

# Performance Summary

## Environmental Performance

Indicators	Material Aspects	Unit	FY 2022	FY 2023	FY 2024	FY 2025
<b>GRI302-1</b>	<b>Energy consumption within the organization</b>					
	<b>Total energy consumption within the organization</b>	MWh	<b>3,336,729</b>	<b>3,280,591</b>	<b>3,652,944</b>	<b>3,800,547</b>
	Total non-renewable energy consumption	MWh	2,321,464	2,349,889	2,244,590	2,404,736
	Total renewable consumption	MWh	1,015,265	930,702	1,408,354	1,395,811
	Total energy consumption within the organization from non-renewable sources					
	- Fuel oil	MWh	332,565	402,028	373,905	345,554
	- Natural gas	MWh	210,143	202,770	212,742	248,120
	- Reused oil	MWh	1,657	661	-	-
	- Gasoline	MWh	16,420	17,539	19,334	22,622
	- Diesel	MWh	574,396	599,355	595,793	681,007
	- Bituminous Coal	MWh	363,048	313,036	236,854	251,500
	- LPG	MWh	79,401	83,000	85,469	83,863
	Electricity and steam purchased for consumption from non-renewable sources					
	- Electricity consumption from grid	MWh	675,437	663,801	659,674	663,650
	- Electricity consumption from third party	MWh	5,490	35,565	33,576	32,912
	- Steam consumption from non-renewable sources	MWh	63,036	32,172	27,296	75,507
	Electricity and steam purchased for consumption from renewable sources					
	- Steam consumption from renewable sources	MWh	122,331	147,959	131,677	140,221
	Total energy consumption within the organization from renewable sources					
	- Biogas	MWh	207,998	177,999	190,315	193,512
	- Concentrated slop	MWh	101,100	167,353	67,738	113,363
	- Technical alcohol	MWh	22,549	42,315	24,062	24,288
	- Wood Chip	MWh	420,798	288,526	751,889	638,820
	- Rice Husk	MWh	72,991	23,671	139,209	169,039
	- Biofuels	MWh	27,456	29,314	30,537	34,067
	Self-generated electricity from renewable sources					
	- Solar energy	MWh	40,042	53,565	72,927	82,352
	- Wind energy	MWh	-	-	-	147
	Energy sold					
	- Electricity sold from renewable sources	MWh	55,326	37,269	45,088	56,401
	- Electricity sold from non-renewable sources	MWh	315	267	248	-
	- Condensate sold from non-renewable sources	MWh	129	38	53	-
<b>GRI302-3</b>	<b>Energy intensity<sup>(1)</sup></b>					
	<b>Energy intensity - Beverage Business</b>	MJ/ hL	<b>206.10</b>	<b>197.84</b>	<b>218.46</b>	<b>220.42</b>
	<b>Energy intensity - Food Business</b>	MJ/ kg	<b>1.52</b>	<b>1.58</b>	<b>1.58</b>	<b>1.75</b>
<b>GRI303-3</b>	<b>Water Withdrawal</b>					
	<b>Total volume of water withdrawn</b>	Megaliters	<b>34,869</b>	<b>30,832</b>	<b>31,869</b>	<b>30,686</b>
	- Surface water (Freshwater ≤ 1000 mg/L Total Dissolved Solids)	Megaliters	18,674	16,683	16,867	16,121
	- Surface water (Other water > 1000 mg/ L Total Dissolved Solids)	Megaliters	87	-	50	-
	- Total surface water withdrawn	Megaliters	18,761	16,683	16,918	16,121
	- Ground water (Freshwater ≤ 1000 mg/L Total Dissolved Solids)	Megaliters	5,596	5,327	6,399	6,046
	- Ground water (Other water > 1000 mg/ L Total Dissolved Solids)	Megaliters	2	2	25	0
	- Total ground water withdrawn	Megaliters	5,597	5,328	6,424	6,046
	- Seawater (Freshwater ≤ 1000 mg/L Total Dissolved Solids)	Megaliters	-	-	-	-
	- Seawater (Other water > 1000 mg/ L Total Dissolved Solids)	Megaliters	-	-	-	-
	- Total seawater withdrawn	Megaliters	-	-	-	-
	- Produced water (Freshwater ≤ 1000 mg/L Total Dissolved Solids)	Megaliters	-	-	-	-
	- Produced water (Other water > 1000 mg/ L Total Dissolved Solids)	Megaliters	-	-	-	-
	- Total produced water withdrawn	Megaliters	-	-	-	-
	- Third-party water (Freshwater ≤ 1000 mg/L Total Dissolved Solids)		10,511	8,821	7,909	8,519
	- Third-party water (Other water > 1000 mg/ L Total Dissolved Solids)	Megaliters	-	-	618	-
	- Total third-party water withdrawn	Megaliters	10,511	8,821	8,527	8,519
	<b>Total volume of water withdrawn in water stressed areas</b>	Megaliters	<b>17,672</b>	<b>17,026</b>	<b>17,960</b>	<b>17,257</b>
	- Surface water (Freshwater ≤ 1000 mg/L Total Dissolved Solids)	Megaliters	12,270	11,105	11,774	11,618
	- Surface water (Other water > 1000 mg/ L Total Dissolved Solids)	Megaliters	-	-	50	-
	- Total surface water withdrawn	Megaliters	12,270	11,105	11,824	11,618
	- Ground water (Freshwater ≤ 1000 mg/L Total Dissolved Solids)	Megaliters	3,264	3,384	3,729	3,228
	- Ground water (Other water > 1000 mg/ L Total Dissolved Solids)	Megaliters	11	2	0	0
	- Total ground water withdrawn	Megaliters	3,275	3,385	3,729	3,228
	- Seawater (Freshwater ≤ 1000 mg/L Total Dissolved Solids)	Megaliters	-	-	-	-
	- Seawater (Other water > 1000 mg/ L Total Dissolved Solids)	Megaliters	-	-	-	-
	- Total seawater withdrawn	Megaliters	-	-	-	-
	- Produced water (Freshwater ≤ 1000 mg/L Total Dissolved Solids)	Megaliters	-	-	-	-
	- Produced water (Other water > 1000 mg/ L Total Dissolved Solids)	Megaliters	-	-	-	-
	- Total produced water withdrawn	Megaliters	-	-	-	-
	- Third-party water (Freshwater ≤ 1000 mg/L Total Dissolved Solids)	Megaliters	2,127	2,536	2,407	2,411
	- Third-party water (Other water > 1000 mg/ L Total Dissolved Solids)	Megaliters	-	-	-	-
	- Total third-party water withdrawn	Megaliters	2,127	2,536	2,407	2,411
	- Third-party water that is surface water	Megaliters	2,127	2,536	2,407	2,411
	- Third-party water that is ground water	Megaliters	-	-	-	-
	- Third-party water that is seawater	Megaliters	-	-	-	-
	- Third-party water that is produced water	Megaliters	-	-	-	-
<b>GRI303-4</b>	<b>Water Discharge</b>					
	<b>Total volume of water discharge</b>	Megaliters	<b>16,375</b>	<b>14,487</b>	<b>15,228</b>	<b>15,337</b>
	- Surface water	Megaliters	10,945	10,223	11,042	10,773

Indicators	Material Aspects	Unit	FY 2022	FY 2023	FY 2024	FY 2025
	- Ground water	Megaliters	14	-	-	-
	- Seawater	Megaliters	369	341	321	410
	- Third-party water	Megaliters	5,047	3,923	3,865	4,154
	Total volume of freshwater discharge (≤ 1000 mg/L Total Dissolved Solids)	Megaliters	10,491	8,185	8,924	8,496
	Total volume of other water discharge (> 1000 mg/L Total Dissolved Solids)	Megaliters	5,884	6,301	6,305	6,841
	Total volume of freshwater discharge in water stressed areas (≤ 1000 mg/L Total Dissolved Solids)	Megaliters	3,500	2,202	2,948	3,058
	Total volume of other water discharge in water stressed areas (> 1000 mg/L Total Dissolved Solids)	Megaliters	4,432	4,272	4,651	4,620
GRI303-5	Water Consumption					
	<b>Total water consumption</b>	<b>Megaliters</b>	<b>18,494</b>	<b>16,346</b>	<b>16,640</b>	<b>15,349</b>
	Total water consumption in non-water stressed areas	Megaliters	(1,127)	(317)	725	1,380
	Total water consumption in water stressed areas	Megaliters	1,127	317	(725)	(1,380)
	Change in water storage indicates increase in storage volume	Megaliters	167	(634)	(13)	37
	Water Intensity					
	Water intensity - Beverage Business	hL/ hL	3.54	3.21	3.13	2.68
	Water intensity - Food Business	hL/ kg	0.22	0.22	0.17	0.15
DJSI	Net Water Consumption					
	<b>Total Net Water Consumption</b>	<b>Megaliters</b>	<b>24,289</b>	<b>22,645</b>	<b>22,252</b>	<b>22,190</b>
	Total Net Water Consumption in non-water-stressed areas	Megaliters	8,820	7,305	6,095	6,772
	Total Net Water Consumption in water-stressed areas	Megaliters	15,469	15,340	16,156	15,418
	Water withdrawal (excluding saltwater)	Megaliters	34,780	30,831	31,175	30,686
	Water discharge (excluding saltwater)	Megaliters	10,491	8,185	8,924	8,496
	Water withdrawal in water-stressed areas	Megaliters	17,661	17,025	17,909	17,257
	Discharge: Water returned to the source of extraction at similar or higher quality (Surface water and Groundwater) in waterstressed areas	Megaliters	2,192	1,685	1,753	1,839
GRI305-1	Gross direct (Scope 1) GHG emissions					
	<b>Gross direct (Scope 1) GHG emissions</b>	<b>Tonnes CO<sub>2</sub>e</b>	<b>1,525,027</b>	<b>1,455,776</b>	<b>1,671,375</b>	<b>1,599,036</b>
	Direct (Scope 1) GHG emissions	Tonnes CO <sub>2</sub> e	995,890	1,000,150	958,322	883,674
	Biogenic CO <sub>2</sub> emissions	Tonnes CO <sub>2</sub> e	529,137	455,626	713,053	715,362
GRI305-2	Energy indirect (Scope 2) GHG emissions					
	Location-based	Tonnes CO <sub>2</sub> e	424,465	382,936	359,170	373,203
	Market-based	Tonnes CO <sub>2</sub> e	395,561	344,884	334,287	318,597
	Market-based (Biogenic)	Tonnes CO <sub>2</sub> e	65,186	53,266	47,404	50,479
GRI305-3	Other Indirect (Scope 3) GHG Emissions <sup>(2,3)</sup>	<b>Tonnes CO<sub>2</sub>e</b>	<b>1,330,365</b>	<b>3,415,643</b>	<b>3,198,261</b>	<b>3,236,624</b>
	1. Purchased goods and services	Tonnes CO <sub>2</sub> e	1,024,569	2,785,334	2,413,817	2,233,217
	2. Capital goods	Tonnes CO <sub>2</sub> e	46,540	32,258	38,576	45,810
	3. Fuel and energy related activities	Tonnes CO <sub>2</sub> e	83,700	127,493	167,032	176,265
	4. Upstream transportation and distribution	Tonnes CO <sub>2</sub> e	53,460	165,860	154,124	147,599
	5. Waste generated in operations	Tonnes CO <sub>2</sub> e	4,558	11,137	11,422	12,717
	6. Business travel	Tonnes CO <sub>2</sub> e	336	1,138	1,456	1,099
	7. Employee commuting	Tonnes CO <sub>2</sub> e	8,240	68,848	81,851	156,283
	9. Downstream transportation and distribution	Tonnes CO <sub>2</sub> e	34,786	91,560	199,547	105,309
	11. Use of sold products	Tonnes CO <sub>2</sub> e	33,092	285	368	401
	12. End-of-life treatment of sold products	Tonnes CO <sub>2</sub> e	992	12,554	107,664	127,648
	15. Investments	Tonnes CO <sub>2</sub> e	40,092	119,176	22,404	230,276
GRI305-4	GHG emissions intensity					
	<b>GHG emissions (Scope 1 and Scope 2)</b>	<b>Tonnes CO<sub>2</sub>e</b>	<b>1,391,451</b>	<b>1,345,034</b>	<b>1,292,609</b>	<b>1,202,271</b>
	<b>GHG emissions intensity - Beverage Business</b>	<b>kg CO<sub>2</sub>e/ hL</b>	<b>24</b>	<b>23</b>	<b>21</b>	<b>19</b>
CSRDI	GHG emissions Scope 1, 2 and 3 - Location-based	<b>Tonnes CO<sub>2</sub>e</b>	<b>2,750,720</b>	<b>4,798,729</b>	<b>4,515,753</b>	<b>4,493,501</b>
	GHG emissions Scope 1, 2 and 3 - Market-based	<b>Tonnes CO<sub>2</sub>e</b>	<b>2,721,816</b>	<b>4,760,677</b>	<b>4,490,870</b>	<b>4,438,895</b>
GRI306-3	Waste by type and disposal method					
	<b>Waste Generated + Onsite Landfill &amp; Composting</b>					
	<b>Waste Generated</b>	<b>tonnes</b>	<b>98,379</b>	<b>101,255</b>	<b>115,246</b>	<b>101,451</b>
	Non-hazardous waste	tonnes	96,924	100,085	114,753	100,388
	Hazardous waste	tonnes	1,455	1,170	493	1,063
	<b>Waste Diverted from Disposal</b>	<b>tonnes</b>	<b>73,131</b>	<b>80,624</b>	<b>92,642</b>	<b>80,006</b>
	Non-hazardous waste	tonnes	72,550	80,248	92,483	79,686
	Hazardous waste	tonnes	581	376	159	320
	<b>Waste Directed to Disposal</b>	<b>tonnes</b>	<b>25,248</b>	<b>20,631</b>	<b>22,604</b>	<b>21,445</b>
	Non-hazardous waste	tonnes	24,374	19,837	22,270	20,702
	Hazardous waste	tonnes	874	794	334	743
GRI306-4	Waste Diverted from Disposal					
	Non-hazardous waste - Onsite (Composting)	tonnes	-	8,284	5	8
	Non-hazardous waste - Offsite	tonnes	72,550	80,248	92,483	79,686
	- Preparation for reuse	tonnes	22,509	21,345	31,350	13,215
	- Recycling	tonnes	32,546	28,346	29,473	35,443
	- Composting	tonnes	17,495	30,557	31,660	31,028
	- Other recovery operations	tonnes	-	-	-	-
	Hazardous waste - Onsite	tonnes	-	-	-	-
	Hazardous waste - Offsite	tonnes	581	376	159	320
	- Preparation for reuse	tonnes	122	93	86	107
	- Recycling	tonnes	290	281	71	211
	- Recovery	tonnes	169	2	2	2
	- Other recovery operations	tonnes	-	-	-	-
GRI306-5	Waste Directed to Disposal					
	Non-hazardous waste - Onsite (Landfilling)	tonnes	-	4,098	-	-
	Non-hazardous waste - Offsite	tonnes	24,374	19,837	22,270	20,702
	- Incineration (with energy recovery)	tonnes	9,669	10,119	6,187	5,882
	- Incineration (without energy recovery)	tonnes	648	403	183	359
	- Landfilling	tonnes	9,143	7,665	9,951	8,455
	- Other disposal operations: Land Reclamation	tonnes	4,914	1,650	5,949	6,006

Indicators	Material Aspects	Unit	FY 2022	FY 2023	FY 2024	FY 2025
	Hazardous waste - Onsite	tonnes	-	-	-	
	Hazardous waste - Offsite	tonnes	874	794	334	743
	- Incineration (with energy recovery)	tonnes	520	477	173	541
	- Incineration (without energy recovery)	tonnes	34	22	10	15
	- Landfilling	tonnes	316	289	147	182
	- Other disposal operations	tonnes	4	6	4	5
DJSI	<b>Waste by type and total waste disposed</b>					
	<b>Total waste generated</b>	tonnes	98,379	101,255	115,247	101,451
	Total waste used/ recycled/ sold	tonnes	73,131	80,624	92,642	80,006
	Total waste disposed	tonnes	25,248	20,631	22,604	21,445
	<b>Waste by type and total waste disposed</b>	tonnes	<b>25,248</b>	<b>20,631</b>	<b>22,604</b>	<b>21,445</b>
	- Waste landfilled	tonnes	9,459	7,954	10,098	8,637
	- Waste incinerated with energy recovery	tonnes	10,189	10,596	6,360	6,423
	- Waste incinerated without energy recovery	tonnes	682	425	193	374
	- Waste otherwise disposed: Chemical waste water treatment	tonnes	4,918	1,656	5,953	6,011
	- Waste with unknown disposal method	tonnes	-	-	-	-
DJSI	<b>Food Loss and Waste Impact</b>					
	<b>Total Food Loss and Waste Volume</b>	tonnes	<b>3,207</b>	<b>3,375</b>	<b>3,696</b>	<b>3,581</b>
	- Food Loss	tonnes	598	388	381	366
	- Food Waste	tonnes	2,609	2,987	3,315	3,215
	<b>Total Food Loss and Waste Discarded</b>	tonnes	<b>1,598</b>	<b>1,798</b>	<b>1,911</b>	<b>1,693</b>
	<b>Total Food Loss and Waste for Alternative Purposes</b>	tonnes	<b>1,609</b>	<b>1,577</b>	<b>1,785</b>	<b>1,888</b>
	- Animal Feed	tonnes	441	228	277	418
	- Fertilizer	tonnes	-	0.29	1	0
	- Biodiesel production	tonnes	1,157	1,328	1,474	1,414
	- By-products	tonnes	2	4	25	35
	- Food Donation	tonnes	9	16	8	21

Note :

N/A: not applicable

1. Energy intensity does not include consumption of renewable energy sources used to generate electricity that is sold to third parties

2. ThaiBev has reported other indirect (Scope 3) GHG emissions in accordance with GRI 305-3, except for Categories 8, 10, 13, and 14, which are not applicable to ThaiBev. Scope 3 GHG emissions do not include F&N operations.

3. From FY2023, ThaiBev extended the boundary of scope 3 GHG emissions data collection to include operations in Vietnam, Myanmar, Scotland, France and New Zealand. The scope 3 data reported also includes FLAG (Forest Land and Agriculture) emissions.

## Social Performance

Indicator	Material Aspects	Unit	2022		2023		2024		2025	
			Male	Female	Male	Female	Male	Female	Male	Female
<b>GRI 102-8</b>	<b>Total number of employees</b>									
	ThaiBev Group	Persons	49,105		52,347		58,346		55,938	
	Total	Persons	27,687	21,418	29,695	22,652	34,341	24,005	33,340	22,598
	Management Level	Persons	1,948	1,470	2,199	1,520	2,724	2,022	3,021	2,413
	Employee Level	Persons	25,739	19,948	27,496	21,132	31,617	21,983	30,319	20,185
<b>GRI 401-1</b>	<b>New employee hires and employee turnover</b>									
	New employee hires									
	ThaiBev Group									
	Total new hires	Persons	2,976	1,515	3,942	2,202	4,215	2,393	3,422	1,366
	Age under 30 years	Persons	1,444	905	1,902	1,378	1,914	1,238	1,550	809
	Age 30-50 years	Persons	1,461	562	2,013	802	2,234	1,116	1,842	550
	Age over 50 years	Persons	71	48	27	22	67	39	30	7
	Total number of employees turnover									
	ThaiBev Group <sup>(1)</sup>									
	Total Turnover <sup>(1)</sup>	Persons	4,035	1,861	3,413	1,906	4,284	2,340	3,552	1,865
	Age under 30 years <sup>(1)</sup>	Persons	1,452	761	1,188	885	1,419	1,072	1,224	952
	Age 30-50 years <sup>(1)</sup>	Persons	2,010	812	1,993	903	2,168	946	1,837	698
	Age over 50 years <sup>(1)</sup>	Persons	573	288	232	118	697	322	491	215
	Total voluntary turnover <sup>(2)</sup>	Persons	3,005	1,565	2,842	1,753	3,406	2,201	2,875	1,648
<b>GRI 404-1</b>	<b>Average hours of training per year per employee by gender, and by employee category</b>									
	ThaiBev Group									
	Total employee (by gender)	Persons	17	27	26	34	27	34	35	42
	Total Executive Level	Persons		16		20		32		18
	Total middle management	Persons		81		39		44		44
	Total department head/supervisor	Persons		52		32		31		39
	Total senior officers	Persons		17		31		24		28
	Total officers	Persons		20		28		32		43
<b>GRI 404-3</b>	<b>Percentage of employees receiving regular performance and career development reviews, by gender, and by employee category</b>									
	ThaiBev Group <sup>(3)</sup>									
	Total employee	Persons	33,542		35,635		37,727		36,865	
	Total employee (by gender)	Persons	20,954	12,588	22,401	13,234	23,174	14,553	21,797	15,068
	Total executive level (level 13 and above) <sup>(4)</sup>	Persons	333		302		333		395	
	Total management level (level 8-12) <sup>(4)</sup>	Persons	2,833		3,449		3,949		4,074	
	Total officer level (level 1-7) <sup>(4)</sup>	Persons	30,376		31,884		33,445		32,396	
<b>GRI 413-1</b>	<b>Operations with local community engagement, impact assessments, and development programs</b>									
	Operations with local community development programs	Persons	100		100		100		100	
	Operations with local community engagement	Persons	100		100		100		100	
	Operations with impact assessments	Persons	100		100		100		100	

Note:

N/A: Not Applicable

1. The number of employees who leave the company is evaluated from the employee level 1-15 for which there are various reasons such as contract, retirement, and death during work.

2. Voluntary turnover is calculated from employees of job level 1-15 who voluntarily resigned due to various reasons.

3. Percentage of employees receiving regular performance and career development reviews are considered from all eligible

employees based on the requirements of each companies within ThaiBev Group (i.e. passed probation period and/or service time over 6 months)

4. Percentage of employees receiving regular performance and career development reviews employees are re-catalogized as executive level, management level, and officer level.

4.1 Executive level are employees level 15 and above

4.2 Management level are employees level 8-14

4.3 Officer level are employees level 1-7

Indicator	Material Aspects	Unit	2022	2023	2024	2025
GRI 403-8	<b>Workers covered by an occupational health and safety management system</b>					
1. Employee	Persons	49,105	52,347	56,647	55,938	
	Percent	100	100	100	100	
2. Non-Employee Worker	Persons	173,169	60,231	89,922	99,826	
	Percent	100	100	100	100	
GRI 403-9	<b>Work-related injuries</b>					
<b>New employee hires and employee turnover</b>						
<b>1. Employee</b>						
- Number of cases		Persons	2	0	3	0
- Rate		Per 1,000,000 Hours	0.02	0.00	0.02	0.00
<b>2. Non-Employee Worker</b>						
- Number of cases		Persons	0	1	1	1
- Rate		Per 1,000,000 Hours	0.00	0.05	0.04	0.04
<b>High-consequence work-related injuries (excluding fatalities)</b>						
<b>1. Employee</b>						
- Number of cases		Persons	6	2	5	9
- Rate		Per 1,000,000 Hours	0.09	0.02	0.04	0.07
<b>2. Non-Employee Worker</b>						
- Number of cases		Persons	0	1	2	0
- Rate		Per 1,000,000 Hours	0.00	0.05	0.09	0.00
<b>Recordable work-related injuries</b>						
<b>1. Employee</b>						
- Number of cases		Persons	175	257	375	338
- Rate		Per 1,000,000 Hours	2.00	2.55	3.05	2.75
<b>2. Non-Employee Worker</b>						
- Number of cases		Persons	24	15	12	16
- Rate		Per 1,000,000 Hours	7.81	0.74	0.53	0.64
<b>Lost Time Injury Frequency Rate (LTIFR)</b>						
- Employee		Per 1,000,000 Hours	1.36	2.01	2.36	2.09
- Non-Employee Worker		Per 1,000,000 Hours	1.05	0.49	0.44	0.44
GRI 403-10	<b>Work-related ill health</b>					
<b>Recordable work-related ill health</b>						
<b>1. Employee</b>						
- Number of cases		Persons	1	0	0	21
- Rate		Per 1,000,000 Hours	0.01	0.00	0.00	0.17
<b>2. Non-Employee Worker</b>						
- Number of cases		Persons	0	11	0	0
- Rate		Per 1,000,000 Hours	0.00	0.54	0.00	0.00

Note:

N/A: Not Applicable

FY2023, ThaiBev started reporting the data collected from Vietnam's operation in line with the reporting requirement of GRI 403-B,9 and 10