Anniversary Mahavajiralongkorn Hospital" under the patronage of the Buddhist Supreme Patriarch, Ministry of Public Health for the "Knee and Hip Arthroplasty for Monks, Novices, Priests of other religions, and Impoverished People in Honor of the King on the Occasion of His Majesty’s 86th Birthday Anniversary" project.

Funding the construction of the "Medical Service Building, Royal Thai Police General Hospital"
Through our Sirivadhanabhakdi Foundation, ThaiBev contributed to the construction of the "Medical Service Building, Royal Thai Police General Hospital". The 20-storey building will replace the existing building in order to expand the capacity for medical services to be administered to the increasing number of patients.

Supporting the "Singapore Exchange Bull Charge Activity" (The Bull Charge)
ThaiBev, as one of the listed companies in the Singapore Exchange (SGX), has been participating in the charity run, "Singapore Exchange Bull Charge" (The Bull Charge), for 7 consecutive years since 2006. Held annually in Singapore’s central business district, the activity has been a collaboration between SGX, financial institutions and companies that are listed in the SGX. Funds raised serve the causes of children, seniors, the impoverished as well as the disabled in Singapore through a variety of charitable organizations, including Asian Woman’s Welfare Association, Fei Yue Community Services, Autism Association (Singapore) and Shared Services for Charities. The proceeds raised will also be spent on supporting the sustainable social development of Singapore.

In 2013, ThaiBev supported the run as a Diamond Sponsor, providing jerseys for all participants and drinks for sale on the event day with the proceeds from all sales donated to charitable organizations in Singapore.
ThaiBev is dedicated to promoting, conserving and passing on Thai traditional heritage. The Company collaborates with arts and culture alliances in Thailand to build a platform for artists to express their talents and showcase their works of art. This provides an excellent opportunity for the preservation of cultural heritage and acts as a stage for rising artists to stand out from the general public. ThaiBev has provided sponsorships for various artistic agencies and institutions in the following projects.

- **White Elephant Art Award**

ThaiBev has continued the White Elephant Art Award into its second year, adopting the previous theme of “Water of Life”. The main objective of this award is to promote the conservation of the realistic and figurative style of art, and search for outstanding winners each year in the following categories: painting, sculpture, print and mixed media art in order to promote and inspire artists.

**Picture 1**
HRH Princess Maha Chakri Sirindhorn graciously draws a painting on the occasion that HRH presides over the grand opening of the “2013 White Elephant Art Award” exhibition with the theme of “Water of Life”.

**Picture 2**
Winners of “2013 White Elephant Award”.

**Picture 3**
White Elephant Art Award winner
Artist: Mr. Chatchawan Wannapho
Title: Water Life Nature
Technique: Oil on canvas

**Picture 4**
1st Prize winner
Artist: Mr. Sornchai Khongwoon
Title: Arrived Home
Technique: Acrylic

**Picture 5**
1st Runner-up
Artist: Mr. Chairat Seangthong
Title: The Power of Life
Technique: Acrylic on canvas
2013 Photo of the Kingdom Project

The Photo of the Kingdom Project was launched by ThaiBev in 2007 and has since enjoyed continuous success. In 2013, the 5th competition was held with the contest theme of “Creative Point of View”, and the 6 winners were presented with the trophies graciously given by HM the King, HM the Queen, HRH Crown Prince Maha Vajiralongkorn, HRH Princess Maha Chakri Sirindhorn, HRH Princess Chulabhorn Walailak and Princess Ubolratana Rajakanya Siriwattana Phannawadi. HRH Princess Maha Chakri Sirindhorn graciously gave the theme for the contest and the project was greatly honored for His Majesty the King graciously selected the winners of the 2013 contest.

Picture 1
Winner of the HM the King Trophy
Theme: “Sound”
Artist: Uthai Hwanghacharaphon
Titled: Sound of Waves

Picture 2
Winner of the HM the Queen Trophy
Theme: “Color Composition”
Artist: Theppanit Chaigalit
Titled: Naturally Colored

Picture 3
Winner of the HRH Crown Prince Maha Vajiralongkorn Trophy
Theme: “Bridge”
Artist: Phasinee Anomsikajornyot
Titled: Crossed to Meet

Picture 4
Winner of the HRH Princess Maha Chakri Sirindhorn Trophy
Theme: “Adventure”
Artist: Somchai Huan sa-ngiam
Titled: Surviving Water Tunnel

Picture 5
Winner of the HRH Princess Chulabhorn Walailak Trophy
Theme: “Delicious”
Artist: Napmanee Sa-nguan phong
Titled: Hmmm… Refreshing...

Picture 6
Winner of the Princess Ubolratana Rajakanya Siriwattana Phannawadi Trophy
Theme: “Fun”
Artist: Virat Sawsadee
Titled: Having Fun Thai Style

HRH Princess Maha Chakri Sirindhorn graciously presides over the grand opening of the 2013 Photo of the Kingdom Project exhibition (the 26th national photo contest to win royally-given trophies) with the contest theme of “Creative Point of View”.

SUSTAINABILITY REPORT 2013
THAI BEVERAGE PUBLIC COMPANY LIMITED

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HRH Princess Maha Chakri Sirindhorn Royal Photo Exhibition Project Sponsorship

ThaiBev has supported the exhibition for the past 7 years by providing the general public the opportunity to admire the royal expertise of HRH Princess Maha Chakri Sirindhorn through photographs taken during Her Royal Highness’ tour of duty in various countries. In 2013, Her Royal Highness graciously gave permission for her photographic portfolio to be displayed to the general public under the name, “Travelling Photos, Photos Travelling” and presided over the grand opening of the exhibition on 10 December 2013 at Bangkok Art and Culture Centre. The 173 photos taken by Her Royal Highness from 2012-2013 were put on display and the exhibition was open to the public from 10 December 2013 to 16 February 2014.

2nd Chang Fine Art Photo Contest Project

ThaiBev places importance on the promotion of photography to enhance diversification of photographic art, through various activities. In this contest, the theme was open to a great variety of interpretations so as to promote creativity that is both modern and progressive toward internationalism. Each photo entered was required to reach wider audiences of all nationalities and languages.
• **Music Sponsorship**

ThaiBev supports musical activities through a variety of projects, namely, scholarships, competition sponsorships and overseas performance support at both national and international levels. We also promote bands with potential and musical talents through sponsorships in the following entities.

- Sponsorship for Thailand Philharmonic Orchestra: TPO
- Sponsorship for Sugree Charoensook Foundation
- Scholarships for students of College of Music, Mahidol University
- Competition sponsorships for Suanplu Chorus

Picture 1: ThaiBev sponsors Thailand Philharmonic Orchestra (TPO).

Picture 2: ThaiBev sponsors Suanplu Chorus in competitions.

Picture 3: Sugree Charoensook in collaboration with College of Music, Mahidol University staged the 5th Khun Na Tam Nam Bpan Yaa Concert.

Picture 4: ThaiBev gives scholarships to students of College of Music, Mahidol University.
ThaiBev firmly believes that sports is one of the major contributing factors in the enhancement of the quality of life for people in the society. Therefore, we have long placed great importance on our continuous efforts to support various sport associations in the country, through the provision of funds, consultancy, and sponsorships for a number of major professional sport events, held both domestically and overseas. This has brought great pride to the nation and established Thai reputation among the international community.

In addition, through the ThaiBev Talent Project, the Company provides skill development and training programmes for youths in order to raise their awareness on engaging in sport activities. The Company believes that through sports, Thai youths will benefit from spending their free time meaningfully, which will in turn lead to sustainable development of communities, the society and the country.

- **ThaiBev Thai Talent in “Football”**
  - **ThaiBev Football Academy (TBFA)**
    
    For 10 years since 2004, ThaiBev has carried out this project to promote football skills of international standard by following the Everton Way programme. The primary aim of the project is to encourage youths aged between 5–18 years who are passionate and talented to become members of the academy, free-of-charge. Members receive weekly training (Saturdays and Sundays) from coaches with A–C level license at ThaiBev Football Academy (TBFA), which is fully equipped with training gear, sportswear for footballers, food and drinks. Currently, there are more than 25,000 youths from across the country who have joined and become members of TBFA.
- **Chang Junior Football Club**
  ThaiBev also extends the opportunity to enhance the football potential of youths with exceptional football skills. Every year, the top 50 footballers, aged between 10–14 years’ old will be chosen from TBFA to join the Chang Junior Football Club. The programme will provide them with opportunities to be trained in higher level football skills so as to enhance their potential to advance into competitions in the national and international arenas.

- **Chang Mobile Football Unit**
  Entering into its 3rd year, Chang Mobile Football Unit has visited youths in more than 25 locations across the country. ThaiBev’s Chang Drinking Water sponsors Chang Mobile Football Unit with the main aim of extending the opportunity to youths who would like to receive free-of-charge trainings and gain football knowledge of international standard but could not join the training at TBFA. The company also distributed training gear, sportswear, and other necessary equipment to all the communities that the Chang Mobile Football Unit visited.

- **Chang Advanced Football Camp**
  In support of the aforementioned programme, the Company also arranges the Chang Advanced Football Camp by selecting no more than 20 youths per group from across the country discovered in the Chang Mobile Football Unit who are passionate about enrolling in the camp. Held annually at TBFA in Bangkok, Chang Advance Football Camp provides intensive football skills training, group activities, and also disseminates knowledge, cultivates right attitudes, and creates inspirations by inviting idols from the Thai National Football Team to meet with the youths in the programme.
- **Chang–Everton Football Clinic**
  ThaiBev arranges a clinic providing general football skills training for youth participants of our football activities at TBFA. The project is a collaboration with Everton FC coaching staff who come to give advice and train with the youths at least once a year.

- **Chang–Everton C–License Coaching**
  In collaboration with Everton FC, ThaiBev arranges trainings for coaching staff with C/B level license at least once a year. The coaching staff from Everton FC act as instructors for both football theories and field practices, pursuant to Everton Way which have been certified by the Asian Football Confederation.

- **Chang–Everton Junior Cup 2013**
  Due to our determination to promote and support Thai Football’s advancement to international standards, ThaiBev’s Chang Drinking Water works in cooperation with the Everton Football Club in England to arrange the Chang–Everton Junior Football 2013. The aim of the project is to search for an under–13 youth team through nationwide competitions and develop their football skills at Everton Football Club’s Finch Farm Academy, which is among the world’s best football academies in England.

  In 2013, Chang–Everton Junior Cup 2013 received tremendous interest from more than 150 youth teams from all 6 regions of the country and Chonburi FC was the winner of the tournament. They won the trip to experience the training and to compete with 4 other youth teams from England, namely, Everton FC, West Ham United FC, Wigan FC and Leicester City FC.
  In addition, the winners were also given the opportunity to visit Goodison Park, Everton FC’s home ground, and to meet with the coaching staff led by Team Manager Roberto Martinez and top Everton players, Romelu Lukaku, Gareth Barry and Gerard Deulofeu.

- **ThaiBev Thai Talent in “Golf”**
  - **Chang Junior PGA Golf Clinic**
    With the continuous collaboration between ThaiBev through Chang Drinking Water and CIMB Asia Pacific Classic in Malaysia, ThaiBev has initiated Chang Junior PGA Golf Clinic since 2011. The golf clinic for youths is taught by world renowned PGA Tour Academy coaches from the USA to enable Thai youths to sharpen their golfing skills and improve their techniques.

  - **Short Games Techniques Training**
    ThaiBev’s Chang Drinking Water first launched the project in 2013 to teach individualized techniques for youth participants of the ThaiBev Thai Talent programme. The project was...
developed from the format of “Golf Clinic” with coaches from the PGA Tour Academy, so that the youths can develop their skills and pass on the knowledge received to the next batch of 30 youth participants in the following year.

- **Golf for Royal Thai Air Force Youths**
ThaiBev’s Chang Drinking Water has also been in continuous collaboration with the Royal Thai Air Force since 2009 to encourage Thai youths to play sports and avoid substance abuse. The programme is open to Thai youths aged 8–18 years, to be trained in and further develop all-round golfing skills, starting from strategizing the play to golfing techniques.

- **ThaiBev Thai Talent in “Tennis”**

  - **Chang Builds Thai Tennis**
ThaiBev’s Chang Drinking Water formed an alliance with Thai tennis specialist, Game Set Match Magazine to initiate the Chang Builds Thai Tennis programme. The aim is to elevate skills of Thai tennis players and the general public, at both amateur and professional levels. The programme allows the participants to practice and develop their skills with a set goal and improve their standards before becoming professional tennis players. The following competitions are held under the “Chang Builds Thai Tennis” name.

  - **Chang Championships**
ThaiBev arranges a minimum of 3 professional competitions annually to allow Thai tennis players to develop their skills in order to compete in international competitions.

  - **Chang Junior Championships**
ThaiBev also arranges tennis competitions for amateurs under 18 years of age with the primary aim to help them improve their skills to become professional tennis players in the future.

  - **Chang Cup**
This competition between tennis clubs has been held for 3 consecutive years in 7 age-class divisions in order to promote good relationships between tennis players and to encourage more participation from the general public. Currently, there are 12 tennis clubs that participate in Chang Cup competition.

  - **Chang–Lawn Tennis**
Additionally, ThaiBev’s Chang Drinking Water also collaborates with Lawn Tennis Association of Thailand in supporting tennis competitions with the goal to develop the standard of Thai tennis to be of international levels through a number of Chang Lawn Tennis competitions.
- **Tennis Clinic**
  The Company provides sponsorship to Tamarine Tanasugarn or “Tammy” aged 36, formerly ranked 1st in Thai women’s singles. Through the “Tennis Clinic”, Tammy aims to inspire youths and the general public, and pass on her skills, knowledge, as well as experience.

- **ThaiBev Thai Talent in “Volleyball”**
  ThaiBev’s Chang Drinking Water, in association with Thailand’s Volleyball Association, has been a longstanding supporter and promoter of Thai volleyball for the past 27 years. ThaiBev aims to develop Thai volleyball from the youth team through to Thailand’s national team, for both indoor and beach volleyball.

  From Thailand’s national volleyball team victory at the AVC Asian Women’s Volleyball Championships 2013, the team was eligible to compete in FIVB Women’s Volleyball Grand Champions Cup 2013 where they placed 5th. The next goal set between ThaiBev and Thailand’s Volleyball Association is to take the Thai national volleyball team to the 2016 Olympic Games.
ThaiBev places great importance on the promotion and conservation of traditional long boat races which demonstrate the unity of people in the community and conserve it for next generations.

For over 30 years, ThaiBev’s Mekhong products have been supporting traditional long boat races held between the month of October to December every year, a period appropriate for the races due to the high water level, especially in the Central region of Thailand.
ENVIRONMENTAL SUSTAINABILITY AND ENVIRONMENTAL MANAGEMENT

ThaiBev as Thailand’s leading producer of food and beverage recognizes and places an emphasis on the sustainability of our resource consumption. This is reflected in our determination to exercise the concept of sustainability in every step of our business operations and due to our recognition of the fact that how we consume resources in the present time will affect the world in the future.

ThaiBev adheres to sustainable development, green and clean environments and the preservation of natural resources for economic and social development. These are accomplished through our sustainability management from the beginning to the end of the process. The Company implements the following effective management processes.

1. Water management
2. Air quality management
3. Energy saving and renewable energy utilization
4. Sustainable resource utilization

Water Management

ThaiBev places great importance on the preservation of water resources and the sustainable conservation of the environment in order to realize the values of water resources ecologically and socially and to effectively utilize water resources. The Company sponsors a variety of projects as well as activities to achieve sustainable development.

• Utokapat Foundation under the Royal Patronage of HM the King
ThaiBev sponsors the Utokapat Foundation under the Royal Patronage of HM the King because we recognize the importance of the foundation which promotes and supports the collection and management of knowledge on water management. This information is disseminated to the general public thoroughly and sustainably

• The Conservation of Western Forest and Water Source of Ping River
ThaiBev collaborates with the Department of National Parks, Wildlife and Plant Conservation in the conservation of preserved forests. The project is carried out with the aim to support career building for the community and conservation of natural resources which will strengthen the community to have a stable and sustainable source of income. The project is being initiated in the targeted area of Khlong Wang Chao National Park in Kamphaeng Phet Province with the initial collaboration period of 3 years (2013-2016).

• ThaiBev’s Wastewater Treatment System
The Company employs Anaerobic Treatment, a technology from Europe comprising Up-flow Anaerobic Sludge Blanket and Internal Circulation Reactor and Aerobic Treatment which is an Activated Sludge technology. This enables biogas to be used as a replacement for heavy fuel oil and consequently reduces the emission of greenhouse gas into the atmosphere.

• Development in Water Optimization
The Company utilizes recovered water from the bottle rinsing process in cleaning recycled bottles before feeding them into the bottle cleaning machine. This allows the bottles to be cleaned more easily while requiring less water in the process, enabling the improvement on the machinery which helps lessen water consumption.

• Using Surface Water Sources in lieu of Underground Water Sources
The Company built water supply plants in distilleries which takes advantage of surface water production without any reliance on the local water supply. We also employ other water optimization methods, e.g. using up to 10-20 percent of treated water from our wastewater treatment system in the green areas of the distilleries.
• **Reusing Distillery Slop**
The Company strongly adheres to the concept of water optimization by utilizing treated water to eliminate discharging wastewater into natural waterways, i.e. our distillery slop treatment. The wastewater from spirits production or distillery slop are considered high-strength organic compounds and have been tested chemically and found to have a high content of beneficial nutrients for crops. Therefore, we distribute our distillery slop to farmers in the locality to replace the use of chemical fertilizers and to increase productivity.

• **Separate Wastewater from Distillery Slop**
The Company improved the wastewater system by separating wastewater from distillery slop which reduces the quantity of distillery slop that is incurred after the process and in effect lessens the quantity of distillery slop to be treated.

• **Zero Discharge System**
The treatment of the wastewater from the distillery or “distillery slop” by incineration eliminates the need for treatment ponds and the transportation of distillery slop. Furthermore, the heat which is a by-product of the incineration process can also be used to replace heavy fuel oil in generating steam, reducing the expenses on heavy fuel oil by 45 percent per year or approximately 9 million liters. In addition, the Company is determined to enhance the system’s efficiency to further reduce the consumption of heavy fuel oil. This will be done through the development of a Slop Evaporator to achieve sustainability as an environmentally-friendly factory.

• **Replacing the Slop Evaporator System under the Energy Saving Project**
The Company has replaced our slop evaporator system with the world’s latest technology. We are the only company in the country to have implemented the Mechanical Vapor Recompression (MVR) system with an improved slop evaporator that will replace the existing system which does not have the same level of efficiency. The new slop evaporator system will not affect the productivity or incur more waste. On the contrary, this system will induce more efficiency in the slop evaporation process while consuming less electricity which will reduce electricity cost as well as the consumption of heavy fuel oil in generating steam. As a result, the distillery will be able to reduce fume emissions from the steam generation process, pollution and effects on the community. The advantages gained by the distillery from the aforementioned replacement of slop evaporator system are as follows:

- Reduced the amount of wastewater to be treated by 2 times
- Reduced the steam needed in the production process and reduced the heavy fuel oil consumption by 60 percent or 84 million liters per year
- Reduced fume emissions with no leftover wastewater, except for condensate which can be utilized
- Reduced the need for the transportation of distillery slop which minimizes impact on the community and the environment

**Air Quality Management**

ThaiBev realizes the importance of air quality management as we are aware of the vast impact of air pollution. The Company has put in place the policy and measures to control air pollution as required by law. In addition, the Company conducts air quality tests to ensure compliance standards and prevent any impact on the community which may be caused by the emissions from our facilities. Quality tests of air released from the ventilators of our factories are conducted on a regular basis. Test results indicates that the volume of particles, namely; dust, Oxides of Nitrogen (NOx), and Sulfur dioxide (SO2), emitted by the facilities meets the required air quality standards as per the Notification of the Ministry of Industry.
• The Carbon Footprint Project
  - The Company is determined to reduce greenhouse gas throughout the product cycle, from grain to glass. Chang Beer is the pioneer of this project and is the first brewery in Thailand to be awarded with the Carbon Footprint Label reflecting our consideration of public interests by means of active participation in global warming reduction projects. The label provides information on the carbon emission of our products based on the Life Cycle Assessment concept ("LCA") from the acquisition of raw materials, logistics to distribution to consumers.
  - In 2011, the Company initiated the Carbon Footprint Project with the aim to encourage manufacturers to develop production technology that is more environmentally friendly and to cultivate among consumers the awareness of the carbon emissions caused by their consumption in the hopes that this will encourage the change of consumption behavior to reduce carbon emissions.
  - In 2012, the Carbon Footprint was successfully accomplished resulting in the 640-ml Chang Classic being the first and only beer to be granted the certificate from the Thailand Greenhouse Gas Management Organization, Ministry of Natural Resources and Environment along with approval to utilize the product carbon footprint symbol No. 116. The analysis from the Carbon Footprint Project assisted the Company in identifying key issues and priorities which needed improvement while the LCA concept contributed to eco-friendly product development. This was a pilot project, which will be further conducted for other products of ThaiBev, with the aim to further reduce carbon emissions in the future.

• Setting Measures and Systems for Air Quality Management
ThaiBev places great importance on the quality of air released from the ventilators of all of our facilities which is tested for particles released into the atmosphere. We have an environmental laboratory certified by the Department of Industrial Works to perform tests on the amount of particles released into the atmosphere. Moreover, the ISO 14001 that we received dictates the management measures to control air quality so as to eliminate any impact on the surrounding communities and employees. In addition, all of our facilities are tested for suitable working environments for employees, for example, the quantity of vapor and dust.

• Installation of Gas Washer and Wet Scrubber
The Company installed a Gas Washer to reduce the quantity of sulphur released in gas and the erosion of the steam generator. In addition, a Wet Scrubber was installed to filter dust released from the ventilator of the steam generator. The annual test on the steam generator performed in 2013 showed that the pollution released from the ventilator of the steam generator met required quality standards.

Energy Saving and Renewable Energy Utilization
ThaiBev adheres to energy-saving policies and alternative energy consumption. We place great importance on energy saving policies and receive support from both internal and external entities. The Company also researches and improves on our energy consumption by implementing the following pilot projects on renewable energy utilization as follows:

• Cold Aseptic Filling Facility
Our new facilities have been designed with the concept of Green Technology in mind to ensure the most cost-effective and efficient energy consumption. Our Cold Aseptic Filling facility used in the production of the ready-to-drink Oishi tea is a modern technology from Japan which encompasses energy saving methods starting from the building designs and energy-efficient materials.
• Thermal Hybridization Project
The installation of the thermal hybridisation machinery at our breweries enables us to switch between power resources, including heavy fuel oil, biogas from the wastewater treatment process, C2+ which needs to be eliminated from the petroleum refining process and solid fuel in the production process. This pilot project enjoyed tremendous success, resulting in the reduction of heavy fuel oil by 95 percent and savings of more than Baht 72 million per year. It will be further implemented in other suitable facilities in the future.

Sustainable Resource Utilization
ThaiBev emphasizes the sustainable utilization of natural resources because of its limited availability and its necessity in human life and in business. Therefore, the company applies the following 3Rs principles in its operations to ensure resources optimization.

• Reduce
  - In 2013, the Company was the first beer company in Thailand to initiate the switch from the generally used beer can type 206 to beer can type 202, resulting in the reduction of aluminum consumption by 26 percent. We also changed the drinking water PET bottle from type 30/25 to type 29/25, resulting in the reduction of PET and HDPE consumption by more than 30 percent.
  - The Company has developed sustainable packaging management by switching from loose pack handling to pallet handling which significantly reduced the impact previously suffered by packages handled in loose packs.
  - The Company also opted for a bottle rinsing process which does not require steam. This does not affect the quality or the safety of the products but can significantly save energy. In addition, it reduces the loss of bottles from thermal shock which in turn, reduces the quantity of waste from the production process and the consumption of heavy fuel oil by approximately 600 liters per day of bottling.
  - Reusing condensate from steam trap in order to reduce the fuel used in the steam generation. The process is carried out by using excess heat from the steam trap of the Heat Exchanger to warm fuel oil before being processed to the steam generator, instead of releasing the heat. Indications point to this process being able to reduce the quantity of heavy fuel oil used in the steam generation by 0.18 liters per hour.
  - Improving the water trough to catch cooling water from the fermentation tank to reduce the loss of spilt water which is a measure implemented to eliminate the need to refill cooling water. Following this improvement, the trough can catch 100 percent of the cooling water, reducing the need to refill.
  - Reducing the use of steam by insulating bottle rinsing machineries to cut down the loss of heat from thermal radiation.
  - Reducing the consumption of steam in the distillation process from 109 tons per day to 94 tons per day or by approximately 14 percent. This is done by the utilization of the excessive heat from production process through the plate heat exchanger. The process allows heat transfer between distillery slop and clarified wash (which needs to be at a high temperature before being processed to distillery tank). As a result, the temperature of clarified wash increases from 85 degree centigrade to 94 degree centigrade while the temperature of distillery slop decreases from 54 degree centigrade to 48 degree centigrade before being processed to producing biogas.
  - Reducing electricity consumption by replacing the aluminum rotor blades in the blower of the cooling tower with lighter and erosion-resistant rotor blades made from high quality Epoxy and FRP, enabling faster spins and reducing electricity consumption.
• **Reuse**
  - Reusing used bottles in the bottling process to reduce the quantity of waste from the consumption of white spirits. Used bottles are reused and other used packaging can be reused without affecting the quality of products. Used bottles can be reused for 100 percent of 625cc white spirit bottling and 58.5 percent of 330cc white spirit bottling.
  - Reusing used carton partition by selecting the used packaging for reuse without affecting the quality of products. The used carton partitions can be reused for 100 percent of 625cc white spirit and 38 percent of 330 cc white spirit.
  - Caustic soda solution from the bottle cleaning process can be reused after being processed through sand filters. Caustic soda solution is pumped from the bottle cleaning machine to be processed through sand filters and up to 100 percent can be reused.
  - Retread old tyres from forklifts to reduce the number of new tyres ordered as well as lower waste from old tyres. This has reduced the number of new tyres ordered by 100 percent within 1 year.

• **Recycle**
  - Using distillery slop from spirit distilling as agricultural fertilizer.
  - Proper sorting of recyclable used materials by sending broken bottles to bottle production plants to be melted for the reproduction.
  - Using treated water from the wastewater treatment system to replace tap water in watering lawns and gardens surrounding the facilities decreased consumption of tap water by 38.23 percent per month.
  - Reusing scrap metals, e.g. as materials for exercise equipment for employees to promote their health and welfare, as materials for cutting blades for lawn mowers to reduce the number of new cutting blades ordered.
  - Reusing scrap wood, i.e. to build tables and chairs.
  - Making organic fertilizer from green waste such as: mowed grass and leaves to reduce impact on the environment and to encourage staff and the community to adopt organic fertilizer for agriculture which can reduce the consumption of chemical fertilizer by 59.49 percent.
INNOVATION AND DISSEMINATION OF INNOVATION

Aligned with “ThaiBev Core Values” which encourage employees to partake in increasing productivity and reducing costs while also being accountable to the society, the following projects have been implemented to cultivate the awareness of resource optimization, adding more values to the organization without compromising on standards or product quality. This concept will ensure the company’s sustainable growth and will act as guidelines for future generations. Therefore, ThaiBev is determined to create innovations through the following projects:

- **Bio-base Paper**
  ThaiBev in collaboration with Biodiversity-Based Economy Development Office (Public Organization) has developed community products that have no negative impact on the environment. The preliminary concept came from the Company’s active engagement in research on elephants and their conservation and has extended to their waste which had no economic value. The idea is to develop elephant waste to become products that generate income for the community while the production process will not cause any pollution or destroy the environment and can truly generate economic gains. With the implementation of this project, each community will also have a model scheme to sustainably restore and preserve resources within the community.

- **The Projects under the Beer Group Distilleries**
  - The research and development on deriving Beta glucan essence from spent brewer’s yeast which is the by-product of beer production and can add value to spent brewer’s yeast. Beta glucan can be used to for a variety of purposes such as ingredients in human food, as a stimulant for the immune system, or as an initial substance for cosmetics production.
  - Developing solid fuel from spent brewing grains and kieselguhr slurry as an alternative source of energy.
  - Researching and developing protein supplements for animal feeds from spent brewer’s yeast from beer production which can be processed to make highly nutritious feeds for animals.
  - Using kieselguhr slurry as a substitute for glass sand in the production of brown bottles which is a way to increase value of the raw materials and as an alternative material in the production of brown bottles.
  - Studying the possibility of using Saponin from spent tea leaves as a natural form of pesticide on golden applesnail in rice fields. This is a way to put spent tea leaves from the green tea production to good use.

- **Projects under the Spirits Group distilleries**
  - The development of the fixed robot prototype to be used to lift empty bottle cases, the palletizer prototype, the partition inserter prototype and the pallet loading machine prototype. These are aimed to reduce production costs with prototypes designed by our own employees which can also limit and protect employees against illnesses and accidents in the workplace as well as reduce the loss of ready-made products and packaging material.
  - The spirits bottling project which does not require high bottling temperature nor sodium hydroxide to wash the bottles. Not only does this initiative reduce production costs, the project also conserves energy, reduces the use of chemicals and reduces pollution from steam boilers.
  - The research project on “The Study of Utilizing Distillery Slop from Spirits Distilling Process to Increase Productivity” as an initiative in conjunction with the National Science and Technology Development Agency (NTSDA) to study the use of distillery slop from distilleries for direct agricultural use. The sharing of knowledge and methods from the study led to solving several issues while also improving existing sugar cane plantations to yield more crop and increase in quality, consequently leading to sustainable income enhancement. Farmers were enabled to reduce the use of chemical fertilizers, reducing production costs while increasing income.
from crops and most importantly, encouraging sustainable agriculture to enhance farmers’ quality of life as well as the environment.

- The research project on utilizing effective microorganisms to decompose chlorpyrifos by using molasses. This initiative serves the community to manage environmental impact more efficiently and sustainably.

- The research project on using distillery slop to improve the soil in order to increase the yield from oil palm, rice, tapioca and sugar cane plantations.

- The research project on the effects of reusing treated waste water from the spirits production process in the distillery slop fermentation process using Cleaner Technology in line with the regulations for waste treatment by applying the zero-discharge waste management method alongside the improvement of the distillery’s production process.

- The research on the production of biomass charcoal from the by-product ashes in the steam boiler to reduce the collection of waste product, increase fuel utilization options and study how to reuse waste.

- The development of using fusel oil, a by-product from the alcohol distilling process to utilize as a mixture in diesel oil to use as fuel.

- The research project to utilize by-product alcohol as fuel in the steam boiler to replace the use of fuel oil. This initiative has generated approximately Baht 19.5 million per year, reduced waste from the production process, reduced the purchase and use of fuel oil to generate steam as well as reduced costs incurred from sending waste to be treated outside the distillery.

- The research project on the method and design of the electricity production from the cooling tower to utilize the slow speed stirrers in the water system, enabling the distillery to generate electricity.

- The research project on the volume of distillery slop appropriate for increasing the quantity of Napier Grass Pakchong 1, enabling the Company to determine the appropriate amount of distillery slop for growing grass to be used to feed livestock.

- The development and research on how to increase the efficiency of stocking and maintaining the quality of molasses by increasing the amount of air to increase the space in stocking the product while also maintaining its quality to elevate the efficiency of molasses fermentation.