

2019 SUSTAINABILITY REPORT

Thai Union Group
Public Company Limited



MEMBER OF
**Dow Jones
Sustainability Indices**
In Collaboration with RobecoSAM


FTSE4Good

 World
Benchmarking
Alliance

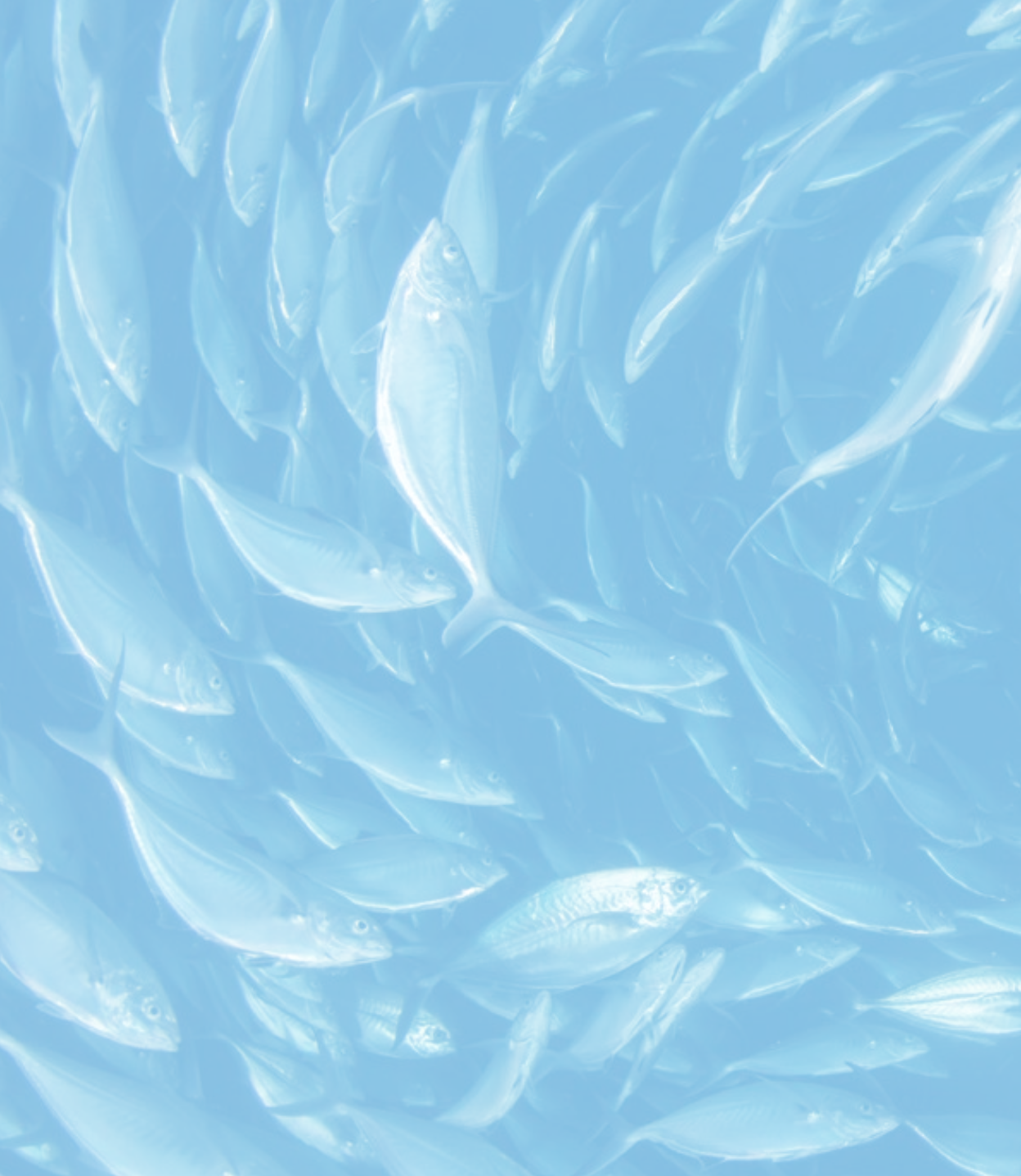


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01

ABOUT THIS REPORT



This is the seventh sustainability report that Thai Union has made publicly available and demonstrates our ongoing commitment to transparency across our operations. It provides information on our annual performance from January to December 2019, showing our progress against the key performance indicators (KPIs) and targets outlined in SeaChange®.

To make our report more sustainable and accessible for readers, last year we transitioned to a digital-exclusive approach, with the report designed and tailored in a PDF format specifically for an online audience. This year we have kept this format to maintain this level of eco-friendly reporting, as well as ensuring that information is also freely available and accessible through our [SeaChange® website](https://www.seachange.com). The website delivers the most

up-to-date information about Thai Union's sustainability program, progress, activities and achievements.

This report was prepared in accordance with the Global Reporting Initiative (GRI) Standards: Core Option and its Food Processing Sector Supplement (FPSS). In keeping with the intent of the GRI Guidelines, we have focused on the GRI Standards, as described below. This report has been assured by Lloyd's Register at a limited level. The scope of this report covers companies under Thai Union Group, as well as subsidiaries where we have a 50 percent holding, companies that are under Thai Union operational control.

PRINCIPLES FOR DEFINING REPORT CONTENT

Determining the content of this report began by understanding the impacts of our value chain on different stakeholders, including suppliers, customers,

governments, local communities and civil society. Next, we engaged external experts and our global leadership team for their insights. The report addresses items of significant interest to stakeholders important to Thai Union's business strategy.



In conducting the analysis of internal and external environments, we abided by the GRI Standards: sustainability context, materiality, completeness and stakeholder inclusiveness. To find out more about our materiality assessments, see our materiality issues section on page 28.



WHAT IS REPORT QUALITY?

The GRI Standards define reporting quality via a set of quality aspects: accuracy, balance, clarity, reliability and timeliness.

We have taken numerous actions to meet these:

-  We continue to improve the quality of information in our sustainability reports and we publish them in a timely manner, so our stakeholders can effectively integrate the information in their decision making.
-  We value the opinion of our stakeholders, including employees, local communities and interest groups, non-governmental organizations, customers, suppliers and contractors.

In preparing our report, we listen and respond to stakeholder feedback to help ensure the information we report is balanced and reliable.

-  We are moving toward more efficient and effective operations with minimum adverse social and environmental impacts along the entire value chain.
-  We regularly report on key topics and commitments, including updating on our progress towards our tuna commitment and other commitments, and providing progress reports on key partnerships and agreements such as our agreement with Greenpeace. In 2019 we released with WWF-UK our fourth annual [partnership progress report](#).

COMMUNICATION ON PROGRESS

As a participant in the United Nations Global Compact, this report also serves as our annual Communication on Progress (COP) to stakeholders. The COP reports our progress in implementing the Ten Principles of the UN Global Compact within our sphere of influence, as well as our progress in

supporting the environmental and social responsibilities of the broader UN Sustainable Development Goals (SDGs).

The report's content has been reviewed and approved by the leadership of relevant business units at Thai Union and our Sustainability Committee. There has been no significant change in the materiality reported compared to the previous year.





CEO MESSAGE



The last decade has seen Thai Union continue to develop, both as a global company, providing our products to consumers all over the world, and as a leader in terms of sustainability, rising to become a major player in influencing best practices and continuing to make great progress towards a sustainable, ethical seafood industry.

At Thai Union, our vision is to be the world's most trusted seafood leader, caring for our resources to nurture generations to come. Throughout the last decade we have taken this vision to the heart of our business, reflecting it in everything that we do. This Sustainability Report looks back on the last year of a decade which has seen us make incredible strides, both in creating our SeaChange® global sustainability strategy and in then carrying it out and working towards achieving the commitments that we set.

As one of the largest seafood companies in the world, we are proud to take a leadership position and work to ensure

that we are helping to create a more sustainable seafood industry. Maintaining healthy oceans, healthy fish stocks, and providing an environment where our workers are in safe and freely-chosen employment are all incredibly important to us.

As we embark on the next 10 years of our sustainability journey, this will be more important than ever, especially as we consider the changing demands of consumers. Around the world, people are looking to their food to not only provide healthy nutrition but also be sourced sustainably, in line with their own ethics. At the same time, we also recognize the role that the oceans and seafood play in combating ongoing challenges such as climate change, as well as providing healthy, nutritious diets for consumers. That is why we are entering the next decade with our Group-wide commitment to *Healthy Living, Healthy Oceans* around the world. *Healthy Living, Healthy Oceans* will allow us to continue to evolve SeaChange® in 2020 and beyond.

Sustainability is at the heart of everything we do at Thai Union and we have an unwavering commitment to

be at the forefront of positive change and to deliver real and lasting improvements across the entire industry. At the heart of this is transparency. We are committed to being transparent across all our work, particularly to support our sustainability efforts and set new standards for the entire global industry. This report, and our [sustainability website](#), are designed to aid in this transparency, showcasing not only our achievements, but also the areas we're focusing on to make meaningful improvements.

This 2019 report sets out how we have worked across the four programs that make up SeaChange®; namely: Safe and Legal Labor, Responsible Sourcing, Responsible Operations and People and Communities, and how we fulfill our mission to be the seafood industry's leading agent of change, making a real positive difference to our consumers, our customers, and the way the category is managed.

This year was filled with important achievements and success. I was incredibly proud

when Thai Union was ranked number one in the world in the Food Products Industry Index of the Dow Jones Sustainability Indices (DJSI) for the second year in a row. This was also the sixth consecutive year that the Company has been listed on the DJSI. We achieved an industry best-in-class 100th percentile ranking for total sustainability score and also the same ranking for Codes of Business Conduct, Health & Nutrition, Materiality, Supply Chain Management, Environmental Reporting, Genetically Modified Organisms, Water Related Risks, Human Rights and Talent Attraction & Retention.

Thai Union was also ranked number one on the inaugural

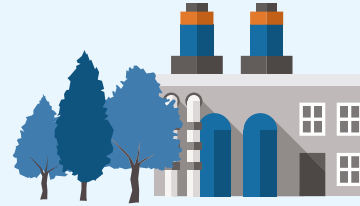
Seafood Stewardship Index (SSI), which assessed the contribution of the world's 30 largest seafood companies to the United Nations Sustainable Development Goals (UN SDGs)

As part of our commitment to traceability, the backbone of sustainability, Thai Union and its partner WWF released its first [Sourcing Transparency: Wild Caught Fish and Shellfish report](#). Together with WWF-UK, we also released our fourth annual partnership progress report on their European partnership, working to improve the sustainability of seafood supply chains by considering key topics such as traceability, supply chain analysis, implementing improvement

projects and advocating for better fisheries management.

Thai Union also took an important step during the year to strengthen the sustainability of our aquafeed. At the Seafood Expo Global in Brussels, we offered the world its first taste of commercially farmed shrimp fed with protein produced from natural gas. Calysta's innovative and sustainable FeedKind® protein allows shrimp farmers to increase their output to meet global demand while reducing pressure on the planet's resources by replacing fishmeal from wild fish specifically caught for protein in shrimp feed.

As we continued to explore food-tech innovation, Thai Union created a venture fund with an initial commitment of US\$ 30 million, exploring potential investments in companies developing breakthrough technologies. We kicked off by investing in Flying Spark, an alternative protein start-up. Thai Union also partnered with the National Innovation Agency (NIA) and Mahidol University's Science Faculty to launch SPACE-F, the first global foodtech accelerator in Thailand, which recruited 24 global startups into its program,



a number of whom were showcased at our Thai Union Global Seminar at the end of the year.

We were also excited to jointly host the Seafood Business for Ocean Stewardship (SeaBOS) Dialogue annual meeting, which was held in Phuket. SeaBOS brings together scientists from the Stockholm Resilience Centre at Stockholm University, the Royal Academy of Sciences in Sweden and 10 of the largest seafood companies in the world, with the aim of leading a global transformation towards sustainable seafood production and a healthy ocean.

The safety of our products is paramount at Thai Union. To strengthen our efforts, we announced a new [Combating Food Fraud and Food Defense Strategy](#), which will help protect our food supply chains from intentional contamination through a series of robust programs to combat food fraud.

Our sustainability efforts in 2019 did not go unnoticed. Thai Union and WWF-UK

were recognized as leaders in 'Sustainable Supply Chains' at the prestigious edie Sustainability Leaders Awards. Dr. Darian McBain, Thai Union's Global Director of Corporate Affairs and Sustainability, was recognized by CSRWorks International as one of Asia's Top Sustainability Superwomen for driving positive change across the global seafood industry, and was also among those recognized for their outstanding contribution to combating modern slavery at the Anti-Slavery Australia Freedom Awards. We also welcomed an independent evaluation on the positive progress of our Ethical Migrant Recruitment Policy, carried out by ethical trade consultancy Impactt.

Of course, like any good corporate citizen, we must pay attention to the communities in which we operate. Thai Union is active across the world on both a local and Group level. We participate in beach clean-ups and sponsor local events to play a role in cultural, as well as sustainable growth and education. In Bangkok, for example, we were a proud sponsor of the 21st Bangkok International Festival of Dance and Music, while in Europe

we sponsor football teams specifically for homeless people. This is all part of being a good corporate citizen, as well as an active participant in our communities.

Thai Union is committed to supporting the United Nations Global Compact (UNGC) and this report also serves as Thai Union's annual Communication on Progress (COP) to stakeholders. The COP reports our progress in implementing the Ten Principles of the UNGC within Thai Union's sphere of influence.

I would urge you to read our 2019 Sustainability Report to learn more about how we are bringing positive change to the global seafood industry. I am extremely proud of the work that we do and the progress we have made. I'm looking forward to continuing this journey.

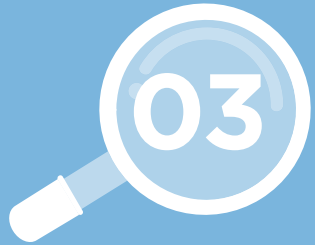


Thiraphong Chansiri
Chief Executive Officer
Thai Union Group

“

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”



BUSINESS OVERVIEW



WHO WE ARE

Thai Union is a global seafood leader bringing high-quality, healthy, tasty and innovative seafood products to customers for more than 40 years. We are the world's largest producer of shelf-stable tuna products with annual sales exceeding THB 133.3 billion (US\$ 4.1 billion) and a global workforce of over 44,000 people who are dedicated to pioneering sustainable, innovative seafood products.

In 2018 and 2019 our sustainability efforts were recognized as we were ranked number one in the Food Products Industry Index of the Dow Jones Sustainability Indices (DJSI). SeaChange®, our global sustainability strategy, successfully drove our score with an industry-best-in-class 100th percentile ranking for total sustainability score, and best-in-class 100th percentile rankings in nine categories. This marked the sixth year in a row we were included in the DJSI. Thai Union was also named to the FTSE4Good Index for the

fourth year in a row. In 2019, we ranked number one on the inaugural Seafood Stewardship Index (SSI), which assessed the contribution of the world's 30 largest seafood companies to the United Nations Sustainable Development Goals (UN SDGs).

OUR VISION

To be the world's most trusted seafood leader, caring for our resources to nurture generations to come.







OUR MISSION

To be the seafood industry's leading agent of change, making a real positive difference to our consumers, our customers and the way the category is managed.

OUR GOAL

We are committed to *Healthy Living, Healthy Oceans*. With a focus on health and wellbeing across our group's portfolio, we will strengthen the growth and profitability of our core businesses and expand into new, attractive areas. We will continue to lead the industry on sustainability while attracting and retaining talent.





OUR VALUES

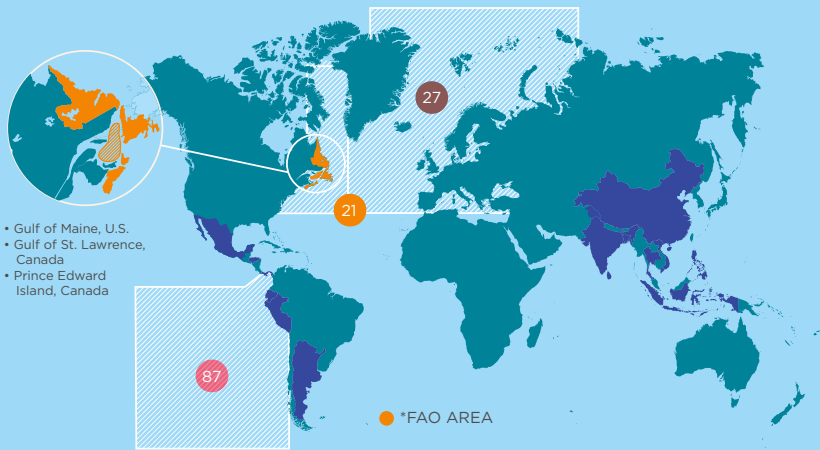
-  Passionate  Responsible
-  Humble  Collaborative
-  Respectful  Innovative

COMPANY PORTFOLIO

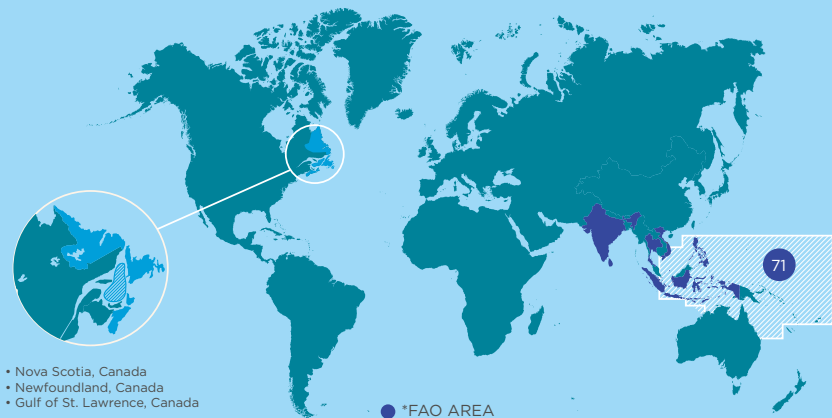
Thai Union portfolio brands include global market leaders Chicken of the Sea, John West, Petit Navire, Parmentier, Mareblu, King Oscar, and Rügen Fisch, along with Thai-leading brands SEALECT, Fisho, Qfresh, Monori, Bellotta and Marvo. Learn more in our 2019 Corporate Annual Report, including consolidated financial statements. [View our maps detailing our operations and footprint](#) on the SeaChange® website.



-  SHRIMP
-  AMERICAN LOBSTER
-  JUMBO FLYING SQUID
-  SCALLOPS
 - farmed
 - wild



-  SNOW CRAB
-  BLUE SWIMMING CRAB





SUSTAINABILITY AT THAI UNION



THAIUNION.COM
SEACHANGESUSTAINABILITY.ORG



SUSTAINABILITY AT THAI UNION

Sustainable development is essential to the future of Thai Union's business and our growth; it is fundamental to being a responsible corporate citizen for both our employees and our global community. Being transparent, not only showcasing our achievements, but highlighting the areas we have identified for improvement, is fundamental to our vision of being the world's most trusted seafood leader.

As a global seafood leader, we have a responsibility to set the standard for social,

environmental and economic performance across our operations and into our supply chains. Recognizing this responsibility to show leadership, we heeded our stakeholders' calls with SeaChange®, Thai Union's sustainability strategy with measurable commitments to delivering real, lasting changes in the way we operate. SeaChange® aims to drive a positive transformation throughout the global seafood industry.

We think of SeaChange® as a journey that covers every aspect of the seafood business: from how we look after the oceans to how we manage our waste; from the responsibility we take for our workers to building brighter futures for the communities around our key sites. SeaChange® is

also a significant part of our commitment to transparency across our operations. Our sustainability website, [SeaChange®](#), not only showcases our achievements, but provides updates on the areas we have identified for improvement.



As a global seafood leader, we have a responsibility to set the standard for social, environmental and economic performance across our operations and into our supply chains.



The backbone of our sustainability strategy is the ability to fully trace our seafood – from catch to consumption. With full traceability in place, we will be able to identify, investigate and improve performance on key issues such as labor and responsible sourcing.

While this work is designed to have a positive impact on the seafood industry, the milestones we achieve under our programs will also deliver against the United Nations Sustainable Development Goals

(UN SDGs) and is guided by our commitment to the UN Global Compact.

As one of the world’s largest seafood companies, we also recognize that we have both the responsibility and the capacity to be a leader for positive change. The oceans are the foundation of our business and healthy oceans are critical, not only for our future but for that of the planet, particularly in combating climate change. Ocean-based solutions to climate change could help reduce global greenhouse gas

emissions by 21 percent by 2050. At the same time, we must also respond to the evolving needs of consumers, who are increasingly looking to swap carbon-heavy proteins for seafood while also seeking foods that are sustainable and innovative. This provides us with opportunities well-suited to not only our seafood products, but also new and exciting areas such as alternative proteins. That is why we are committing to *Healthy Living, Healthy Oceans*.



seachange

OUR OVERARCHING OBJECTIVES



OUR PROGRAMS

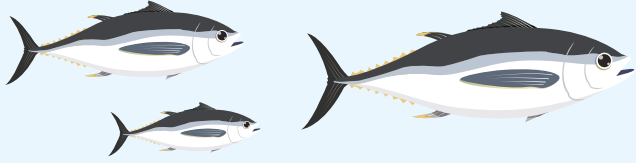


SeaChange® is an integrated plan of initiatives, organized into four programs, to drive meaningful improvements across the entire global seafood industry.



OUR OPERATING PRINCIPLES





SUSTAINABILITY COMMITTEE

The Sustainability Committee meets twice per year and is chaired by Mr. Thiraphong Chansiri, President & CEO, with Dr. Darian McBain, Global Director of Corporate Affairs and Sustainability, as co-Chair. It brings together team members across functions and locations throughout the world. Dr. McBain also sits on the [Global Leadership Team](#) and the [Risk Management Committee](#) to ensure there is a direct link between sustainability and the Board.

INNOVATION IN SUSTAINABLE SEAFOOD

In order to remain at the forefront of sustainability, we recognize that we must be constantly innovating and further developing, not only our technology, but the products that we offer. This is a process which can take place in-house but may also require external

partners to work with on new developments and innovations.

In 2019, we [opened our new Global Innovation Center \(GIC\)](#). The GIC houses more than 40 Doctoral Degree scientists and over 120 researchers in the fields of marine biotechnology, engineering, medicine, food science and nutrition from around the world. They work to coordinate, exchange

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knowledge and expertise in R&D and use the latest technologies to provide the best outcomes for consumers and the environment. The GIC not only develops products such as marine ingredients, which make a fuller use of the co-products

from our seafood production, but is also contributing towards traceability through its printing innovation. This innovation will make it possible to identify tuna species from raw materials, the catch location of Skipjack tuna and the origin of individual fish based on genetic profiles.

With our partners, we have also worked on such innovations as sustainable alternative protein FeedKind®, developed by our partner Calysta. FeedKind® enables shrimp farmers to increase their output to meet growing global demand without putting pressure on the planet's

resources, replacing fishmeal from wild fish specifically caught for protein in shrimp feed.

Thai Union also fosters potential FoodTech startups by accelerating business

growth and bridging them to key stakeholders as one of the partners in [SPACE-F](#), the first and most comprehensive global FoodTech startup incubator and accelerator based in Thailand. SPACE-F was established in 2019, in partnership with the National Innovation Agency of Thailand and the Faculty of Science at Mahidol University. Startups are involved in such key areas as alternative proteins and working on innovative packaging solutions.

We are also working with partners such as KASIKORNBANK, a Thai bank,

and their KASIKORN Business - Technology Group (KBTG) to develop blockchain solutions to help protect workers' rights. Through the collaboration we developed a proof of concept trial test to enable workers to safely and securely store their personal identification documents on the blockchain which can be accessed by recruiters, workers and Thai Union for identity verification related to employment.

COLLABORATION AT THAI UNION

Sustainability can only be achieved through collaboration and shared goals, as highlighted by UN SDG 17 - Partnerships for the Goals. We are committed to change

and leading by example to help improve the industry as a whole. One of our key collaborations in 2019 was with the Seafood Business for Ocean Stewardship (SeaBOS). As a founding member of SeaBOS, we are part of a significant platform for collaboration between science and industry.

For example, in 2018, SeaBOS members agreed to support the Global Dialogue for Seafood Traceability (GDST), as well as to join the Global Ghost Gear Initiative (GGGI) in 2019. Thai Union was already proud partners with both of these organizations and has been actively implementing beta tests of the interoperable traceability standards in our tuna and shrimp supply chains. In 2019, we also co-hosted the fourth Keystone Dialogue since the start of SeaBOS, which was held in Phuket, Thailand and where we issued a joint statement with Charoen Pokphand Foods PCL (CPF) on tackling modern slavery to ensure our supply chains are free of illegal labor.



Throughout 2019, Thai Union participated in a number of discussions on a wide range of topics that are crucial to SeaChange® and our work to promote sustainable practices across the industry. These included demonstrating our commitment to combat modern slavery and end unethical recruitment practices at the 2019 Issara Global Forum in November, and at the Sydney-held conference Implementing Australia’s Modern Slavery Act – Knowing Your Supply Chain. We also shared our experience on ethical recruitment with global business leaders at the third annual Global Forum for Responsible Recruitment in Bangkok.

We made a wider call for action through sustainable seafood at the Asia Pacific Day for the Ocean Forum and reaffirmed our commitment to gender parity at the ELEVATE CSR Asia Summit. At the same time, we were pleased to share our experiences and progress at a number of conferences and panels, including at the launch of the Thailand Responsible Business Network; at the Asian and Oceanian Stock Exchanges Federation (AOSEF) Working Committee and Investor

Education Working Group Meeting; and speaking at the MSC Seafood Futures Forum 2019 on the importance of collaboration for a sustainable seafood industry.

Thai Union is deeply committed to working with partners, governments and NGOs to tackle challenges and improve best practices across the industry and will continue to advocate for meaningful change.



UN SUSTAINABLE DEVELOPMENT GOALS AND UN GLOBAL COMPACT

While our work is primarily designed to have a positive impact on the seafood industry, the milestones we achieve under our programs will also deliver against the United Nations Sustainable Development Goals (UN SDGs) and are guided by our commitment to the UN Global Compact (UNGC). This report serves as Thai Union’s annual Communication on Progress (COP) to stakeholders.

In line with SeaChange®, Thai Union is focused on delivering across all the SDGs but is focused on three contributing to broad societal change.



Thai Union is a member of the UNGC and has worked to implement the commitments in its Ten Principles since 2013.

HUMAN RIGHTS

Thai Union will support and respect the protection of internationally proclaimed human rights; and **1**

Make sure that they are not complicit in human rights abuses. **2**

LABOR STANDARDS

Thai Union will uphold the freedom of association and the effective recognition of the right to collective bargaining; **3**

The elimination of all forms of forced and compulsory labor; **4**

The effective abolition of child labor; and **5**

The elimination of discrimination in respect of employment and occupation. **6**

ENVIRONMENT

Thai Union will support a precautionary approach to environmental challenges; **7**

Undertake initiatives to promote greater environmental responsibility; and **8**

Encourage the development and diffusion of environmentally friendly technologies. **9**

ANTI-CORRUPTION

Thai Union will work against corruption in all its forms, including extortion and bribery. **10**



CASE STUDY 1

SEABOS

In 2015 academics from the Stockholm Resilience Centre (SRC) first published a paper in PLOS One about transnational corporations acting as the 'Keystone Actors' in marine ecosystems. From this paper, the SRC sought to bring the keystone actors together in person, and a unique collaboration between science and industry was formed.

The first Keystone Dialogue was held in 2016 in the Maldives. From the initial meeting, the Seafood Business for Ocean Stewardship (SeaBOS) was formed. The intent is to develop a common understanding and common approach to some of the most pressing issues that face the oceans and the seafood industry across the wild capture, aquaculture and feed businesses. The SeaBOS initiative is hosted under the patronage of HRH Crown Princess Victoria of Sweden, an Ambassador for the UN Sustainable Development Goals (SDGs).

In particular, SeaBOS aims to make progress against SDG 14 – Life Below Water, although many of the other SDGs are also influenced. SeaBOS members are the CEOs of the largest seafood businesses in the world, supported by their technical teams and scientists from academic institutions around the world. In 2019 Thai Union co-hosted the fourth Keystone Dialogue in Phuket, Thailand.

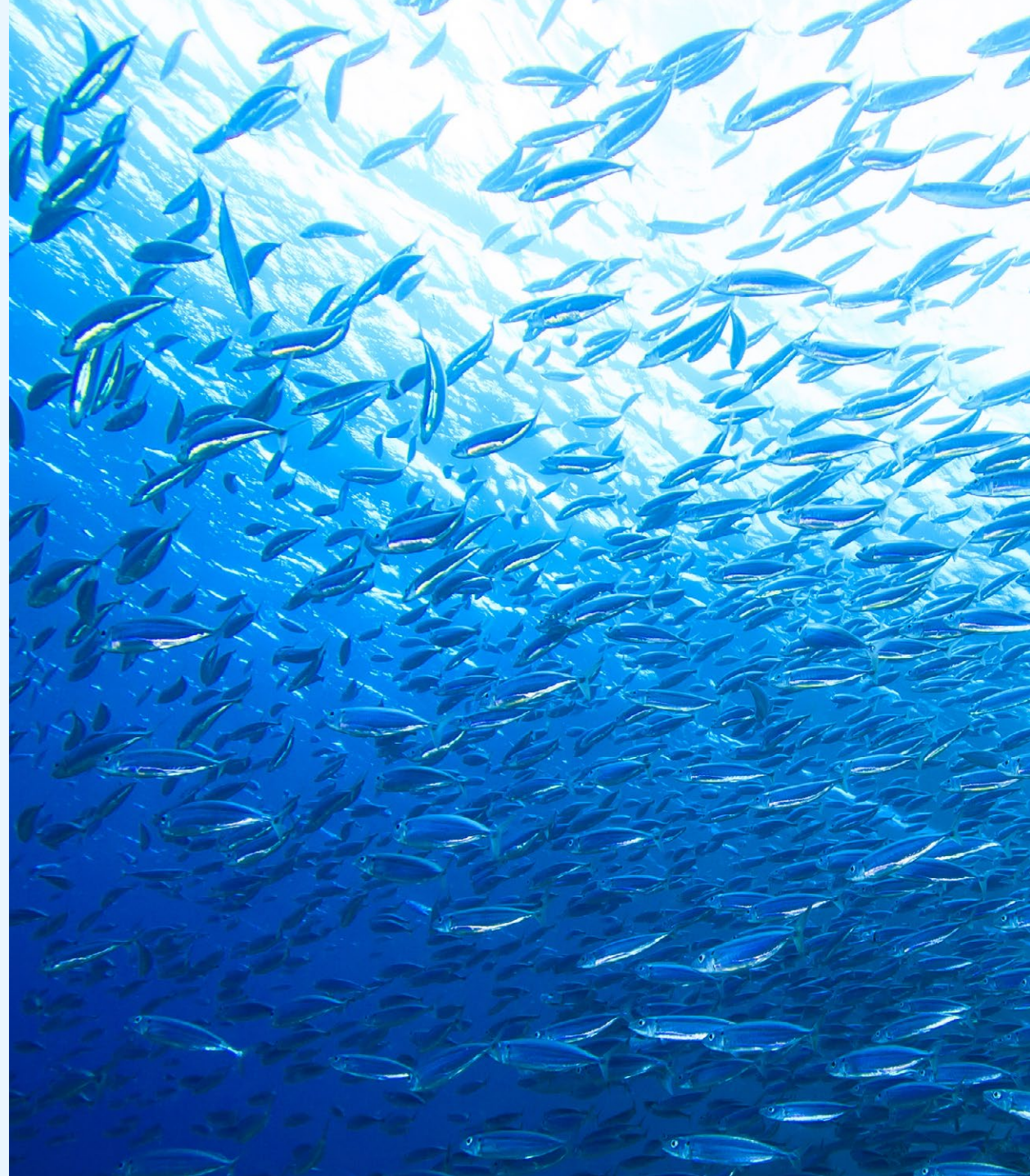
There are six Task Forces in SeaBOS today:

- Task Force I: Addressing IUU and forced labour
- Task Force II: Improving traceability in global seafood
- Task Force III: Working with governments to improve regulations
- Task Force IV: Transparency and Governance of SeaBOS
- Task Force V: Reducing plastic in seafood supply chains
- Task Force VI: Climate Resilience

In addition, new and emerging areas are under consideration such as work towards reducing the use of antibiotics in aquaculture.



Members attending the annual Dialogue of the Seafood Business for Ocean Stewardship (SeaBOS) Dialogue



06

OUR MATERIAL ISSUES & STAKEHOLDER ENGAGEMENT



MATERIALITY IN RISK ASSESSMENT

One way we assess our materiality is through our risk management procedure. Through reviewing activities and partnerships, assessing forthcoming legislation and the implementation of regulations, customer preference and feedback, as well as media profile and risk. Thai Union continuously monitors the materiality of issues and the impact they have on our internal risk profile. These risks are presented quarterly to the Risk Management Committee. It is important to us that we not only address the issues that we understand are important to us as a global seafood leader, but that we are also tackling the issues that are of greatest importance to our stakeholders and partners around the world.

STAKEHOLDER ENGAGEMENT

Thai Union regularly engages with our key stakeholders, allowing us to understand and

prioritize our sustainability risks and define appropriate responses to emerging corporate challenges.

Given our global scale of operations, our material issues and impacts are complex and transcontinental. Thai Union carried out a materiality assessment, which analyzed our worldwide operations to identify and prioritize the most important issues to our stakeholders and the business as a whole. This resulted in our identifying our material issues, including those related to environmental, social and governance risks. Building on stakeholder feedback in our December 2015 materiality assessment, we developed our SeaChange® sustainability strategy, which we launched in 2016.

Additionally, in 2019, we carried out a structured stakeholder engagement process to review and input on our 2025 SeaChange® goals. This process included a two-phased approach - interviews with key internal stakeholders, and a survey of our external stakeholders. In both cases, they were asked to provide input and discussion on what was most important to them

and what they felt Thai Union should address in the next phase of SeaChange® from 2021 to 2025.

The internal survey directly gathered feedback from Thai Union teams and departments globally, including the Human Resources, Investor Relations and Communications teams in Bangkok, marketing teams in Thai Union brands and factory personnel worldwide. The intent was to engage internal stakeholders that may not otherwise have direct input into the sustainability process and understand better their perspective on what aspects of SeaChange® they felt had been most effective and relevant, as well as how our sustainability work has affected their daily business activities. They were also asked for input regarding the next evolution of SeaChange®.

The external stakeholder survey included 11 groups of stakeholders, with more than 70 people targeted in the survey.

Our Stakeholders	Online Consultation	Tailored Strategy Presentation	Reporting (e.g. newsletter, emails)	Trainings	Site Visits	Events (Internal, external)	Microsite
Thai Union Management	✓	✓	✓			✓	✓
Thai Union Staff	✓	✓	✓			✓	✓
Thai Union Legal Staff	✓	✓	✓			✓	✓
Consumers							✓
Customers	✓	✓	✓	✓ ⁽¹⁾	✓	✓	✓
Industry Associations/Lobbyists	✓	✓					✓
International Organizations (UN, Interpol, etc.)	✓	✓			✓	✓	✓
NGOs/Foundations	✓	✓			✓		✓
Policy Makers/Regulators	✓	✓	✓		✓	✓	✓
Shareholders/Investors	✓	✓ ⁽²⁾	✓	✓ ⁽³⁾	✓		✓
Suppliers	✓			✓			✓
Think Tanks	✓	✓					✓

(1) sales teams / (2) personalized emails & letters / (3) investor relations team

MATERIALITY MATRIX & SURVEY FINDINGS

EXTERNAL SURVEY FINDINGS

In the main, the survey of external stakeholders showed consistency in the issues that they were concerned about. The majority of existing issues were carried across from the previous materiality matrix. However, the degree of

importance of those issues did change. In particular, Ocean Plastics, which had previously been the top concern, fell to only number nine, a significant drop. At the same time, Human Rights became the most widely-held concern. Responsible Sourcing climbed to number two from number four most important previously.

Encouragingly, the top four items identified by stakeholders, namely: Human Rights, Responsible

Sourcing, Environmental Protection, Health & Safety in the Workplace are very closely aligned with the [four pillars of SeaChange®](#), which are: Safe & Legal Labor, Responsible Sourcing, People & Communities and Responsible Operations.

INTERNAL SURVEY FINDINGS

In general, the internal stakeholders indicated similar concerns and priorities to

external stakeholders, and were generally aligned with the existing pillars of SeaChange®. These included:

- Continuing to improve traceability for all species and raw materials and educating consumers and investors in regions including China and Thailand regarding the meaning of sustainability, particularly in regards to where products are sourced from. This would naturally fall under the Responsible Sourcing pillar of SeaChange®
- Ocean Plastics were also among top concerns raised by our staff, who indicated a desire to engage more with local authorities to raise awareness and collaborate on reducing ghost gear
- Corresponding to the Safe & Legal Labor pillar of SeaChange®, there were suggestions of ensuring our commitments to labor rights across all our facilities
- Under the same pillar, departments wanted to assess our current leadership gender gap, with regard to increasing the proportion of women general managers and directors

- All teams replied that they would like to see sustainability being further integrated across Thai Union, with teams outside of the core sustainability team taking responsibility for meeting SeaChange® commitments and targets
- Climate Change and Environmental Management were high priorities for the future, particularly with regard to reducing Thai Union’s carbon footprint and effectively measuring Greenhouse Gas (GhG) emissions and water waste

EMERGENT ISSUES AND CHANGES TO MATERIALITY

However, the external survey in particular did also show some new, emergent issues, as well as separating previous issues into more than one, for added focus.



For example, previously Climate Change and Environmental Protection were considered as one item, whereas in 2019 the survey showed that stakeholders are placing separate emphasis on these issues. Thai Union is committed to combating climate change, particularly in light of the report from the High-Level Panel on Building a Sustainable Ocean Economy which highlighted the importance of the oceans in reducing carbon impacts and of dietary change in reducing carbon footprints, globally. We also have a number of initiatives and programs to improve energy use and efficiency in our plants, such as installing solar panels as part of the Sun Seeker solar panel project. Going forward beyond 2020, we will also include Climate Action, UN SDG 13, as one of the key UN SDGs that we are focusing on.

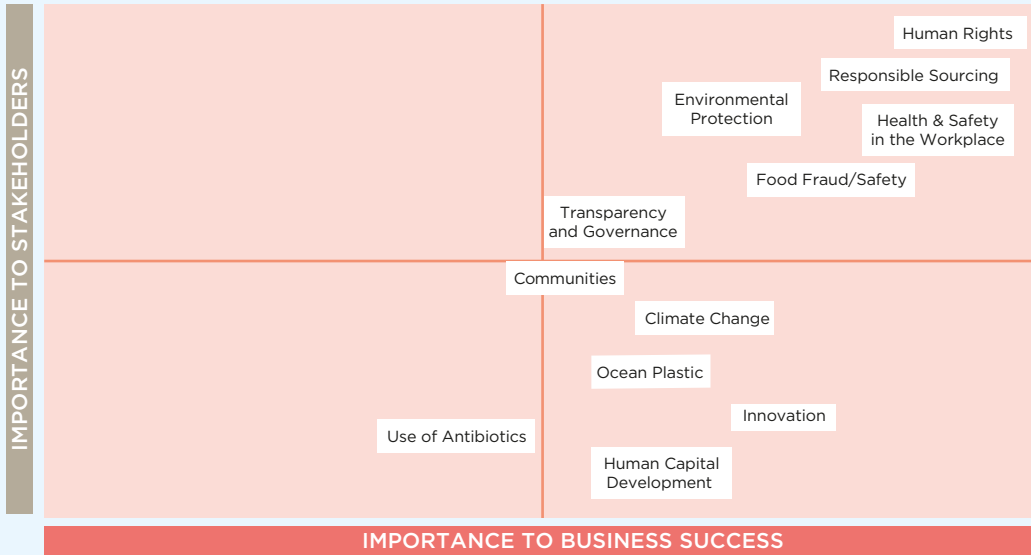
An emergent issue was stakeholder concern over the use of antibiotics. Thai Union is aware of this issue and, as a founder member of the Seafood Business for Ocean Stewardship (SeaBOS) has identified the use of antibiotics in aquaculture as a key focus for further work.

Health & Safety in the Workplace has also been identified as a new issue at the front of stakeholders' minds. Thai Union is deeply committed to UN SDG 8, Decent Work and

Economic Growth and Safe & Legal Labor as one of the four pillars of SeaChange®, with a number of related programs and activities.

In line with the results of our external and internal stakeholder surveys, we have updated our Materiality Matrix as follows:

Materiality Matrix



EXISTING

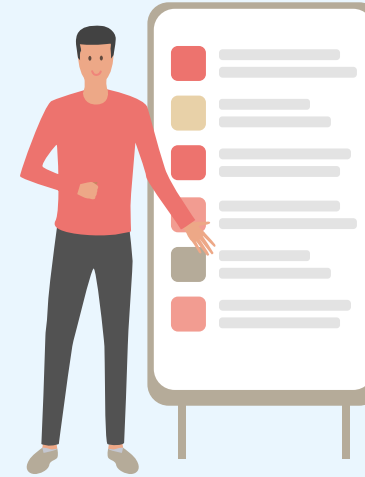
1) Ocean Plastic	4) Responsible Sourcing	7) Long-Term Commitments
2) Human Rights	5) Transparency & Governance	8) Innovation
3) Climate Change & ENV Protection	6) Communities	9) Human Capital Development

FOLLOWING SURVEY

1) Human Rights	5) Food Safety/ Food Fraud	9) Ocean Plastic
2) Responsible Sourcing	6) Transparency & Governance	10) Innovation
3) ENV Protection	7) Communities	11) Use of Antibiotics
4) Health & Safety in the Workplace	8) Climate Change	12) Human Capital Development

LOOKING TO THE FUTURE

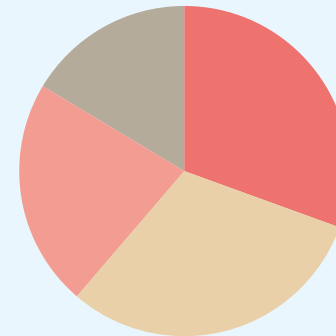
Survey respondents were also asked to select the issues that they believe will be the most important to the seafood industry over the next five years. The top responses can be found in the chart below:



As per the survey results, these issues closely follow the pillars of Thai Union's SeaChange® strategy, particularly as Human Rights and Labor Protection and Responsible Sourcing remained the top priority. We are also working closely with organizations such as the Global Ghost Gear Initiative (GGGI) on the issue of ocean plastics and will continue to improve our environmental performance, including reducing our carbon footprint and GhG emissions.

Thai Union is aware of the importance of these issues, as well as the other key concerns highlighted by our stakeholders going forward. We are prepared to tackle them as central priorities for the next decade and beyond of SeaChange®.

Top indicated challenges for the seafood industry over the next five years



- Human Rights and Labor Protection
- Responsible Sourcing
- Environmental Protection
- Ocean Plastic Pollution



FEEDBACK FROM THAI UNION'S STAKEHOLDERS

OUR STAKEHOLDERS	ISSUES	THAI UNION RESPONSES
Investors	<ul style="list-style-type: none"> Improvement of business performance Good governance Transparency of information 	<ul style="list-style-type: none"> Transparency and governance (anti-corruption, data disclosure, tax policy and reporting) Investor Relations Communications team, quarterly face-to-face investor updates with sustainability briefing
	<ul style="list-style-type: none"> Social and environmental responsibilities 	<ul style="list-style-type: none"> Climate change and environmental protection
Suppliers	<ul style="list-style-type: none"> Fair trade Consistency expectation Increasing orders 	<ul style="list-style-type: none"> Responsible sourcing (traceability, viability) Vessel Code of Conduct Supplier audits and capacity building
Customers	<ul style="list-style-type: none"> Product quality (health and nutrition) Eco-labelling (e.g. MSC, dolphin safe, ASC, BAP, carbon footprint of products) 	<ul style="list-style-type: none"> Innovation and product responsibility (quality, food safety) Increased customer communication and face-to-face meetings on sustainability held globally Offering more sustainable alternatives to meet customer demand
		<ul style="list-style-type: none"> Responsible sourcing Climate change and environmental protection Updates on GGGI partnership, our Tuna Commitment, Sourcing Transparency report with WWF

OUR STAKEHOLDERS	ISSUES	THAI UNION RESPONSES
End-consumers	<ul style="list-style-type: none"> Eco-labelling Competitive price Food safety Product quality (health and nutrition) 	<ul style="list-style-type: none"> Innovation and product responsibility (quality, food safety)
	<ul style="list-style-type: none"> Social and environmental responsibilities Eco-labelling (e.g. MSC, dolphin safe, ASC, BAP, carbon footprint of products) 	<ul style="list-style-type: none"> Responsible sourcing Can trackers and traceability data as well as product information
Employees	<ul style="list-style-type: none"> Fair compensation and benefits Fair labor practices Safety and wellness Career development and opportunity Work-life balance 	<ul style="list-style-type: none"> Human rights and fair labor practices Human capital development Management program Global program of harmonization of work standards Brand ambassador program and Thai Union Global rollout
Daily/Migrant workers	<ul style="list-style-type: none"> Fair compensation and benefits Fair labor practices Safety and wellness 	<ul style="list-style-type: none"> Human rights and fair labor practices Human capital development
Communities	<ul style="list-style-type: none"> Legal compliance 	<ul style="list-style-type: none"> Transparency and governance (anti-corruption, data disclosure, tax policy and reporting)
	<ul style="list-style-type: none"> Social and environmental responsibilities Partnership in community development Socioeconomic development 	<ul style="list-style-type: none"> Nutritional information Communities
Government	<ul style="list-style-type: none"> Legal compliance Participation in government programs 	<ul style="list-style-type: none"> Transparency and governance (anti-corruption, data disclosure, tax policy and reporting)

OUR STAKEHOLDERS	ISSUES	THAI UNION RESPONSES
NGOs	<ul style="list-style-type: none"> ▪ Social and environmental responsibilities ▪ Marine conservation ▪ Participation in social and environmental programs 	<ul style="list-style-type: none"> ▪ Climate change and environmental protection ▪ WWF Sourcing transparency report
	<ul style="list-style-type: none"> ▪ Transparency of information 	<ul style="list-style-type: none"> ▪ Transparency and governance (anti-corruption, data disclosure, tax policy and reporting) ▪ TUE transparency report
International organizations	<ul style="list-style-type: none"> ▪ Regulatory compliance ▪ Transparency of information 	<ul style="list-style-type: none"> ▪ Transparency and governance (anti-corruption, data disclosure, tax policy and reporting)
	<ul style="list-style-type: none"> ▪ Social and environmental responsibilities ▪ Transparency of information 	<ul style="list-style-type: none"> ▪ Joint workshops such as with the ILO Communities
Academia	<ul style="list-style-type: none"> ▪ Social and environmental responsibilities ▪ Marine conservation ▪ Participation in social and environmental programs 	<ul style="list-style-type: none"> ▪ Climate change and environmental protection ▪ Communities ▪ Collaboration with Stockholm Resilience Centre through SeaBoS ▪ Collaboration with University of Sydney
Media	<ul style="list-style-type: none"> ▪ Transparency of information ▪ Timeliness of information 	<ul style="list-style-type: none"> ▪ Transparency and governance (anti-corruption, data disclosure, tax policy and reporting) ▪ Engagement on material issues



JANUARY

Co-hosted a health and safety training workshop for fishers in Thailand with the International Transport Workers' Federation (ITF)

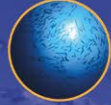


Donated 1,000 humanitarian relief packs to those impacted by Tropical Storm Pabuk in Thailand



FEBRUARY

Thai Union and WWF-UK recognized as leaders in 'Sustainability Supply Chains' at edie Sustainability Leaders Award



Thai Union, along with its partner WWF, released its first Sourcing Transparency: Wild Caught Fish and Shellfish report



MARCH

Dr. Darian McBain shared insights into how Australian businesses can help tackle modern slavery at conferences in Sydney and Melbourne

Dr. Darian McBain met with members of the US House of Representatives to discuss tackling supply chain slavery

Thai Union hosted a panel discussion with Global Ghost Gear Initiative about ghost gear at the Seafood Expo North America

APRIL

Thai Union and WWF-UK released the fourth annual partnership progress report on their European partnership



MAY

Chicken of the Sea® introduced its Responsible Aquaculture Commitment



Released our 6th annual Sustainability Report



Partnered with Calysta to offer the world's first commercially farmed shrimp fed with sustainable alternative protein



JUNE

Thai Union CEO joined other divers to launch #GhostGear Reborn campaign on World Oceans Day



Sponsored the SeaWeb Seafood Summit, bringing together seafood industry representatives to share ideas on creating a more sustainable future for seafood

Thai Union honored in the Vision category of the Seafood Champion Awards



Thai Union shared insights into tackling modern slavery risks in supply chains with Australian companies who are preparing to address this issue



Thai Union awarded the Bronze prize for Individual Leader of the Year at the 2019 Global Good Awards

JULY

Addressed the Global Forum for Responsible Recruitment in Bangkok on Thai Union's approach to ethical recruitment



Opened fourth preschool in Samut Sakhon for the children of migrant workers



AUGUST

Employees collected 365 kilograms of rubbish during a clean-up at Ban Pe Beach on Thailand's east coast



SEPTEMBER

Joint host of the annual Seafood Business for Ocean Stewardship (SeaBOS) Dialogue in Phuket



Ranked No. 1 globally in food industry in Dow Jones Sustainability Indices for second consecutive year



Launched new strategy to combat food fraud in our supply chains



Dr. Darian McBain recognized as one of Asia's Top Sustainability Superwomen



OCTOBER

Dr. Darian McBain received the 2019 Freedom Award at the Anti-Slavery Australia Freedom Awards



Announced an investment in Flying Spark, an alternative protein start-up

Donated more than 260,000 cans of SEALECT products and 500 boxes of pet food to those affected by flooding in Thailand and Myanmar



Conducted basic fire training for students in Thailand's Samut Sakhon to improve their safety awareness



Ranked No. 1 on the inaugural Seafood Stewardship Index



NOVEMBER

Dr. Darian McBain urged companies to adopt a more robust approach to ethical recruitment at the 2019 Issara Global Forum



Received Stock Exchange of Thailand's (SET) Best Sustainability Excellence Award 2019; named to SET's 2019 Thailand Sustainability Investment Index



Addressed the Asia Pacific Day for the Ocean forum, hosted by the United Nations Economic and Social Commission for Asia and the Pacific



Independent evaluation from Impactt found Thai Union's efforts to transform its recruitment policy were a "significant landmark in improving migrant recruitment practices"



DECEMBER

Taught students in Samut Sakhon in Thailand about the importance of mangrove restoration



CEO Thiraphong Chansiri shared his views on sustainable development at the launch of the Thailand Responsible Business Network



Pledged to plant 7,273 trees to offset the carbon footprint of annual Global Seminar



Dr. Darian McBain discussed how Thai Union is increasing its focus on alternative proteins in an article on just-food.com



2019 IN BRIEF

Our sustainability strategy, SeaChange® is at the heart of Thai Union's business. We continued to make positive progress in 2019; part of our ongoing efforts to drive change across the global seafood industry.

08

SAFE & LEGAL LABOR

CASE STUDY 2

COMMITTED TO DIVERSITY

The inclusion of women in the workforce provides widespread benefits to a business. Not only that, it ensures greater support for society as a whole, with women providing extra income for families. In the seafood industry, gender imbalance is an ongoing challenge, so at Thai Union we are pursuing an aspiration of having 50/50 gender parity across all levels of management.

In 2019, the gender ratio for Thai Union management was 52 percent male and 48 percent female, while in non-management positions, female workers make up 61.5 percent compared to 38.5 percent men.

Across the global seafood industry, the participation of women in decision-making levels are still minimal, with about 90 percent of directorships occupied by men.

The Company introduced the Thai Union Group Diversity Policy in 2018, with gender diversity a key component given there are a large number of women working for the Company and within its supply chains. With a diverse customer base, having a diverse workplace also helps Thai Union better understand our target markets.

We have implemented a series of benefits to support women in the Company, including the opportunity to extend maternity leave, flexible working arrangements, a production line in the plant for only pregnant employees, additional security for women working nightshift in our plants, breast feeding rooms, resting rooms for pregnant or nursing women inside and outside of the operation line, along with a preschool program for their children and financial support.

Unfortunately, women continue to face disadvantages and discrimination. At Thai Union we strongly believe that gender equality is a fundamental human right and a business benefit. We are working hard to ensure our Company is a champion for women's rights and gender equality, and setting the standard for the global seafood industry. There have been no instances of discrimination reported through our global operations.

5 GENDER EQUALITY



8 DECENT WORK AND ECONOMIC GROWTH



Providing safe, legal and freely-chosen employment for workers in our own facilities and in our supply chains is critically important to Thai Union. We want to consider how we can meet or exceed international frameworks such as the UN Guiding Principles on Human Rights, legislation such as Modern Slavery Acts and most importantly, ensure that people have safe and legal work to help them fully participate in society. While we have significant programs in place for our own employees, we are also partnering with specialist organizations and NGOs to ensure that those working in the wider industry are also protected.

Thai Union does not own any vessels but we are using our leading market position to improve labor conditions throughout the entire seafood supply chain. We know that full traceability of all our seafood products, from catch to consumption, will help accurately identify gaps in safe and legal labor and, critically, give workers a voice. We are committed to this work and to helping the industry deliver against UN SDG 8, aiming to provide decent work and economic growth for communities and individuals throughout the world.

CASE STUDY 3

CONTINUOUS IMPROVEMENT IN ETHICAL RECRUITMENT



One of the overarching objectives of SeaChange® is that all our workers are safe, legally employed and empowered. This is critically important to Thai Union, and is backed by our Business Ethics and Labor Code of Conduct (introduced in 2015), our Ethical Migrant Recruitment Policy (introduced in 2016), our Vessel Code of Conduct and Vessel Improvement Program (introduced in 2017) and our Supplier Code of Conduct (introduced in 2018). Together these policies support our commitment that all employees should have access to safe and freely chosen employment.

In 2019, ethical trade consultancy Impactt published an independent evaluation which found that the changes Thai Union had made in its recruitment policy were “a significant landmark in improving migrant recruitment practices.” The report, Ethical Recruitment and the Employer Pays Principle: Translating Policy Into Practice, followed a six-month evaluation of our Ethical Migrant Recruitment Policy,

commissioned by Humanity United and The Freedom Fund.

The study found that as a result of Thai Union's policy, there was a large reduction in recruitment-related costs paid by workers; we saw 9 percent higher job satisfaction levels among workers recruited under the policy, while all workers reported that they felt safer during the process. Recruiting workers has also become easier—when the Company issues a demand letter for workers from Myanmar there are now more applicants than posts available and, at the same time, turnover of workers recruited under the policy was 91.2 percent lower in 2018 than workers that weren't part of the program. The program has also been praised through reports that recruitment agents have become more professional and are being recognized for their ethical credentials.

Impactt also stated that Thai Union's policy was an example for other companies to follow as they implement a fair and transparent recruitment process.

Thai Union is proud to take a leadership position when it comes to promoting transparency, which we believe is critical in preventing modern slavery remaining hidden in the dark. The roadmap and reports created with Impactt can be viewed [here](#).



CASE STUDY 4

THE BLOCKCHAIN AND WORKERS' RIGHTS

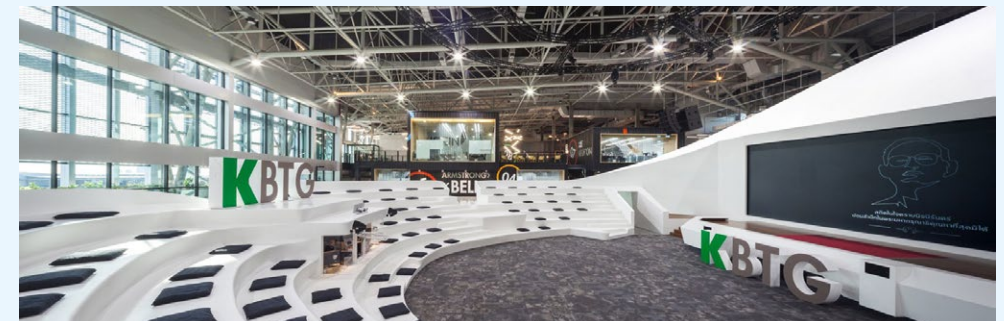
A significant challenge in the seafood industry is tackling forced labor. The confiscation of personal documents from migrant workers such as passports or work permits has, in some cases, been common practice. In essence, this is a form of forced labor.

Thai Union takes seriously its responsibility to protect all of our workers across the world and continues to explore new and innovative ways to address this issue. One technology with the potential to provide a longer-term solution is blockchain.

Working in collaboration with KASIKORNBANK, a digital banking leader in Thailand, and an innovation team from Kasikorn Business-Technology Group (KBTG), we developed a proof of concept trial testing the ability of recruiters, workers and Thai Union to store the digital

signature of the personal document on blockchain.

Using KASIKORNBANK's innovation platform, this was developed to capture the standard workflow procedures for recruiting agents, workers and Thai Union, which has a role in verifying the documents of migrant workers from worker home countries such as Myanmar. Through the platform, workers could store passports, work permits and other important documents on their mobile phone as electronic documents. All these documents can be verified as to who the real issuer is. The intention is to enable workers to have greater access to their personal data and be less likely to encounter bonded or forced labor through control of their own personal documents. If physical copies of their passport or work permit were confiscated, they could still access them online when authorities requested them and prove that the document is authentic. ▶



While the platform was developed primarily from a perspective of recruitment, we are exploring the potential benefits blockchain could have for the seafood industry at large, with the ability to use the application among workers outside of Thai Union - jumpstarting change on a wider scale.

One of the challenges is the varying legal requirements in different jurisdictions in relation to documentation - some insist that physical copies of documents be presented. If authorities can accept that blockchain ensures that documents are verified and securely stored, this has the potential for a wider impact across a broad range of industries with labor issues.



“

Blockchain is a key technology enabler helping in identity proofing as part of an industry-wide platform. We have been a pioneer in the blockchain space since 2016. We are glad to work together with Thai Union on this remarkable project. Respect for human rights is an important corporate responsibility which relates to all related stakeholders such as employees, customers and suppliers. It is essential to sustainability, which is part of our core strategy.”

Silawat Santivisat-
Senior Executive Vice President,
KASIKORNBANK.



CASE STUDY 5

GIVING WORKERS A VOICE



Our workers are the heart and soul of Thai Union.

So it's incredibly important that we give them a voice, and that we protect them as they go about their daily jobs. We do this on several levels, ensuring everyone across all of our operations are able to stand up and be heard.

Providing safe, legal and freely-chosen employment not only ensures our workers are protected but also helps us deliver against the United Nations Sustainable Development Goal to provide decent work and economic growth for communities and individuals around the world. Thai Union is a

member of the UN Global Compact (UNGC) and has worked to implement the commitments in its supply chain. Across our facilities in Thailand, worker welfare committees provide workers with a voice - an important pillar in our human rights due diligence framework. With migrant workers' trade union rights restricted by law in Thailand, the committees provide an alternative channel for Thai Union to establish a social dialogue with workers. Elections for the committees are organized in collaboration with the Migrant Workers Rights Network (MWRN). In 2019, there were a total of 10 committees across all Thai Union facilities. Collectively, they held 47 meeting sessions throughout the year.

The committees are able to consult with employers on worker welfare, offer advice to the employer on welfare, inspect, control and supervise welfare arrangements, and put forward guidelines on welfare arrangements. They also provide Thai Union with greater awareness of issues in the factories as they arise and help identify any risks or violations at our factories.

Thai Union is a global, multinational company and as such migrant workers form a significant part of the Thai Union workforce. Last year 17-year-old Phurit Chansiri interviewed migrant workers from across the Company to explore the similarities in different migration experiences, and the important role migration plays in a global business environment. The video, which can be viewed [here](#), was played at the Global Forum for Responsible Recruitment in Bangkok in 2019, where Thai Union demonstrated its

▼ efforts to combat modern slavery and promote safe and legal labor throughout the Company's supply chains.

As part of our efforts to promote greater levels of accountability and transparency across our operations, Thai Union last year introduced a new Whistleblowing Platform for all staff and workers to ensure strict compliance with ethical and legal standards in the workplace.

Developed in partnership with Navex, a recognized, reliable and independent provider of global compliance solutions, Speak Out - The Thai Union Compliance reporting hotline is available online, and through toll-free numbers reachable from 15 countries, 365 days of the year, with complete

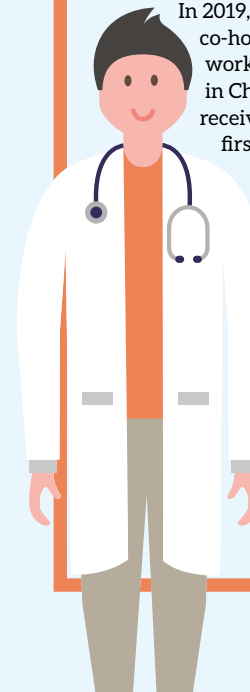
anonymity available. Through the platform, all workers worldwide can report any concerns related to violations outlined in Company policies, the Code of Conduct, or any fraud, abuse or other misconduct in the workplace. This allows workers to be heard more than ever before. Importantly, the solution is also available for suppliers, contractors or clients. Since the launch of the platform there have been nine claims reported, with seven closed and two remaining in progress as of this report.



CASE STUDY 6

HEALTH & SAFETY TRAINING

Working to ensure safe & legal labor throughout our supply chains often goes beyond the setting of guidelines and audits. If there's no practical component then we may find ourselves in the position of setting rules that our suppliers are not equipped to follow. To avoid this situation, Thai Union regularly works with partners such as the International Transport Workers' Federation (ITF) to host workshops and training sessions to help our suppliers understand how they can make sure that their workers are equipped to deal with any of the emergencies that an industry like fishing can present and to take the information found in the vessel audits and create useful, practical advice.



In 2019, Thai Union and the ITF co-hosted a health and safety training workshop for more than 70 fishers in Chumphon, Thailand. Participants received a range of guidance, including first aid and basic medical training techniques such as CPR and how to effectively respond to a potential life-threatening situation while at sea. Each fisher also received a medical kit containing supplies to use while on board vessels. The workshop also covered basic instruction on fire safety and good health practices as well as how to use bank accounts in Thailand.

In addition to partnering with ITF to co-host health and safety training workshops, Thai Union also works with the International Labour Organization (ILO) to select information and promote it among fisher communities, alongside other important partners within the seafood and fishing industry. That is being promoted among fisher communities, along with other important partners within the seafood and fishing industry.



Audits alone won't change the industry and it's important that we practise what we preach and assist those key links in our supply chain to operate in a safer manner and give their workers the skills they need to be safe in their work.



THAI UNION'S VESSEL CODE OF CONDUCT

In 2017 we introduced our Fishing Vessel Improvement Program and Vessel Code of Conduct (VCoC) to provide clear guidance to the fishing vessels from which we source, as well as aim to drive continuous improvement of labor and ethical conditions in the fishing sector. It supports our work towards UDN SDG 8 – Decent Work and Economic Growth.



The VCoC is an extension of the Thai Union Business Ethics and Labor Code of Conduct, which is built on 12 fundamental principles and focuses on topics such as crew contracts, recruitment and treatment of workers, wages, discrimination, verifying crew age, the right to freedom of association, and health and safety. The VCoC is signed by all new suppliers before we enter into a new business relationship and Thai Union is working to ensure that all existing suppliers have also signed it.

The full VCoC with all clauses can be viewed [here](#). The accompanying guidance document can be viewed [here](#).

VCoC AUDIT PROGRAMS

Under the VCoC, Thai Union implements a rolling program of independent audits of the vessels that we source from. In 2019, two third-party audit programs were conducted by consultancy firms, one in Thailand and another for the tuna vessels we source from globally. Every audit results in a report for each individual vessel, assessing the level to which the vessel has met the different clauses of the VCoC, i.e. whether the clause is either fully met, partially met or not met. Where a clause is only partially met or not met at all, a Vessel Improvement Program (VIP) needs to be initiated to reduce the number of Areas for Continuous Improvement (AFIs).

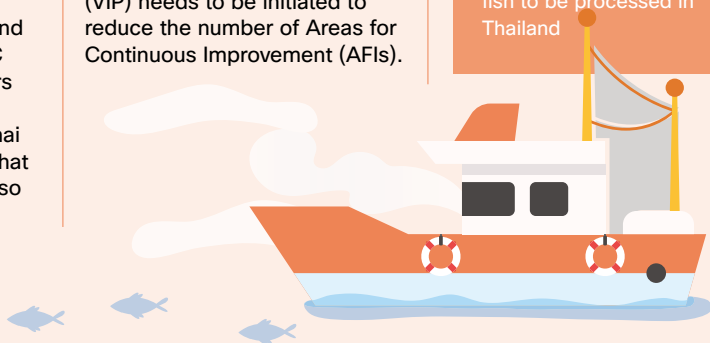
VESSEL AUDITING HISTORY

Thai Union's history of carrying out third-party auditing on the vessels that it sources from pre-dates the VCoC. Prior to the launch of the VCoC, we carried out the below audits:

2015/16 – audits of vessels supplying fish for fishmeal into the Thailand shrimp feed supply chain

2016/2017 – audits of vessels supplying into the European supply chains for tuna

2017/2018 – audits of vessels supplying fish to be processed in Thailand



FOCUS ON CONTINUOUS IMPROVEMENT

Central to the program is driving continuous improvement. This can only be achieved by working with our suppliers. This program provides us with the opportunity to engage with not only the supplying companies but also the fishermen to understand the challenges and where improvements can most change the situation for all involved.

Thai Union works with consultants, suppliers, experts and our customers to develop and implement projects that will increase the level to which our suppliers meet the clauses in the audits.

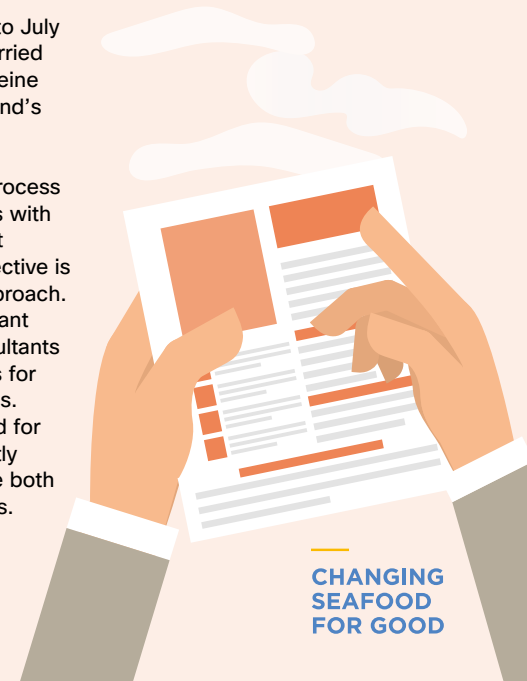
In October 2019, Thai Union signed a Memorandum of Understanding (MOU) with our customers Nestle, The J.M. Smucker Company and Mars Petcare to collaboratively fund projects throughout 2020 to improve the working conditions of fishermen on vessels, focusing on the findings from vessel audits.

AUDITS AND RESULTS

For the global tuna audit program, from August 2018 to the end of 2019, consultants carried out audits on 70 vessels in the Atlantic, Pacific and Indian Oceans. These vessels go to sea for varying lengths of time and use a range of gear types, including trawl, purse seine, pole and line and long line. The two audit programs will continue through 2020, again auditing both Thai and global tuna vessels. In 2020, tuna audits will focus on vessels participating in the Fishery Improvement Projects (FIPs) which Thai Union sources from.

Between October 2018 to July 2019, 38 audits were carried out on trawl and purse seine vessels in eight of Thailand's ports.

A key part of the audit process is carrying out interviews with the crews, to ensure that worker voice and perspective is integrated within our approach. These provide an important opportunity for the consultants to understand conditions for crew onboard the vessels. Interviews are completed for every audit and are strictly confidential, taking place both individually and in groups.



MEASURING COMPLIANCE

The audit programs provided information about the vessels that we source from so that we can focus on the improvement work. This included: contracting, administration relating to payments, record keeping for hours and injuries, health and safety and grievance procedures.

The VCoC is made up of 10 principles. Of these, the first 10 were used in the audit programs to the end of 2019, this was because Principles 11 and 12 refer: 11. - to environmental factors which are not currently part of the VCoC audit program; and 12. - to the need for monitoring ongoing audit results which will be relevant in the future as re-audits occur. They have therefore not been included in the data.

In addition to the audits, the consultants completed benchmarking exercises comparing the VCoC against several other standards on working conditions on fishing vessels. These included: ILO C188, the Responsible Tuna Fishing-Freezer Purse Seiners (AENOR), the Responsible Fishing Vessel Scheme, the Seafood Task Force Vessel

Audit Standard, and relevant local legislation.

VESSEL CODE OF CONDUCT AUDIT PROGRAM RESULTS

In particular, the VCoC audits of Thai and global tuna vessels found that there were a number of similarities across vessels using different gear types and operating under different flag States.

There has been a perception that vessels from Thailand operate differently, or have different challenges to other fishing fleets around the world. The VCoC audit programs have allowed us to analyze the performance of different fleets against the same standards and compare results regarding AFIs.

The key results were:

- For Principles 1, 3, 5 and 8, there was a high level of meeting the clauses (over 75 percent met)
- In comparison, for Principles 2, 9 and 10 the vessels met the clauses less, with 9 being met less in Thailand than for global tuna vessels. For Principle 2, global tuna vessels met the clause less

often than Thai vessels

- For Thai vessels, Principle 6 saw the lowest level of being met of all principles
- Thai vessels met clauses of Principle 7 more often than global tuna vessels
- In Principle 4, Thai vessels were found to meet all of the clauses every time whereas the global tuna program met the clauses to a level of 70 percent.

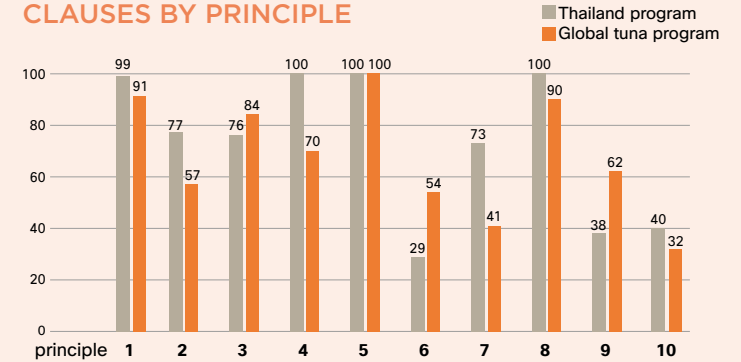
NEXT STEPS

- We will continue to engage with stakeholders through presentations, working groups and publishing case studies and proof points
- A comprehensive review of the VCoC related documents will be completed and we will work with our stakeholders to develop new ways to develop the program further, including working with consultants to carry out more audits
- The VCoC and VIPs are part of our ongoing commitment and efforts to drive continuous improvement both in our operations and the wider industry

THE 12 PRINCIPLES OF THE VCoC

- Business is **conducted lawfully and with integrity**.
- Work is **freely agreed** and with documented terms of employment, legally
- Workers are **treated equally**, with respect and dignity.
- Work is conducted voluntarily with **no forced or compulsory labor**.
- Workers are of an **appropriate age**.
- Workers are paid **fair wages**.
- Working hours** for all workers are **reasonable**.
- Workers can exercise their right to form / **join unions** and to bargain collectively.
- Workers' **health and safety** are **protected** at work.
- Workers have **access to fair procedures**.
- Business embraces **sustainability** and reduces environmental impact.
- Progress and **compliance** are **monitored**.

THE PERCENTAGE OF MET VCoC CLAUSES BY PRINCIPLE



* Audits are carried against the individual clauses of each Principle, rather than the Principle as a whole. Results for all of the clauses within each Principle are then aggregated to show an overall score for each Principle.

** As the process of auditing vessels for social and ethical conditions matures, and as understanding of the nuances grows, it is expected that results and conversations will become more refined.



The Fishing Vessel Code of Conduct is one of the many ways in which Thai Union can demonstrate its commitment to drive continuous improvement, not only in its own operations, but across the seafood industry.

Implementing the VCoC audit program enables Thai Union to support and work with others to improve the lives and employment of those in our supply chain, and help the industry move towards more sustainable and ethical practices.



Tracy Cambridge -
Responsible Sourcing
Director (Europe)



RESPONSIBLE SOURCING



THAIUNION.COM
SEACHANGESUSTAINABILITY.ORG



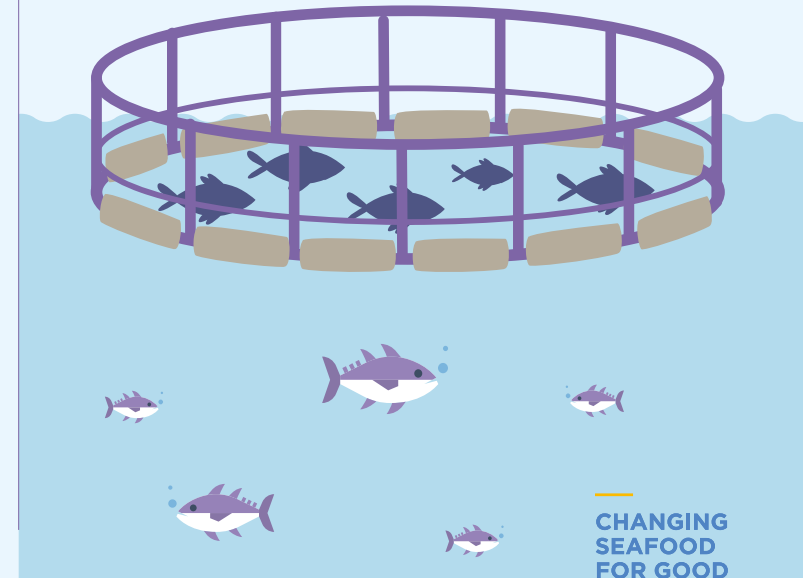
The seafood industry is complex, whether looking at wild-caught or aquaculture fisheries. Given the complexities of the seafood industry, we recognize the importance of proactively addressing both emerging and ongoing issues in our dynamic business environment. Supply chain management is at the heart of the [Responsible Sourcing](#) program within SeaChange® and is vital to the effective and successful management of our business.

Traceability is the key to improving the transparency and operational practices of the entire seafood industry. With traceability in place, we can track every product—from catch to consumption—and we can ensure our suppliers abide by the same sustainability commitments as Thai Union. Without full traceability of our supply chain, we cannot begin to understand its risks. As such, we refer to traceability as the backbone of SeaChange®. Our Responsible Sourcing program focuses not only

on traceability, but also engagement. We view our suppliers as partners and we support and encourage them to meet the high standards our customers and other stakeholders expect. This includes training for 93 individuals from 51 suppliers of food ingredients, packaging and logistics on our Business Ethics and Labor Code of Conduct, as well as training for 50 captains and crew supervisors from 30 vessels on health and safety at sea.

Similar to most sectors, the seafood industry has inherent risks that Thai Union actively works to mitigate. These risks include:

- Illegal, unreported and unregulated (IUU) fishing, a legal compliance risk
- Labor and human rights violations, a social risk
- Fish population depletion, an environmental risk



CHANGING
SEAFOOD
FOR GOOD

[Our supply chain management](#) primarily focuses on the sourcing of raw fishery and aquaculture materials as these processes have the highest potential to carry risk. But we also recognize the need to manage our supply chains for a range of other categories— from packaging to non-seafood ingredients to logistics.

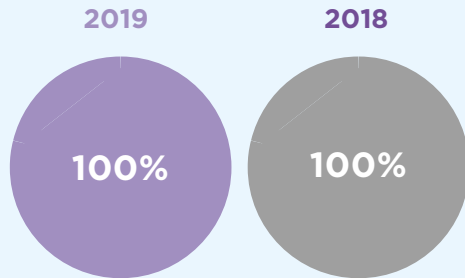
Thai Union continued to work with our partners to deepen our understanding and approach to responsible sourcing. In 2019 we:

- Released our first [Sourcing Transparency: Wild-Caught Fish and Shellfish report in partnership with WWF](#)
- Offered SeaWeb delegates [a tour of the Thai Union Feedmill in Thailand to show them the world's most sustainable aquafeed in production](#)
- Offered the world its [first taste of commercial shrimp fed on Calysta's FeedKind® protein](#) at the Brussels Seafood Show
- Launched new Fishery Improvement Projects (FIPs), including the [new Pole and Line Tuna FIP in Senegal](#)

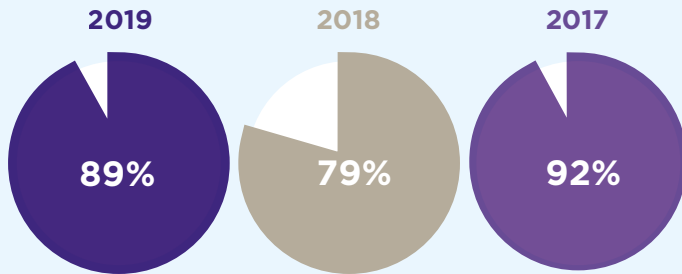
- Carried out audits on fish and non-fish suppliers in Thailand against the Vessel Code of Conduct (VCoC) and began to develop and implement improvement plans, as well as training programs
- Further developed our eObserver program in partnership with the Nature Conservancy, particularly focusing on Pacific Longline fishers

Tuna sourced from ISSF PVR vessels

Percentage of PVR listed large scale purse seine vessels

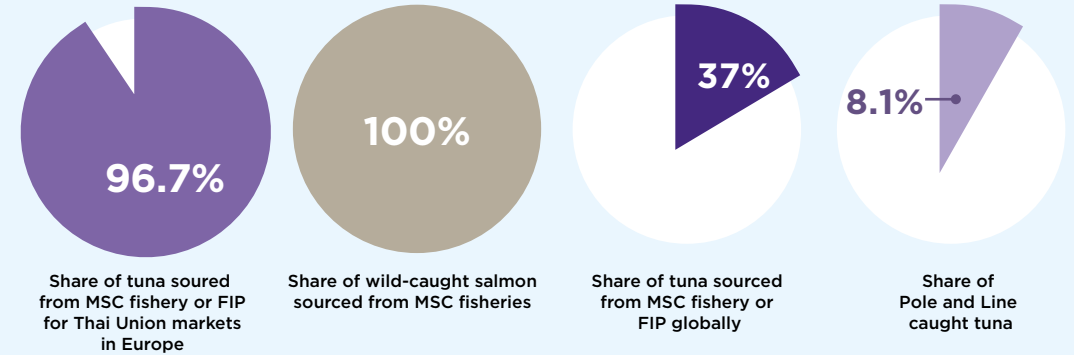


Percentage of PVR listed vessels for all fishing gear types



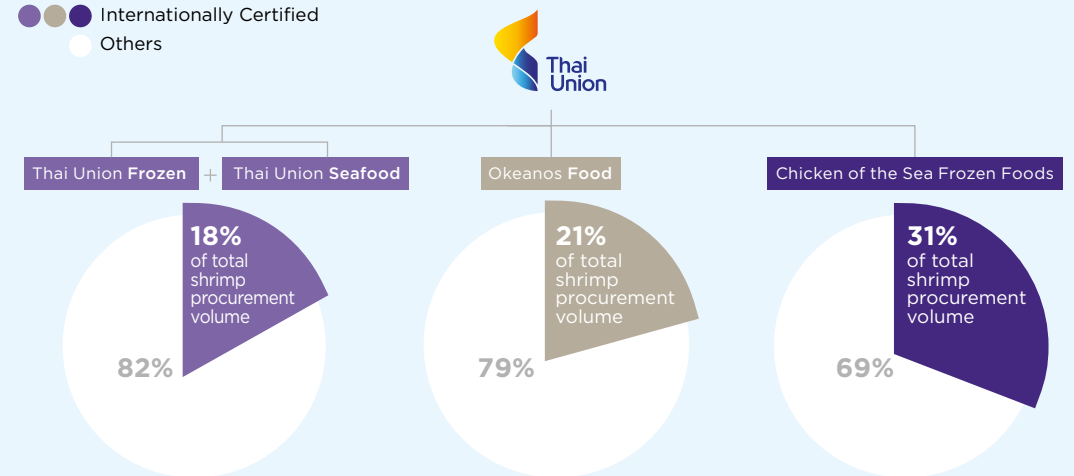
*Decrease from 2017 to 2018 is due to larger purchase volume in 2018 from vessels not PVR listed, primarily Pole and line vessels

Global fishery responsible sourcing performance 2019

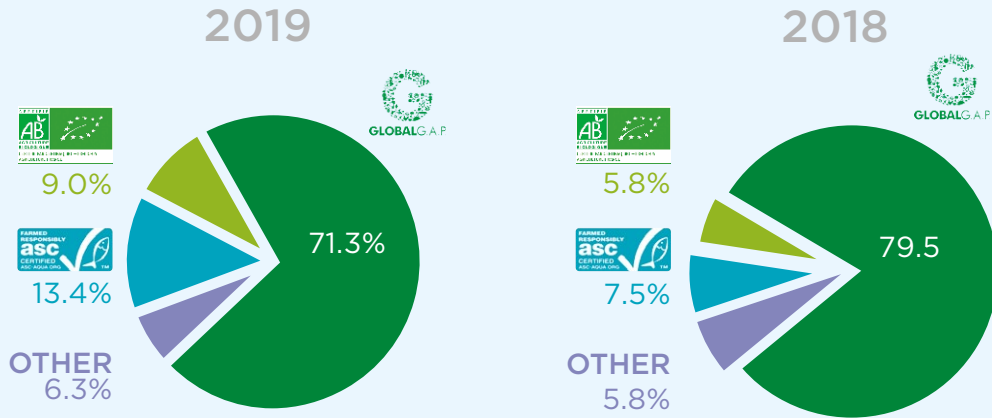


* Share of tuna sourced from MSC fishery or FIP globally refers to all tuna sourced by Thai Union for branded and non-branded products

Share of shrimp raw materials sourced from internationally certified farms



Share of internationally certified farmed salmon sales revenue
Thai Union Europe Chilled



DIGITAL TRACEABILITY

Digital traceability continues to be an important part of our supply chain management. Our custom-built traceability system, Trax, provides us with digital data management tools to not only run our global operations efficiently, but also to facilitate the functionality of our can trackers, which are found on our brands' products around the world. In recent years, Trax has been expanded to cover more of our facilities and supply chains.

The Trax digital mapping system provides better visibility into our supply chain, which helps us conduct an effective risk analysis. For our wild-caught species, we also started conducting thorough stock and market analysis on a monthly basis, enabling us to more accurately forecast fish availability. The analysis takes into consideration a number of conditions, including stock status, fishery regulations and closure periods, climatic conditions, ocean currents and more. Throughout 2019 we have continued to support the

[Global Dialogue on Seafood Traceability \(GDST\)](#) to develop key data elements and interoperability for the seafood industry.



CASE STUDY 7

CALYSTA - FEEDKIND®

As the world's population continues to grow, so too will demand for sustainable protein. In line with this, Thai Union continues to explore new, innovative ways to develop and bring to market products that are more sustainable. Working in partnership with leading alternative protein producer Calysta, Thai Union last year developed commercially farmed shrimp fed with protein produced from natural gas.

At the Seafood Expo Global in Brussels, shrimp served to visitors was farmed on a feed using FeedKind® protein and marine ingredients derived from Thai Union tuna byproducts. This was a world first. What also made this product exciting was that Calysta's innovative and sustainable FeedKind® protein contains a unique carbon signature that can help the food industry provide traceability and integrity to its supply chain.

The benefits of using alternative proteins such as FeedKind® have the potential to deliver immense benefits. FeedKind®, for example, allows shrimp farmers to increase their productivity to help cater for rising demand around the world while not adding to the pressure on the planet's resources by replacing fishmeal from wild fish specifically caught for protein in shrimp feed. In addition, it helps eliminate unsustainable fishing activities often associated with the production of fishmeal for feed.

The aquaculture sector will play an important and growing role in providing sustainable protein



for consumers, and the use of alternative proteins like FeedKind® also allows companies such as Thai Union to provide traceability and reduce seafood fraud.

Also, as part of its strategy to pursue alternative proteins, Thai Union also launched a US\$ 30 million venture fund to invest in innovative companies that are developing breakthrough technologies in food-tech. One of the key focus areas of the fund is alternative proteins and its first investment has been in alternative protein start-up Flying Spark, which uses fruit fly larvae that in nature feed on fresh fruits. While the larvae only have a lifespan of only seven days, during that period their body mass multiplies 250 times.



Flying Spark uses technology that allows cultivation and processing to be done at low cost and with almost zero waste because all parts of the larvae are used. This gives Flying Spark

an edge over conventional protein sources – not only those from meat and plants but also over other insects, such as crickets and grasshoppers.

CASE STUDY 8

COMBATING GHOST GEAR IN OUR OCEANS



Responsible sourcing is more than just how the fish and seafood used in our products is caught. We must also be aware of the effects our industry has on the ocean, even after the vessels have left the area. Abandoned, Lost and Discarded Fishing Gear (ALDFG) or Ghost Gear, represents a threat to animals in our oceans because it has the potential to reduce fish stocks, damage habitat and kill millions of animals every year. In fact, research indicates that 70 percent of macroplastics debris in the open ocean is fishing-related if measured by weight. It's for this reason that, in 2018, Thai Union joined the Global Ghost Gear Initiative (GGGI) in a drive to help reduce the growing issue of Ghost Gear.

Healthy living and healthy oceans are integral to Thai Union's business. Thai Union has made a commitment to *ensure safer, cleaner oceans by driving economically viable and sustainable solutions to the problem of ghost fishing gear and marine litter globally*. This commitment drives Thai Union's work with the GGGI, which, in 2019, saw the Company be the first to publish a

dedicated [work plan](#) to achieve its goals with the GGGI. Thai Union has been recognized for setting best practices in terms of policy and commitment to address the problem of ALDFG, and was highly commended for making this issue integral to the Company's overall business strategy in [World Animal Protection's Ghost Beneath the Waves 2019 report](#).

As a global seafood leader, Thai Union has the position to influence the wider industry and, to help illustrate the issue and its challenges, in June 2019 Thai Union collaborated with the GGGI to launch the #GhostGearReborn campaign in Thailand. The first activity of #GhostGearReborn was a dive in Thailand where members of GGGI and Thai Union, including the Thai Union President and CEO, came together to remove lost fishing gear from the ocean off Koh Larn island. The GGGI represents another opportunity for Thai Union to work with partners around the world to combat key issues that affect the global fishing industry and to demonstrate that the global seafood industry is committed to taking action to address the issue of ghost gear throughout its supply chain. We also intend to carry out research on Fishing Gear Practice and Management in Thailand. This project will involve research taking place in five Thai ports throughout 2020.



More information on Thai Union's work with the GGGI and the #GhostGearReborn dive can be viewed in this [video](#).



THAI UNION TUNA COMMITMENT

In December 2016, as part of our [SeaChange® sustainability strategy](#), Thai Union made a [commitment](#) for 'our tuna to be sustainably sourced, with an aim to achieve a minimum of 75 percent of our branded tuna products produced with raw material originating from fisheries that are either Marine Stewardship Council (MSC) certified or in a Fishery Improvement Program (FIP), by the end of 2020.'

The commitment was further promoted at the European Commission's Our Ocean Conference in Malta in 2017 and, in 2018, we released our first update on the commitment, [summarizing 2017 activities and progress](#).

We are undertaking significant work to update SeaChange® and our Tuna Commitment to continue our journey beyond 2020 and into the new decade.



WHY WE MADE THE COMMITMENT

As one of the world's largest canned tuna providers we recognize our responsibility to work to ensure that tuna stocks are healthy for generations to come. Providing nutritious seafood and playing our part in combating climate change through supporting dietary shifts, among other measures, is why Thai Union has made a commitment to *Healthy Living, Healthy Oceans*, of which our Tuna Commitment is a crucial pillar.

Additionally, Thai Union is a member of the [United Nations Global Compact \(UNGC\)](#), and we are focused on contributing to the delivery of the [United Nations Sustainable Development Goals \(SDGs\)](#). In particular, our Tuna Commitment contributes to SDG 14, Life Below Water.



- Fish accounts for about 17 percent of animal protein consumed by the global population and overall provides about 3.2 billion people on the planet with nearly 20 percent of their animal protein, according to the [Food and Agriculture Organization of the United Nations \(FAO\)](#)
- In 2019, the [High Level Panel for Building a Sustainable Ocean Economy](#) recommended that dietary shifts—including eating more sustainably-harvested fish—can play a significant role in combating climate change while providing this healthy protein to consumers
- [The EAT-Lancet Commission also published its 2019 study](#), which sets out guidelines for The Planetary Health Diet. These guidelines look to help everyone eat a healthy, nutritious diet, which also looks to reduce the carbon footprint of the food we eat and includes portions of fish and other seafood to achieve this

HELPING THE INDUSTRY IMPROVE

We know we cannot achieve our Tuna Commitment alone. That's why we work with a range of partners and other stakeholders to help drive positive change in the industry. Thai Union is a founding member of the International Seafood Sustainability Foundation (ISSF) and share their goal that all tuna fisheries should be capable of meeting the MSC Fisheries Standard. One of the key ways to do this is through Fishery Improvement

Projects (FIPs), where we work with a range of stakeholders, including our suppliers, WWF and industry peers. In 2017 we signed a [landmark agreement with Greenpeace](#) and, in 2019 we engaged MRAG, a consulting firm dedicated to promoting sustainable utilization of natural resources to conduct a third-party audit of this agreement. Their report can be found [here](#).

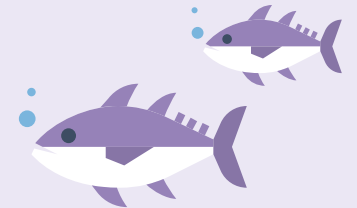
More information on FIPs and fisheries can be found on the [SeaChange® website](#) and on YouTube:

- FIPs: https://youtu.be/Fyg9_U4ytoM
- What is a fishery?: <https://youtu.be/I-DikSs4kRs>
- The development of FIPs that will contribute to our Tuna Commitment is well underway. By the end of 2019 we were involved in 10 ongoing tuna FIPs. The progress of these FIPs can be tracked on the independent site: fisheryprogress.org.

OUR 2018 AND 2019 PROGRESS

	2019	2018
MSC	2%	7%
FIPs	77%	44%
Total	79%	51%

* Total refers to tuna sourced from MSC fishery or FIP for Thai Union branded products





FISHERY IMPROVEMENT PROJECTS



Thai Union's Tuna Commitment

Thai Union's commitment is for all of our tuna to be sustainably sourced, with an aim to achieve a minimum of 75% of our own brands of tuna coming from fisheries that are Marine Stewardship Council certified, or in a Fishery Improvement Project (FIP) by the end of 2020. We have been working to establish new FIPs that bring together stakeholders to identify environmental challenges in a fishery, develop a plan to address them, and work together to implement the plan. The below shows our progress in establishing these FIPs.

Thai Union's Global Tuna Commitment is built around traceability and is designed to address stock sustainability, labor issues and Illegal, Unregulated and Unreported (IUU) fishing in the fishing industry.



Pacific Ocean	2017	• LL Tunago; Albacore, Bigeye Yellowfin; Longline
	2019	• Western Central Pacific Tuna; Bigeye, Skipjack, Yellowfin; Purse Seine • Pacific tuna - longline (Liancheng); Albacore; Longline
Indian Ocean	2017	• The Sustainable Indian Ocean Tuna Initiative; Yellowfin, Skipjack, Bigeye; Purse Seine
	2018	• Indian Ocean Tuna Longline; Albacore, Bigeye, Yellowfin; Longline
Atlantic Ocean	2017	• Brazil FIP; Skipjack, Yellowfin, Bigeye; Pole & Line (suspended)
	2018	• Eastern Atlantic Tuna; Yellowfin, Skipjack, Bigeye; Purse Seine • Ghana Tuna Pole & Line; Yellowfin, Skipjack, Bigeye; Pole and Line
	2019	• Eastern Atlantic Tuna Pole & Line; Yellowfin, Skipjack, Bigeye; Pole and Line
In progress	• South Africa; Albacore; Pole and Line	
Gulf of Thailand	2019	• Thailand Longtail Tuna; Tongol tuna; Purse Seine

thaiunion.com

OUR TUNA COMMITMENT PROGRESS

In Europe, the Thai Union branded range includes Hawesta, Rügen Fisch, King Oscar, John West, Petit Navire, Mareblu, MerAlliance and has over 600 MSC-certified products. These are sold in more than 10 different countries across Europe. Additionally, John West has won "MSC UK Canned Brand of the Year" for their range of MSC-certified products three years in a row in 2017, 2018 and 2019. Thai Union also produces MSC-certified products for our customers under their private labels.



The great progress we have made in meeting our targets for our Tuna Commitment is a testament to the work we have done in placing SeaChange® and our Tuna Commitment at the heart of our business strategy.

However, there is still a significant way to go. We will continue to drive initiatives such as further implementing our Vessel Code of Conduct (VCoC) and our e-observer programs to improve working conditions across the industry. We will also continue to work with our partners and stakeholders to identify fisheries that will benefit from engaging in the FIP process to aim for MSC certification.

We are considering our new goals for the coming decade, both in terms of our seafood sourcing, and will ensure we live up to our dedication to Healthy Living, Healthy Oceans.



Dr. Darian McBain
Global Director of Corporate Affairs and Sustainability



CHANGING SEAFOOD FOR GOOD



RESPONSIBLE OPERATIONS



Thai Union has many initiatives in place to help ensure we operate responsibly and manage some of our most material issues. In line with the UN Sustainability Goals, we are focused on UN SDG 12 for Responsible Production and Consumption, and UN SDG 13 for Climate Action. Looking to 2020 and beyond, we believe these will play an even more important role in our sustainability strategy.

Global environmental risks such as climate change, resource consumption and waste management have an increasingly negative impact on our oceans which, in turn, threatens the marine species on which we depend. The way we operate has to be environmentally responsible and also show a duty of care for our workers in how we operate.

We have initiatives in place that contribute to water reduction, energy consumption, waste to landfill reduction, reducing greenhouse gas emissions and accident reduction. We

want everyone who works for Thai Union to play an active role in delivering our safety, health and environmental goals—we see safety and environmental protection as everyone's business. We also strive to make advances in our occupational health and safety policies, continually strengthening our safety standards, procedures and processes. Details about Thai Union's environmental performance can be found [here](#).

FOOD SAFETY AND COMBATING FOOD FRAUD

Our Quality Management System is the platform that we use globally to ensure consistent food safety, compliance with quality standards and to create value for consumers.

We continuously strive for excellence in food safety, food integrity, environmental protection, and energy management system which are reflected in numerous national and international accreditations including: GMP, HACCP, BRC, ISO 9001: Quality Management System, ISO 14001:

Environmental Management System, ISO 50001: Energy Management System, OHSAS 18001: Occupational Health and Safety Management System, Kosher, Halal, and Best Aquaculture Practices (BAP).

Our products include information for consumers to ensure that they are consumed safely. The products meet the highest level of quality as we implemented a [Combating Food Fraud and Food Defense Strategy](#) to protect our food supply chains from any risk of intentional and unintentional contaminations.

CLIMATE CHANGE AND ENVIRONMENTAL IMPACT

GHG Emission reduction target

2020 Target
Reduce GHG emissions by 30% per ton of production

(Compared to 2016 baseline figure)



Thai Union is committed to protecting the environment by minimizing our consumption of natural resources, reducing the adverse impact on the environment.

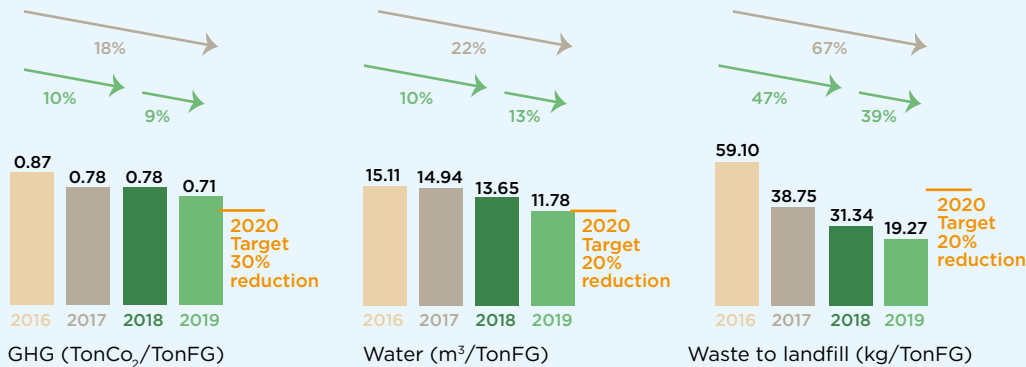
- In 2019 we exceeded our 2020 targets for water consumption reduction and waste to landfill reduction.
- We have reduced our water and waste to landfill by 22 and 67 percent respectively, compared with 2016 and have made progress towards our greenhouse gas intensity reduction target.

- We also reduced our greenhouse gas intensity emissions by 18 percent, or about 87,547 tons CO₂ equivalent in 2019. Total environmental reduction programs have realized a cost saving for Thai Union of more than USD 24 million since 2016.

With these efforts, Thai Union is moving toward becoming a low-carbon organization and reducing the impact of GHG on the environment and society.

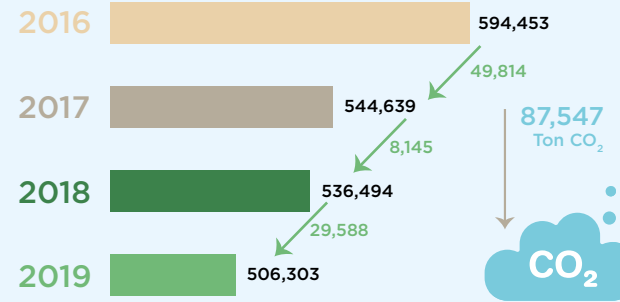


Global environmental performance 2016 vs 2019



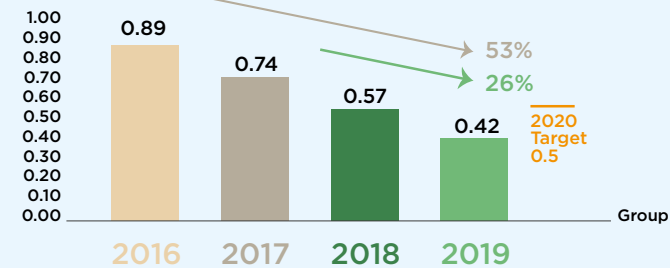
Data covers factories in: Thailand, Vietnam, France, Portugal, Poland, Ghana, the Seychelles and the US

Greenhouse gas reduction 2016 - 2019 Tons CO₂



Data covers factories in: Thailand, Vietnam, France, Portugal, Poland, Ghana, the Seychelles and the US

Lost time injury frequency rate (LTIFR)



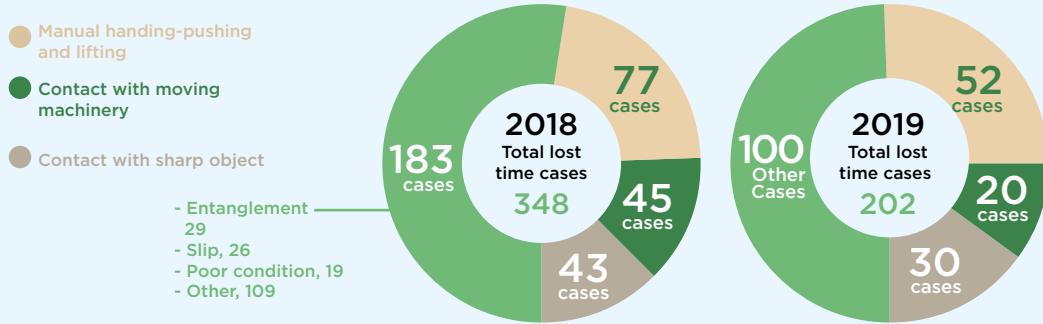
Data covers employees, contractors and visitors in offices, factories, farms and hatcheries in Thailand, Vietnam, France, Portugal, Poland, Norway, Ghana, Seychelles, and the US

SAFETY, HEALTH AND ENVIRONMENT

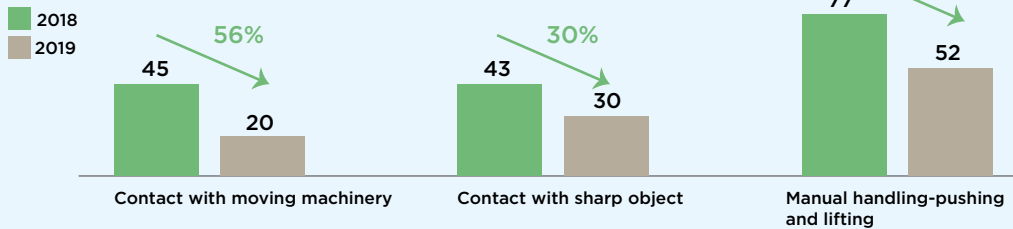
In 2019, we increased our focus on Safety, Health and Environment (SHE), putting safety first for our internal management systems. By implementing our SHE standards across all Thai Union workplaces, we ensure that each facility operates to the same standards. We systematically integrate SHE and energy conversion considerations into our business processes to build a safe workplace and mitigate injury and fatality risks.

Keeping our workers safe is of paramount importance and, in 2019, we were able to reduce major incidents in the categories of manual-handling of push carts, contact with sharp objects and contact with moving machinery from 165 cases in 2018 to 102 in 2019, a 36 percent reduction. Our LTIFR also decreased from 0.57 to 0.42 in 2018 and 2019 respectively.

Lost time accident case 2018 vs 2019



Top 3 accident reduction 2018 vs 2019 (number of cases)



However, despite our focus on Safety, Health and Environment, on 1 June 2019 there was a fire at the Thai Union Ingredients Tuna Oil Refinery in Rostock, Germany. The plant was not in operation at the time of the fire and there were no staff onsite, and so there were no injuries reported. Damage was quickly assessed and clean-up and salvage operations were launched within a short time after the incident. Construction

of the new plant is underway and is expected to be completed in Q4 2020.

Tragically, in 2019, there was one fatality of a third-party contractor on Thai Union premises. An independent contractor was engaged in working on a water pipeline at our TMK Farm shrimp farm when a member of their crew was sadly trapped in a landslide.

Thai Union conducted a root cause investigation to understand the causes and to implement measures to prevent reoccurrences. These included identifying areas for improvement in our contractor management as well as risk analysis at our farm operations. These are being worked on and will be integrated into the SHE Management Program, targeted for launch in 2020.

SUSTAINABLE PACKAGING

Packaging is an important component of any product and contributes significantly to a company's overall environmental impact. By

developing and implementing sustainable packaging initiatives, our environmental footprint is reduced. By exploring sustainable packaging in our innovation research, we ensure a continuous pipeline of improvements, which will help

achieve Thai Union's goals for carbon footprint reduction and environmentally-friendly packaging. In 2018 we announced our [packaging goal](#) and have continued to work towards it throughout 2019.

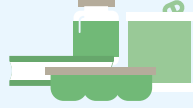
THAI UNION PRIMARY PACKAGING ASSESSMENT 2019

Overall assessment of Thai Union Group packaging

CATEGORY	PACKAGING TYPE	PROBLEM	ACTION
Red	All packaging types that are not recyclable due to material, design and lack of widely available recycling infrastructure.	Has one or more of the following characteristics or material types: <i>Carbon black plastics, PVC, PVDC, PS, ePS, straws, cutlery, multi-material bags/sachets/pouches, multipack wrappers.</i>	Identify different materials which can be easily recycled/composted or consider a change to packaging design.
Orange	All packaging types that have some easily recyclable components, while other components are non-recyclable or to be improved.	Has both easily recyclable components (green category) as well as components that fall under the red category or other components that hinder the overall recyclability.	Identify easy to recycle/compost alternatives for the non-recyclable components or consider a change to packaging design.
Yellow	All packaging types which may present barriers or challenges to recycling despite adopted material. These items can be identified as 'recyclable ready'.	Packaging types with sealing closures, plastic films, foils, thin layers, paper labels with no washable adhesive, or other components that are not widely recycled in practice and that might represent an issue to recycling.	Improve packaging design and look for alternatives for those components that might represent a barrier or challenge to recycling.
Green	All packaging types easily recyclable both in practice and at scale.		Keep looking for better alternatives and improved design to reduce material consumption and environmental footprint.

Green

- Aluminum cans
- Tin-coated steel cans
- Glass jar + aluminum lid
- Cans + cartonette
- Cans + carton cluster



Yellow

- Monomaterial plastic cups (PP)
- Cans with monomaterial plastic wrapper (LDPE)
- Cans with monomaterial plastic lid (PP)
- Other items with monomaterial plastic



Orange

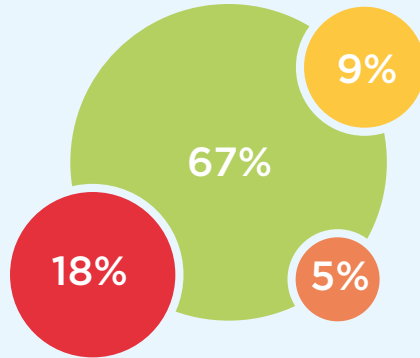
Combination of easy-to-recycle and hard-to-recycle-components

- Multipack cans with wrappers (PET/PVC)
- Salad boxes + plastic fork
- Cardboard + plastic foil (PE/PA)



Red

- Mixed/multimaterial pouches
- Mixed/multimaterial bags
- Mixed/ multimaterial sachets
- PVC/PVdC/PS/ePS plastic items
- Carbon black plastic items
- Plastic cups with fork included



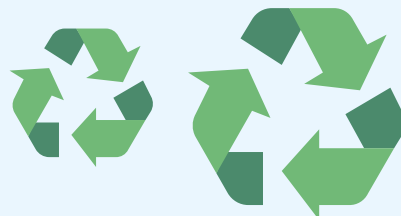
Packaging types are intended as examples of packaging, not the complete Thai Union portfolio. The values refer to the number of different, primary packaging types.

In order to achieve our global commitment, as a priority we are working with partners to find solutions for the packaging types that fall into the red and orange categories and move them into the green or yellow categories. Even with packaging that currently falls into green or yellow, we are constantly reviewing and looking to

improve in order to promote a circular economy, minimize the impact of packaging waste on the environment, and in particular help protect the marine environment from the impact of plastic pollution.

Thai Union will continue to explore the possibility of adopting reusable business

models as we progress into the next decade, as well as compostable alternatives to further improve our packaging performance.



CASE STUDY 9

JOHN WEST: HEALTH & WELLNESS AT WORK



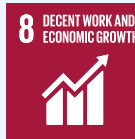
Making sure our employees also focus on their health and wellbeing is just as important as keeping them safe from injury at their workplaces.

In particular, John West in the UK places enormous emphasis on employees balancing their physical and mental wellbeing, and bringing everyone together to participate in various activities to build a strong team spirit. In 2019, they partnered with Virgin Pulse to launch the 100-day Global Challenge, an interactive platform designed to improve habits, physical activity, sleep, nutrition, balance and focus. The challenge was a huge success, with 82 percent of employees participating and setting goals for themselves and their teams. These included completing a minimum of 10,000 steps each day or joining walking lunches.

Throughout the year, a number of employees also joined the Great Swim events in the UK, the John West Spring 10K, the Liverpool Spring 10K and the Gaelforce 10K Trilogy in Ireland, all of which were sponsored by the Company.

But the mental health and wellbeing of team members is just as important as their physical health. To improve this, crew members take part in a range of activities, including mindfulness workshops, resilience training, blood pressure checks, a treasure hunt around Liverpool to raise awareness for World Mental Health Day, guest speakers, and in-office massages and other alternative therapies.

All employees are encouraged to take one paid volunteer day each year to support the charity of their choice. Employees have supported the homeless Olympics, volunteered at local hospices, and been involved in beach and canal clean-ups. Of course, being a manufacturer of nutritious seafood products, nutrition is a huge part of health and wellbeing at work. Throughout the year, teams within the Company take the chance to cook for the office; using healthy Thai Union products to show how simple it is to cook great-tasting meals that are nutritious and great for the mind and body.



CASE STUDY 10

REDUCING ENERGY CONSUMPTION

In 2019 we placed a strong focus on saving energy to ensure our factories are making the transition to a low carbon economy. Through the year we have carried out initiatives such as improving steam pipelines, sourcing high-quality coal, reducing steam pressure, improving cold storage management, installing energy-efficient equipment, and energy recovery. In 2019, these initiatives reduced 882,826 GJ, or 17 percent lower compared with 2016.



Renewable energy is central to the operation of our factories and in achieving the CO₂ goals set under SeaChange®. One of our key ongoing and long-term initiatives has been the Sun Seeker Project. Sun Seeker began in 2017, when we began to install solar rooftops in our factories and has continued to improve our renewable energy consumption since then. Sun Seeker was originally implemented at Thai Union Group PCL (Cold storage 5 and 6) in Samutsakorn province, Thailand. It was installed on the roof of the cold storage facility with a total power capacity of 935.55 kW or approximately 1,273,000 kWh annually, meaning that we are able to reduce greenhouse gas emissions by more than 720 tons CO₂ equivalent per year.

Since 2018, Sun Seeker panels were installed in Thai Union Manufacturing (TUM) and Songkla Canning (SCC) factories. In 2019, we installed panels in Thai Union Group PCL (Cold storage 4, Warehouse Fish 1, Fish 1 plant) and Thai Union Feedmill (Samutsakorn plant). From 2018 to 2019, we achieved 5.6 MW in savings and are projected to achieve more than 11 MW in 2020 and beyond. We have a comprehensive roadmap for Sun Seeker installations and will be installing in Thai Union Group PCL (Warehouse Fish 2, SCM plant), and Thai Union Seafood in 2020, with a further eight MW planned for beyond that.



CASE STUDY 11

TACKLING CLIMATE CHANGE

At the Asia Pacific Day for the Ocean forum, hosted by the United Nations Economic and Social Commission for Asia and the Pacific in November 2019, Dr. Darian McBain called for greater action on climate change, an issue which affects us all and that reached even greater prominence and international attention over the last year. As a company which relies upon the oceans to produce sustainable and healthy seafood, Thai Union is also very aware of the unique role that the oceans can play in combating climate change.



Ocean-based Renewable Energy, Ocean-based Transport, Coastal and Marine Ecosystems, Fisheries, Aquaculture and Dietary Shifts, as well as Carbon Storage in the Seabed.

Thai Union has already made its commitment to reduce GHG emissions in our own operations and has made significant progress, as well as progress on sourcing more sustainable seafood. With *Healthy Living, Healthy Oceans*, going into the next decade we look to focus more on the shift to healthy dietary shifts, and initiatives to help combat climate change through our supply chains and investing in coastal and marine ecosystems such as mangroves.

Thai Union is uniquely positioned to play a key role in these solutions through SeaChange®. Ocean stewardship will never cease to be a priority for Thai Union.

The oceans are of crucial importance to us, and the planet, as we look to combat climate change and produce sustainable seafood. New research from the High-Level Panel for a Sustainable Ocean Economy has found five ocean-based solutions to climate change. These are:



CASE STUDY 12

REDUCING PLASTIC IN PACKAGING

Reducing plastic has been at the forefront of the minds of consumers, corporates and governments alike. It's important that Thai Union also recognizes the importance of reducing plastic use in our products, or at the very least providing easily recyclable plastics to ensure that we are helping the world cut down on plastic pollution in our oceans and on land.

As a good corporate citizen, this is a responsibility that we take very seriously. At the same time, consumers are putting pressure on retailers to stock products that are packaged in less damaging materials. In 2019 it became more important than ever to ensure that we are moving in the right direction, particularly in light of our [commitment to ensuring that 100 percent of our branded packaging is reusable, recyclable or compostable by 2025](#).



Thai Union Group company MerAlliance took the challenge of reducing plastic packaging to heart and, over the year, carried out in-depth research and investigation into ensuring that their products are packaged in a more sustainable, environmentally-friendly manner. As a target, they set only having five grams of plastic per every 100 grams of product.

Initially, MerAlliance considered using APET plastic, which is 100 percent recyclable for product packaging and was a clear possibility. However, currently in France, recycling logistics is mainly focused on recycling plastic from bottles and there are still challenges around recycling packaging used for fish products. There is therefore the consideration that significant amounts might still find its way to being incinerated. Another way had to be found.

With this in mind, the solution became clear. By using a cardboard sleeve with a very thin lining of plastic between the cardboard and fish, it was possible to reduce 50 percent of plastic use on key products, including salmon, trout, haddock and tuna. These products, part of our Emincés range are thinly-sliced, smoked products. The introduction of the new packaging means that MerAlliance has been able to beat its target of five grams of plastic to every 100 grams of product, reaching a level of two grams in 100 grams.





PEOPLE & COMMUNITIES



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A global company, Thai Union is committed to helping improve the lives of those living and working in the regions where we operate through our [People and Communities](#) pillar in SeaChange®. This includes cleaning marine environments, working to end hunger through food donations and [humanitarian aid to disaster-struck communities](#), to [educating children](#) and providing [nutritional information to consumers and local communities](#). We work with partners to provide work education, including [health and safety training](#). Thai Union is also a keen supporter of culture in our communities, sponsoring professional athletes and the arts.

We have implemented a range of activities and programs where we operate, in line with our sustainability strategy and the UN SDG. These programs respond to stakeholder and community needs. Project outcomes are measurable, for example accounting for the number of people who benefited, amount of income

generated, or the amount of waste reduced. In addition, the impact of the programs is assessable, including the impact and benefit to the local community, stakeholders or environment, as well as the impact to Thai Union.

There is a global challenge of how to feed an estimated world population of nine billion people by 2030. Without sustainable seafood production, from wild capture to aquaculture to alternative proteins, the world is unlikely to achieve UN SDG 2 - Zero Hunger.

HUMAN CAPITAL INVESTMENT

We believe that learning and development is an important, ongoing investment to [enhance our employees' skills and capabilities](#). At Thai Union, we are committed to continuously developing our workforce based on individuals' needs, readiness and vocational requirements. We do this by providing high-quality capacity building programs that support employees' career aspirations and help them become effective contributors and leaders.

Thai Union's leadership development programs are guided by our Capability Framework and Leadership Expectations are defined internally and emphasize the links between our core values, goals and business context. The framework and leadership model help ensure we continue and enhance our track record as an organization that achieves business results, engages and retains our employees, and serves as an industry role model.



CHANGING
SEAFOOD
FOR GOOD

CORPORATE SOCIAL RESPONSIBILITY AND COMMUNITY INVESTMENT

Thai Union has worked together with private sector peers, local government, international organizations and civil society bodies to address social and environmental problems. From cleaning beaches and protecting endangered species to educating children of migrant workers and conducting nutritional workshops for local communities—Thai Union is committed to good corporate citizenship and we regularly engage with our local communities to carry our community engagement and development programs. In Thailand, all of our manufacturing locations are regularly involved in local community engagement or development programs. Review our progress updates for our People and Communities [here](#).

[Thai Union is a major donor to famine and disaster relief programs every year around the world](#). Much of the work is delivered at local levels though our brands; some of

these initiatives are significant, and others are much more modest, but, big or small, when combined, they tell a very compelling story about our business and the things that matter to our Company.

Thai Union is also committed to community and cultural development through its sponsorships. In Bangkok, we were a key sponsor of the 21st Bangkok Dance & Arts Festival and throughout the world we participate in fundraising through sports, as well as sponsoring community events and sports teams.

RIGHTS AWARENESS

The rights and equal, fair treatment of migrant workers remains a priority for Thai Union. Thai Union has many initiatives underway to help protect the rights of migrant workers in Thailand and beyond, including collaborations

with non-governmental (NGO) partners and civil society to facilitate social dialogue and capacity building through training, workshops and practical demonstrations

For example, ensuring that all workers are an appropriate age is a priority for Thai Union. One of the actions we have taken is to ensure our migrant workers in Thailand understand their rights and the rights of their children to access education to help prevent instances of child labor and trafficking. Migrant workers with children in Thailand often lack access to education due to insufficient knowledge about the Thai school system. To tackle this, Thai Union supports a number of projects in Thailand and beyond in school systems, from building preschools for the children of migrant workers, and supporting schools to develop through CONNEXT-ED, to supporting how children are fed while at school.



CASE STUDY 13

INVESTING IN CHILDHOOD EDUCATION IN OUR COMMUNITIES

Thai Union recognizes education is an important foundation for a better life, in support of UN SDG 8 - Decent Work and Economic Growth. In 2019 [we officially opened our fourth preschool for the children of migrant workers in Samut Sakhon](#). These schools help children prepare to enter the Thai education system, so they can progress to primary school. They also ensure the children are safe during the day, providing their working parents with peace of mind. Thai Union has spent THB 10 million to build preschools for the children of migrant workers in Thailand since 2013, in partnership with the Labour Protection Network (LPN). We aim to establish five schools by the end of 2020.

We also organized key education and wellbeing initiatives at the preschools, hosting a [photography workshop](#), [nutritional workshops](#) and a [football clinic co-hosted with Samut Sakhon F.C.](#) Asia Pacific Canning also held a [digital literacy workshop](#) to help learn the fundamentals of using digital technology, guidelines for using social media, media literacy, communication in the digital era as well as digital law and digital health.

For students further along their educational journey, in association with Mahidol University we also granted science scholarships to international graduate students. We awarded scholarships to 11 graduate students from six



countries to help them study biochemistry, biotechnology, environmental biology, exercise physiology, forensic science, material science and engineering, microbiology and immunology, plant science, and toxicology. As part of CONNEXT ED, we also held a career enhancement program for 67 secondary students, encouraging them to pursue higher education to enhance their career prospects.



CASE STUDY 14

WFP KENYA

Thai Union is passionate about supporting local communities, in particular helping children to grow and thrive. As a global corporate citizen, we take this responsibility seriously and are always exploring new opportunities where we can have a positive impact.

Last year, we received some promising outcomes from a study we supported with the United Nations World Food Programme (WFP) in Kenya, which tested a national school meals program in collaboration with the University of California, Davis (UC Davis) Agricultural and Resource Economics Department.

Initial analysis of the study revealed that each Kenyan Shilling sent to a home-grown school meals program school creates an additional

1.27 Kenyan Shillings, delivering much needed income in rural Kenya. The study was designed to show how a national program providing daily lunches to all 8.9 million children in public primary schools could have a potential local and national economic impact.

In addition, the results potentially demonstrate how a program such as this could show a dramatic improvement in the nutrition of schoolchildren while also supporting local economies through a single policy. You can watch a video about the Kenya study [here](#).



CASE STUDY 15

DONATING PRODUCT

As a food producer, we have a vital role to play in supporting the less fortunate in the communities in which we operate, or those that are in crisis. This supports our work around UN SDG 2 Zero Hunger. Thai Union has a number of programs and initiatives to ensure that we are able to support those in real need, including providing [humanitarian relief in the wake of tropical storm Pabuk](#), and sending product to crisis areas such as Syria and Yemen as they have been afflicted with war and other disasters.

Additionally, there are often times where our tinned and other products have minor defects or damage to the packaging, or have only a short time left before their use-by date. While this has no effect on the food inside or its safety or edibility, naturally we are unable to provide them to retailers for their shelves. In these cases, the products are carefully assessed to ensure they are safe and then are donated to worthy causes such as homeless and other charities.

However, donations of food and working towards Zero Hunger goes beyond donations to humans. Pet Care is a key pillar of Thai Union's international business and we are also aware that there are times where we can help look after pets and animals as well. Around the world, Thai Union regularly donates product to help pets and other animals that are also affected by disaster areas or that are otherwise disadvantaged. In the UK, we donate damaged cans and products to organizations which then feed cats and dogs which do not have homes or owners to look after them. In October 2019, Thai Union donated



food to help those affected by flooding in Thailand and Myanmar. This donation included more than [260,000 cans of SEALECT products and 500](#)

[boxes of pet food](#) to make sure that we were including precious animals in our humanitarian efforts. In Thailand and Myanmar we were able to reach 51,000 vulnerable households to support them in times of need.

In the US, Chicken of the Sea and Thai Union have donated products to support food banks including in Georgia and Los Angeles and have even donated toys to the *Spark of Love* Christmas Toy Drive carried out by the El Segundo Fire Department.

As one of the world's largest seafood companies, UN SDG 2 is absolutely central to our business and is one of the key ways that we can live up to our *Healthy Living, Healthy Oceans* promise. We are in a strong position to be able to assist everyone, from the people that need aid, to the animals that depend on us—a responsibility that we take very seriously.



More information on our humanitarian activities and donations can be found at our sustainability website or in the media section of our corporate website, [here](#) and [here](#) respectively.

CASE STUDY 16

SUPPORTING THE ARTS & SPORTS



It's important that Thai Union plays a vital role, not only in providing healthy and ethical nutrition to consumers worldwide, but that we also work to develop and nurture the communities in which we operate. This includes donations and sponsorships to help those less fortunate but also means that we should support the cultural development of these areas as a good corporate citizen and a member of these communities.

In 2019 we worked hard to ensure that we were living up to our promise of developing and nurturing the culture and health of our communities. A highlight of this was our sponsorship of the 21st Bangkok International Festival of Dance and Music, which took place from 21 September to 23 October. The Festival celebrated 21 years of bringing the best in opera, ballet, music and more to a growing Bangkok audience. The six weeks of performances covered everything from the classical end of the scale,

all the way over to modern and contemporary productions.

Thai Union is committed to *Healthy Living, Healthy Oceans*. As well as delivering proper nutrition and protein to consumers, we also actively encourage healthy, active lifestyles through sport. In 2019, Thai Union signed on to be the official sponsor of Pajaree Anannarukarn, a 19-year old Thai Ladies Professional Golf Association (LGPA) golfer in her debut tour. Thai Union also continued its sponsorship of volleyball in Thailand, sponsoring the SEAELECT Tuna Volleyball Championships, a partnership that has lasted for more than 20 years. Thai Union is also a sponsor of Samut Sakhon Football Club.



Healthy Living, Healthy Oceans is central to Thai Union and goes beyond food and diets to ensure that we are participating in vibrant and active communities.



CASE STUDY 17

CLEANING UP OUR COMMUNITIES

Thai Union has committed to *Healthy Living, Healthy Oceans* and has partnered with organizations such as the Global Ghost Gear Initiative (GGGI) to ensure that we are playing our part helping to keep the oceans clean from harmful debris such as Abandoned, Lost and Discarded Fishing Gear (ALDFG). However, we're also aware of the responsibility we have as a good corporate citizen to look closer to home and often closer to shore where our customers, consumers and staff live and work.

Across the world, Thai Union employees do their part to make sure that we're working in communities that are clean and healthy. To this end, our companies hold regular beach, canal and park clean-ups. In Thailand, employees from Thai Union Group PCL joined a beach clean-up at Ban Pe Beach on the East coast of Thailand. More than 60 employees from the Emerging Markets team partnered with members of the local administration, Glaeng District Volunteer Group and Ban Pe Botanical Garden to collect 365 kilograms of mixed litter and waste from the shoreline. This followed the #GhostGearReborn diving campaign, which not only sought to remove ghost gear from off Koh Larn in Thailand, but also incorporated a beach clean up at Taewen Beach. Our CEO, Thiraphong Chansiri, a keen diver, took the opportunity to participate.

In Europe, Mareblu employees joined their long-standing partner Legambiente to clean the grounds of the Cascini Mulini Ascuitti and staff



in John West Holland also cleaned the canals around Amsterdam. In the US, Chicken of the Sea have also taken part in a number of beach clean-ups throughout Southern California.

It is not enough that we are only conscious of the health of the oceans that we source our products from, but also that we make sure that we are doing everything we can to ensure that we are positive and valued members of the communities in which we operate. Making sure that we help clean up and keep our cities and regions clean is a large part of this, as well as providing further opportunities for us to engage with our communities and partners to show real value beyond simply producing food.



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PERFORMANCE SUMMARY

ECONOMIC PERFORMANCE

ECONOMIC PERFORMANCE	UNIT	2015	2016	2017	2018	2019
Business Overview						
Net sales	Mil THB	125,182.81	134,375.11	134,937.27	133,284.64	126,275.25
Total Cost						
Operating cost	Mil THB	118,366.04	127,569.85	130,015.94	130,041.82	122,490.94
Employee wages and benefits	Mil THB	12,802.27	10,795.08	12,540.22	12,492.17	11,900.57
Cash paid for interest expenses	Mil THB	1,234.16	1,009.31	2,182.09	1,925.34	2,006.41
Dividend paid	Mil THB	2,719.99	2,982.06	3,006.36	2,819.53	1,908.83
Cash paid for corporate income tax	Mil THB	1,070.65	1,706.59	857.54	433.25	-56.77
Asia	Mil THB	321.72	117.47	185.56	237.38	168.05
EU & Africa	Mil THB	573.50	1,103.80	433.91	172.23	328.79
North America	Mil THB	175.44	485.32	238.07	23.63	-553.60
Corporate responsibility & community investment	Mil THB	137.15	117.72	135.16	108.76	74.46
Innovation & Product Responsibility						
R&D spending as percentage of sales	%	0.19*	0.22	0.22	0.27	0.17

Reference:

Performance of Key Environmental and Social Indicators, available on <https://www.thaiunion.com/en/sustainability/report>

GLOBAL OCCUPATIONAL HEALTH & SAFETY PERFORMANCE

NO.	PERFORMANCE DATA ¹	UNIT	2016	2017	2018	2019
1	Lost Time Injury Frequency Rate (LTIFR) - Employees, Contractor, Visitor	Cases per 200,000 hours worked	0.89	0.74	0.57	0.42
2	Lost Time Injury Severity Rate (LTISR) ² - Employees, Contractor, Visitor	Lost days per 200,000 hours worked	N/A	N/A	N/A	3.53
3	Lost Time Injury Frequency Rate (LTIFR) - Employees	Cases per 200,000 hours worked	0.89	0.74	0.59	0.46
4	Lost Time Injury Severity Rate (LTISR) - Employees	Lost days per 200,000 hours worked	7.48	5.82	8.91	3.96
5	Lost Time Injury Frequency Rate (LTIFR) - Contractor	Cases per 200,000 hours worked	0.37	0.14	0.00	0.02
6	Lost Time Injury Severity Rate (LTISR) - Contractor	Lost days per 200,000 hours worked	N/A	N/A	N/A	0.03
7	Working Hour - Employee	Hours worked	138,562,813	139,855,687	119,279,654	114,415,914
8	Working Hour - Contractor	Hours worked	2,430,099	2,814,596	3,744,761	13,274,667
9	Fatality Case - Employee	Cases	0	1	0	0
10	Fatality Case - Contractor	Cases	1	4	0	1

Remark:

1 Data reporting scope refers to Performance of Key Environmental and Social Indicators, available on <https://www.thaiunion.com/en/sustainability/report>

2 No data recorded for contractors and visitors in 2016 - 2018

HUMAN CAPITAL DEVELOPMENT

HUMAN CAPITAL DEVELOPMENT	UNIT	2016	2017	2018	2019
Total workforce	people	49,177	51,143	47,314	44,551
Full time employee (FTE)	people	13,381	12,803	13,582	14,319
Daily staff	people	35,796	38,340	33,422	30,212
Average hours of training per year	Hour/employee	18	15.0	5.6*	4.7
Average amount spent on training per FTE	Thai Baht	4,279	7,544	3,505	3,120
Human capital return on investment	Thai Baht	12.26	10.81	10.53	10.24
ATTRACT & RETAIN TALENT	UNIT	2016	2017	2018	2019
Employee Engagement survey	% of employees engaged	66.04	82.92	82	83.5
Total employee turnover per FTE	%	14.43	14.98	13.23**	16.10
Asia	%	14.33	13.5	14.98**	17.74
US Region	%	10.5	30.74	26.00**	26.78
EU Region	%	6.93	16.16	10.27**	11.31
DIVERSITY	UNIT	2016	2017	2018	2019
Gender distribution by level					
Total management	people	1,148	967	1,140	1,129
Total management - female ratio	%	37.8	43.12	43.33	46.06
Total management - male	people	714	550	646	609
Total management - female	people	434	417	494	520

* GRI 102 - 48: We have changed our assumptions for average training hours as some Thai Union operating companies have changed calculation units from hours to minutes

** GRI 102 - 48: For consistency we have amended our method of calculation of turnover percentages. Previously, this was calculated by averaging the percentage turnover from each operating company. This is now calculated by dividing the total number of leavers by the number of fulltime employees in each region to provide a more accurate view

	UNIT	2016	2017	2018	2019
Management - male	people	714	550	646	609
Top management	people	17	22	26	24
Middle management	people	161	119	143	144
Junior management	people	536	412	480	441
	UNIT	2016	2017	2018	2019
Management - female	people	434	417	494	520
Top management	people	3	3	3	2
Middle management	people	47	43	49	51
Junior management	people	384	371	442	467
	UNIT	2016	2017	2018	2019
Total non-management	people	11,892	10,516	12,442	12,009
Total non-management - female ratio	%	55.61	59.48	61.20	60.44
Total non-management - male	people	5,279	4,261	4,827	4,751
Total non-management - female	people	6,613	6,255	7,615	7,258
Proportion of local hiring of senior management (HQ only)	%	80	59.82	50.00	33.33
Freedom of association - number of employees represented by trade union	people	626	877	586	564
	%	7.91	80.47**	81.24**	82.88
Number of consultants / negotiations with trade union	Number of sessions	26	9	10	10

ENVIRONMENTAL PERFORMANCE

2016-2018 FACTORY ¹				
INDICATOR	UNIT	2016	2017	2018
Product Volume: Total Product Volume (t metric)	Ton	685,987	700,856	690,219
GHG EMISSION				
Total GHG Intensity	TonCO ₂ /ton FG	0.87	0.78	0.78
Total Emission	Ton CO ₂	594,453	544,639	536,494
GHG Scope 1	Ton CO ₂	422,695	366,642	369,540
GHG Scope 2	Ton CO ₂	171,758	177,997	166,954
ENERGY MANAGEMENT				
Total Energy Intensity	GJ/tonFG	6.92	6.39	6.21
Total Energy Consumption	GJ	4,743,738	4,477,417	4,283,160
Total Direct Energy	GJ	3,465,181	3,161,286	3,043,495
Fuel Oil (Bunker Oil)	GJ	807,813	887,411	731,721
Natural Gas	GJ	309,133	296,547	263,269
Diesel	GJ	579,392	200,414	133,767
LPG	GJ	469,180	396,040	427,493
Coal	GJ	1,100,035	1,203,587	1,341,402
Gasoline/Petrol	GJ	4,188	2,907	2,048
Bio-gas	GJ	66,966	59,307	50,700
Biogasoline	GJ	-	-	1,550
Wood Pallet	GJ	128,474	115,071	88,317
Solar Panel	GJ	-	-	3,228
Total Indirect Energy (Electricity)	GJ	1,264,778	1,305,374	1,239,665

Remark:

1. Data reporting scope refers to Performance of Key Environmental and Social Indicators, available on <https://www.thaiunion.com/en/sustainability/report>

2016-2018 FACTORY ¹					
INDICATOR	UNIT	2016	2017	2018	
WATER					
Water Withdrawal Intensity	m ³ /ton FG	15.11	14.94	13.65	
Water Withdrawal	m ³	10,363,474	10,471,711	9,421,412	
Municipal Water	m ³	7,730,992	7,735,211	6,435,806	
Surface Water ²	m ³	1,553,552	1,428,179	1,537,961	
Ground Water	m ³	1,011,892	1,242,813	1,405,195	
Rainwater Collected by Organization	m ³	67,038	65,508	42,451	
Sea Water	m ³				
Recycled and Reused Water	m ³	1,035,902	813,250	934,366	
WASTE TO LANDFILL INTENSITY					
Waste to landfill intensity	kg/tonFG	59.10	38.75	31.34	
Total waste to landfill	kg	40,540,146	27,155,495	21,628,046	
NON HAZARDOUS WASTE DISPOSAL³					
Reuse	kg			26,134,837	
Recycling	kg				
Composting	kg			5,863,325	
Recovery, including energy recovery	kg			754,919	
Incineration without heat recovery (i.e.mass burn)	kg			1,434,238	
Landfill	kg	40,425,476	26,770,065	21,524,027	
HAZARDOUS WASTE DISPOSAL³					
Reuse	kg			387,641	
Recycling	kg			207,256	
Composting	kg				
Recovery, including energy recovery	kg			41,641	
Incineration without heat recovery (i.e.mass burn)	kg			5,870	
Landfill	kg	114,670	385,430	104,019	

Remark:

1: Data reporting scope refers to Performance of Key Environmental and Social Indicators, available on <https://www.thaiunion.com/en/sustainability/report>

2: For 2016-2019 Surface water including rivers, lakes, wetlands, reservoirs, creeks and sea water

3: Non Hazardous Waste Disposal and Hazardous Waste Disposal are collected and reported following GRI 306-2

2019 FACTORY ¹					
INDICATOR	UNIT	ASIA	TUE	USA	GLOBAL
Product Volume: Total Product Volume (t metric)	Ton	570,637	131,107	12,753	714,498
GHG EMISSION					
Total GHG Intensity	TonCO ₂ /ton FG	0.75	0.53	0.52	0.71
Total Emission	Ton CO ₂	430,526	69,778	6,603	506,906
GHG Scope 1	Ton CO ₂	281,293	53,779	1,980	337,052
GHG Scope 2	Ton CO ₂	149,232	15,998	4,623	169,854
ENERGY MANAGEMENT					
Total Energy Intensity	GJ/tonFG	5.71	4.55	5.36	5.49
Total Energy Consumption	GJ	3,256,037	596,496	68,378	3,920,912
Total Direct Energy	GJ	2,215,336	434,609	35,626	2,685,571
Fuel Oil (Bunker Oil)	GJ	422,783	247,573	-	670,356
Natural Gas	GJ	-	78,720	35,574	114,295
Diesel	GJ	70,014	66,251	17	136,283
LPG	GJ	182,701	9,451	10	192,163
Coal	GJ	1,379,047	-	-	1,379,047
Gasoline/Petrol	GJ	1,049	1,893	24	2,966
Bio-gas	GJ	26,701	30,721	-	57,422
Biogasoline	GJ	1,343	-	-	1,343
Wood Pallet	GJ	115,116	-	-	115,116
Solar Panel	GJ	16,582	-	-	16,582
Total Indirect Energy (Electricity)	GJ	1,040,701	161,887	32,753	1,235,341

Remark

1. Data reporting scope refers to Performance of Key Environmental and Social Indicators, available on <https://www.thaiunion.com/en/sustainability/report>

2019 FACTORY ¹					
INDICATOR	UNIT	ASIA	TUE	USA	GLOBAL
WATER					
Water Withdrawal Intensity	m ³ /ton FG	12.72	6.95	19.48	11.78
Water Withdrawal	m ³	7,258,921	911,427	248,376	8,418,724
Municipal Water	m ³	5,061,830	830,331	248,376	6,140,537
Surface Water ²	m ³	820,624	81,096	-	901,720
Ground Water	m ³	1,332,888	-	-	1,332,888
Rainwater Collected by Organization	m ³	43,579	-	-	43,579
Sea Water	m ³	-	249,948	-	249,948
Recycled and Reused Water	m ³	1,054,318	29,497	140,438	1,224,253
WASTE TO LANDFILL INTENSITY					
Waste to landfill intensity	kg/tonFG	15.21	34.56	43.85	19.27
Total waste to landfill	kg	8,678,918	4,530,683	559,270	13,768,871
NON HAZARDOUS WASTE DISPOSAL³					
Reuse	kg	1,489,458	1,489,439	-	2,978,897
Recycling	kg	19,237,515	1,672,868	351,167	21,261,550
Composting	kg	2,823,204	-	-	2,823,204
Recovery, including energy recovery	kg	1,118,845	714,170	-	1,833,015
Incineration without heat recovery (i.e.mass burn)	kg	1,289,490	-	-	1,289,490
Landfill	kg	8,671,487	4,344,809	559,270	13,575,566
HAZARDOUS WASTE DISPOSAL³					
Reuse	kg	236,571	309	-	236,880
Recycling	kg	70,840	5,003	-	75,843
Composting	kg	-	-	-	-
Recovery, including energy recovery	kg	175,982	16,104	-	192,086
Incineration without heat recovery (i.e.mass burn)	kg	6,230	4,556	-	10,786
Landfill	kg	7,431	185,874	-	193,306

Remark:

1: Data reporting scope refers to Performance of Key Environmental and Social Indicators, available on <https://www.thaiunion.com/en/sustainability/report>

2: For 2016-2019 Surface water including rivers, lakes, wetlands, reservoirs, creeks and sea water

3: Non Hazardous Waste Disposal and Hazardous Waste Disposal are collected and reported following GRI 306-2

FARM & HATCHERY					
INDICATOR	UNIT	2016	2017	2018	2019
Product Volume: Total Product Volume (t metric)	Ton	903	199	235	371
GHG EMISSION					
Total GHG Intensity	TonCO ₂ /ton FG	4.76	14.59	10.65	7.64
Total Emission	Ton CO ₂	4,294	2,903	2,504	2,834
GHG Scope 1	Ton CO ₂	487	342	307	265
GHG Scope 2	Ton CO ₂	3,807	2,561	2,197	2,570
ENERGY MANAGEMENT					
Total Energy Intensity	GJ/tonFG				
Total Energy Consumption	GJ	33,097	22,468	19,592	21,562
Total Direct Energy	GJ	6,585	4,634	4,388	3,783
Fuel Oil (Bunker Oil)	GJ				-
Natural Gas	GJ				
Diesel	GJ	6,474	4,445	4,231	3,572
LPG	GJ				
Coal	GJ				
Gasoline/Petrol	GJ	111	189	157	211
Bio-gas	GJ				
Biogasoline	GJ				
Wood Pallet	GJ				
Solar Panel	GJ				
Total Indirect Energy (Electricity)	GJ	26,512	17,834	15,204	17,779

FARM & HATCHERY					
INDICATOR	UNIT	2016	2017	2018	2019
WATER					
Water Withdrawal Intensity	m ³ /ton FG				
Water Withdrawal	m ³	1,555,953	1,492,820	1,715,316	2,858,950
Municipal Water	m ³	14,576	13,791	11,206	22,696
Surface Water ²	m ³	1,448,571	1,437,854	1,687,986	712,674
Ground Water	m ³	92,806	41,175	15,380	
Rainwater Collected by Organization	m ³			744	
Sea Water	m ³				1,972,299
Recycled and Reused Water	m ³			10,192	69,776
WASTE TO LANDFILL INTENSITY					
Waste to landfill intensity	kg/tonFG				
Total waste to landfill	kg	83,170	99,670	93,637	81,505
NON HAZARDOUS WASTE DISPOSAL¹					
Reuse	kg				
Recycling	kg			110	257
Composting	kg				2
Recovery, including energy recovery	kg				
Incineration without heat recovery (i.e.mass burn)	kg			1,040	536
Landfill	kg			93,297	81,311
HAZARDOUS WASTE DISPOSAL¹					
Reuse	kg				
Recycling	kg			76	269
Composting	kg				
Recovery, including energy recovery	kg				
Incineration without heat recovery (i.e.mass burn)	kg				
Landfill	kg			340	194

Remark:

1: Non Hazardous Waste Disposal and Hazardous Waste Disposal are collected and reported following GRI 306-2

OFFICE					
INDICATOR	UNIT	2016	2017	2018	2019
Product Volume: Total Product Volume (t metric)	Ton				
GHG EMISSION					
Total GHG Intensity	TonCO ₂ /ton FG	-	-	-	-
Total Emission	Ton CO ₂	604	559	632	897
GHG Scope1	Ton CO ₂	86	20	40	16
GHG Scope 2	Ton CO ₂	518	539	592	881
ENERGY MANAGEMENT					
Total Energy Intensity	GJ/tonFG				
Total Energy Consumption	GJ	4,883	3,880	4,914	6,856
Total Direct Energy	GJ	1,233	291	819	762
Fuel Oil (Bunker Oil)	GJ				-
Natural Gas	GJ				
Diesel	GJ	16	10	272	217
LPG	GJ				
Coal	GJ				
Gasoline/Petrol	GJ	1,217	281	547	544
Bio-gas	GJ				
Biogasoline	GJ				
Wood Pallet	GJ				
Solar Panel	GJ				
Total Indirect Energy (Electricity)	GJ	3,650	3,589	4,095	6,095

OFFICE					
INDICATOR	UNIT	2016	2017	2018	2019
WATER					
Water Withdrawal Intensity	m ³ /ton FG				
Water Withdrawal	m ³	15,927	15,950	10,586	22,761
Municipal Water	m ³	15,927	15,950	10,586	17,966
Surface Water ¹	m ³				
Ground Water	m ³				
Rainwater Collected by Organization	m ³				
Sea Water	m ³				
Recycled and Reused Water	m ³				
WASTE TO LANDFILL INTENSITY					
Waste to landfill intensity	kg/tonFG				
Total waste to landfill	kg	63,000	66,700	885	4,794
NON HAZARDOUS WASTE DISPOSAL²					
Reuse	kg				
Recycling	kg				
Composting	kg				
Recovery, including energy recovery	kg				
Incineration with out heat recovery (i.e.mass burn)	kg				
Landfill	kg			1,425	4,665
HAZARDOUS WASTE DISPOSAL²					
Reuse	kg				-
Recycling	kg			169	-
Composting	kg				-
Recovery, including energy recovery	kg				250
Incineration without heat recovery (i.e.mass burn)	kg				-
Landfill	kg			299	130

Remark:

- 1: Data reporting scope refer to Performance of Key Environmental and Social Indicators (<https://seachangesustainability.org/wp-content/uploads/Performance-of-Key-Environmental-and-Social-Indicators.pdf>)
 2: For 2016-2019 Surface water including rivers, lakes, wetlands, reservoirs, creeks and sea water
 3: Non Hazardous Waste Disposal and Hazardous Waste Disposal are collected and reported following GRI 306-2

REPORTING COVERAGE

COMPANIES AND GROUPS OF COMPANIES	% HOLDING BY TU	2019		REPORTING COVERAGE		
		SALES UNIT: BILLION BAHT	%	ENVIRONMENTAL INDICATORS	SOCIAL*** INDICATORS	
1. ASIA						
Thai Union Group PCL	TU	-	13.00	10.30	✓	✓
Thai Union Manufacturing Co., Ltd.	TUM	99.66	18.30	14.50	✓	✓
Songkla Canning PCL	SC	99.55	4.90	3.90	✓	✓
Asian-Pacific Can Co., Ltd.	APC	99.54*	0.80	0.60	✓	✓
Yueh Chyang Canned Food Co., Ltd.	YCC	99.55*	0.30	0.30	✓	✓
Thai Union Seafood Co., Ltd.	TUS	51.00	3.00	2.40	✓	✓
Pakfood PCL	PPC	99.74	4.80	3.80	✓	✓
EHS Training and Services Co., Ltd. (formerly known as "T-Holding Co., Ltd.")	EHS	100.00	-	-	N/A	<2 years
Thai Union Feedmill Co., Ltd.	TFM	66.90	4.80	3.80	✓	✓
Thai Union Graphic Co., Ltd.	TUG	98.00	0.10	0.10	✓	✓
Seafood International One FZCO	SIC1	60.00**	0.20	0.20	N/A	N/A
Thai Union Online Shop Co., Ltd.	TUO	100.00	-	-	✓	In Progress
Thai Union China Co., Ltd.	TUC	100.00	0.40	0.30	N/A	In Progress
TMAC Company Limited	TMAC	100.00	0.10	0.10	✓	✓
Thai Union Ingredients Co., Ltd.	TUI	100.00	0.10	0.10	<2 years	<2 years
Thammachart Seafood Retail Co., Ltd.	TSR	65.00	0.10	0.10	N/A	<2 years
TOTAL ASIA			50.90	40.30		

REPORTING COVERAGE

COMPANIES AND GROUPS OF COMPANIES	% HOLDING BY TU	2019		REPORTING COVERAGE		
		SALES UNIT: BILLION BAHT	%	ENVIRONMENTAL INDICATORS	SOCIAL*** INDICATORS	
2. EUROPE & AFRICA						
Thai Union Europe One Group	TUE1	100.00*	19.80	15.70	✓	✓
Thai Union Trading Europe B.V.	TUTE	100.00*	2.10	1.60	N/A	<2 years
Meralliance Group	MA	100.00*	4.70	3.80	✓	✓
King Oscar Group	KO	100.00*	1.20	1.00	✓	✓
Thai Union Germany GmbH	TUGe	100.00*	4.60	3.70	In Progress	In Progress
Thai Union Canada Inc.	TUCa	100.00*	0.30	0.20	In Progress	In Progress
TOTAL EUROPE & AFRICA			32.80	26.00		
3. USA						
Tri-Union Seafoods LLC	TRI-U	100.00*	11.20	8.90	✓	✓
Tri-Union Frozen Products Inc.	TUFP	100.00*	29.80	23.60	N/A	✓
U.S. Pet Nutrition LLC	USPN	100.00*	1.50	1.20	✓	✓
TOTAL USA			42.50	33.70		
GRAND TOTAL			126.30	100.00	95%	96%

Remarks: The above data refers to sales structure after exclusion of intercompany transactions.
From Annual Report 2019 page 63 (<https://investor.thaiunion.com/misc/ar/20200318-tu-ar2019-en-01.pdf>)"

* Owned by Subsidiaries of TU

** SIC1 was restructured to joint venture starting May 2019

*** Social indicators of Occupational Health and Safety
<2 years: The facility has been operating or acquired for less than 2 years, thus outside Thai Union's scope of Environmental & Social Reporting.

N/A: The facility is not identified as a manufacturing facility, thus outside Thai Union's scope of Environmental & Reporting.

In Progress: Environmental & Social Reporting of this facility is in progress.





GRI CONTENT INDEX AND UNGC COP

GENERAL STANDARD DISCLOSURES	DESCRIPTION	PAGE OR LINK	EXTERNAL ASSURANCE
GHG EMISSION			
GRI 102-1	Name of the organization	Back cover	
GRI 102-2	Activities, brand, products and services	P. 13-16	
GRI 102-3	Location of headquarters	Back cover and Annual Report P. 1	
GRI 102-4	Location of operations	Annual Report P. 10-11	
GRI 102-5	Ownership and legal form	Annual Report P. 1	
GRI 102-6	Markets served	P. 13 and Annual Report P. 16-21	
GRI 102-7	Scale of the organization	P. 13	
GRI 102-8	Information on employees and other workers	P. 13 and 87	
GRI 102-9	Supply chain	P. 14-16 and Annual Report P. 8-11	
GRI 1-2-10	Significant changes to the organization and its supply chain	No significant change	
GRI 102-11	Precautionary Principle or approach	P. 65 and https://www.thaiunion.com/en/sustainability/environment	
GRI 102-12	Externally developed economic, environmental and social charters, principles or other initiatives to which the organization subscribes or which it endorses	P. 24-25	
GRI 102-13	Membership of Associations	P. 23-25	
GRI 102-14	Statement from senior decision-maker	P. 8-9	
GRI 102-16	Values, principles, standards, and norm of behavior	P. 13	
GOVERNANCE			
GRI 102-18	Governance structure	Annual Report P. 28-46	

GENERAL STANDARD DISCLOSURES	DESCRIPTION	PAGE OR LINK	EXTERNAL ASSURANCE
STAKEHOLDER ENGAGEMENT			
GRI 102-40	List of stakeholder groups	P. 34-36	
GRI 102-41	Collective bargaining agreement	P. 88	
GRI 102-42	Identifying and selecting stakeholders	P. 29-31	
GRI 102-43	Approach to stakeholder engagement	P. 29-31	
GRI 102-44	Key topics and concern raised	P. 30-32	
REPORTING PRACTICE			
GRI 102-45	Entities included in the consolidated financial statements	Annual Report P. 64-67	
GRI 102-46	Defining report content and topic boundaries	P. 5	
GRI 102-47	List of material topics	P. 32	
GRI 102-48	Restatements of information	P. 87	
GRI 102-49	Changes in reporting	No change	
GRI 102-50	Reporting period	P. 5	
GRI 102-51	Date of most recent report	P. 5	
GRI 102-52	Reporting cycle	P. 5	
GRI 102-53	Contact point of questions regarding the report	Back cover	
GRI 102-54	Claim of reporting in accordance with the GRI Standards	P. 5	
GRI 102-55	GRI content index	P. 100 - 112	
GRI 102-56	External assurance	P. 104-106	

SPECIFIC STANDARD DISCLOSURE

MATERIAL ASPECT	DMA AND INDICATORS	DESCRIPTION	PAGE OR LINK	OMISSION / NOTES	EXTERNAL ASSURANCE
ECONOMIC (COMMUNITIES, TRANSPARENCY AND GOVERNANCE)					
Economic Performance	GRI 103	Management Approach	Annual Report P. 152-156		
	GRI 201-1	Direct Economic value generated and distributed	P. 85 and Annual Report P. 22		
Transparency	GRI 103	Management Approach	P. 19-21 and Annual Report P. 99-101		
	GRI419-1	Non-compliance with laws and regulations in the social and economic area	https://investor.thaiunion.com/misc/investor-note/20190806-tu-investor-note-2q2019-en-02.pdf		
Community	GRI 103	Management Approach	P. 77 and https://seachangesustainability.org/about-seachange/people-and-communities/		
	GRI 413-1	Operations with local community engagement, impact assessment and development programs	P. 78		

MATERIAL ASPECT	DMA AND INDICATORS	DESCRIPTION	PAGE OR LINK	OMISSION /NOTES	EXTERNAL ASSURANCE
ENVIRONMENTAL (ENVIRONMENTAL PROTECTION, CLIMATE CHANGE AND OCEAN PLASTIC)					
Energy	GRI 103	Management Approach	P. 65-67 and https://seachangesustainability.org/about-seachange/responsible-operations/		
	GRI 302-1	Energy consumption within organization	P. 89,91,93 and 95		
	GRI 302-3	Energy intensity	P. 89 and 91		
	GRI 302-4	Reduction of energy consumption	P. 66-67 and 73		
Water	GRI 103	Management Approach	P. 65-66		
	GRI 303-1	Water withdrawal by source	P. 90, 92,94 and 96		*
	GRI 303-2	Water sources significantly affected by withdrawal of water	P. 90,92,94 and 96		*
	GRI 303-3	Water recycled and reused	P. 90,92 and 94		*

MATERIAL ASPECT	DMA AND INDICATORS	DESCRIPTION	PAGE OR LINK	OMISSION /NOTES	EXTERNAL ASSURANCE
Emissions	GRI 103	Management Approach	P. 65-67,74 and https://seachangesustainability.org/about-seachange/responsible-operations/		
	GRI 305-1	Direct (scope 1) GHG emissions	P. 66,67,91,93 and 95		*
	GRI 305-2	Energy indirect (scope2) GHG emissions	P. 91,93 and 95		*
	GRI 305-4	GHG emissions intensity	P. 91 and 93		*
	GRI 305-5	Reduction of GHG emissions	P. 66-67		
Effluents and waste	GRI 103	Management Approach	P. 65 and https://seachangesustainability.org/about-seachange/responsible-operations/		
	GRI 306-2	Waste by type and disposal method	P. 90,92,94 and 96		*
Ocean plastic	GRI 103	Management Approach	P. 58,69 and https://seachangesustainability.org/ocean-plastics-and-marine-debris/		
	GGGI Best Practice Framework	Best practical recovery of fishing gear after it has been lost or abandoned.	P. 58 and 83		

MATERIAL ASPECT	DMA AND INDICATORS	DESCRIPTION	PAGE OR LINK	OMISSION / NOTES	EXTERNAL ASSURANCE
	SeaBOS Taskforce	Reducing ocean plastic, mapping sources, presences, and types of plastic in seafood production.	P. 26,69-70 and 75		
SOCIAL (HUMAN RIGHTS AND ETHICAL LABOR PRACTICES, RESPONSIBLE SOURCING, LONG-TERM COMMITMENT, HUMAN CAPITAL DEVELOPMENT, AND OCEAN PLASTIC)					
Human Rights and ethical labor practices	GRI 103	Management Approach	P. 41		
	GRI 412-3	Significant investment agreements and contracts that include human rights clauses or underwent human rights screening	P. 42, 48-51		
	GRI 103	Management Approach	P. 31 and https://seachangesustainability.org/about-seachange/responsible-operations/		
	GRI 102-41	Percentage of total employees covered by collective bargaining agreements.	P. 88		

MATERIAL ASPECT	DMA AND INDICATORS	DESCRIPTION	PAGE OR LINK	OMISSION / NOTES	EXTERNAL ASSURANCE
SOCIAL (HUMAN RIGHTS AND ETHICAL LABOR PRACTICES, RESPONSIBLE SOURCING, LONG-TERM COMMITMENT, HUMAN CAPITAL DEVELOPMENT, AND OCEAN PLASTIC)					
Forced or compulsory labor	GRI 103	Management Approach	P. 41		
	GRI 409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	P. 46-47, 49-51		
Responsible sourcing	GRI 103	Management Approach	P. 53, 60 and https://seachangesustainability.org/about-seachange/responsible-sourcing/		
	FP 1	Percentage of purchased volume from suppliers compliant with company's sourcing policy	P. 54		

MATERIAL ASPECT	DMA AND INDICATORS	DESCRIPTION	PAGE OR LINK	OMISSION / NOTES	EXTERNAL ASSURANCE
SOCIAL (HUMAN RIGHTS AND ETHICAL LABOR PRACTICES, RESPONSIBLE SOURCING, LONG-TERM COMMITMENT, HUMAN CAPITAL DEVELOPMENT, AND OCEAN PLASTIC)					
	FP 2	Percentage of purchased volume which is verified as being in accordance with credible, internationally recognized responsible production standards, broken down by standards	P. 55-56 , and 61		
Supplier assessment for labor practices	GRI 103	Management Approach	P. 48 and https://seachangesustainability.org/about-seachange/responsible-sourcing/suppliers/		
	GRI 414-1	New suppliers that were screened using social criteria	P. 48 and 50		
	GRI 414-2	Negative social impacts in the supply chain and action taken	P. 50-51		

MATERIAL ASPECT	DMA AND INDICATORS	DESCRIPTION	PAGE OR LINK	OMISSION / NOTES	EXTERNAL ASSURANCE
SOCIAL (HUMAN RIGHTS AND ETHICAL LABOR PRACTICES, RESPONSIBLE SOURCING, LONG-TERM COMMITMENT, HUMAN CAPITAL DEVELOPMENT, AND OCEAN PLASTIC)					
Human Capital Development	GRI 103	Management Approach	P. 77		
	GRI 404-1	Average hours of training per year, per employee	P. 87		
Safety in the Workplace	GRI 103	Management Approach	P. 67 and https://www.thaiunion.com/en/about/environment-health-and-safety		
	GRI 403-2	Types of injury and rates of injury, occupational disease, lost day, and absenteeism, and number of work-related facilities	P. 68 and 86		*

MATERIAL ASPECT	DMA AND INDICATORS	DESCRIPTION	PAGE OR LINK	OMISSION / NOTES	EXTERNAL ASSURANCE
FOOD SAFETY AND USE OF ANTI-BIOTICS					
Food safety and use of antibiotics	GRI 103	Management Approach	P. 65 and https://www.thaiunion.com/en/products-and-brands/combating-food-fraud-and-food-defense-strategy		
		Management Approach	Annual Report		
	FP 5	Percentage of production manufactured in sites certified by third party according to internationally recognized food safety standard	P. 65		
	FP 12	Policy and practice on antibiotic	P. 31 and https://www.thaiunion.com/en/innovation/at-a-glance	Omission on reporting identifying species and breed type.	
INNOVATION					
Innovation	GRI 103	Management Approach	P. 22-23 and https://www.thaiunion.com/en/innovation/our-approach-to-innovation		
	GRI 203-1	Infrastructure investments and services support	P. 22-23 and https://www.startupthailand.org/space-f-to-expedite-foodtech-startups-th/		

UNGC COMMUNICATION ON PROGRESS (COP)		
HUMAN RIGHTS	Principle 1 Businesses should support and respect the protection of internationally proclaimed human rights.	P. 21, 41-46
	Principle 2 Businesses should make sure that they are not complicit in human rights abuses.	
LABOR	Principle 3 Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.	P. 41-46 and P. 88
	Principle 4 The elimination of all forms of forced and compulsory labor.	
	Principle 5 The effective abolition of child labor.	
	Principle 6 The elimination of discrimination in respect of employment and occupation.	
ENVIRONMENT	Principle 7 Businesses should support a precautionary approach to environmental challenges.	P. 65-75
	Principle 8 Undertake initiatives to promote greater environmental responsibility.	
	Principle 9 Encourage the development and diffusion of environmentally friendly technology.	
ANTI-CORRUPTION	Principle 10 Businesses should work against corruption in all its forms, including extortion and bribery.	P. 21, 24-25



LR Independent Assurance Statement

Relating to Thai Union Group Plc.'s Sustainability Report for the calendar year 2019

This Assurance Statement has been prepared for Thai Union Group Plc. (TU) in accordance with our contract but is intended for the readers of this Report.

Terms of engagement

Lloyd's Register Quality Assurance Ltd. (LR) was commissioned by TU Group PLC. (TU) to provide independent assurance on its Sustainability Report 2019 "the report" against the assurance criteria below to a limited level of assurance and at the materiality of the professional judgement of the verifier using LR's verification approach. LR's verification procedure is based on current best practice, is in accordance with ISAE 3000 and AA1000 AS and uses the following principles of - inclusivity, materiality, responsiveness and reliability of performance data.

Our assurance engagement covered TU's subsidiaries in Asia and the United State under its direct operational control only, and specifically the following requirements:

- Confirming that the report is in accordance with:
 - GRI Standards (2016) and core option
 - GRI Food Processing supplement Sector
- Evaluating the accuracy and reliability of data and information for only the selected indicators listed below:¹
 - Environmental: GRI 303-1 Water withdraw by source, GRI 305-1 Direct (scope 1) GHG emissions, GRI 305-2 Energy indirect (scope 2) GHG emissions and Waste by type and disposal method (GRI 306-2)
 - Social: GRI 403-2 Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities.

Our assurance engagement excluded the data and information of TU's subsidiaries where it has no operational control and all its operations and activities outside of Asia and the United State. Our assurance engagement also excluded the data and information of its suppliers and any third-parties mentioned in the report.

LR's responsibility is only to TU. LR disclaims any liability or responsibility to others as explained in the end footnote. TU's responsibility is for collecting, aggregating, analysing and presenting all the data and information within the report and for maintaining effective internal controls over the systems from which the report is derived. Ultimately, the report has been approved by, and remains the responsibility of TU.

LR's Opinion

Based on LR's approach nothing has come to our attention that would cause us to believe that TU has not, in all material respects:

- Met the requirements above
- Disclosed accurate and reliable performance data and information as no errors or omissions were detected
- Covered all the issues that are important to the stakeholders and readers of this report.

The opinion expressed is formed on the basis of a limited level of assurance and at the materiality of the professional judgement of the verifier.

Note: The extent of evidence-gathering for a limited assurance engagement is less than for a reasonable assurance engagement. Limited assurance engagements focus on aggregated data rather than physically checking source data at sites. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

LR's approach

LR's assurance engagements are carried out in accordance with our verification procedure. The following tasks though were undertaken as part of the evidence gathering process for this assurance engagement:

- Assessing TU's approach to stakeholder engagement to confirm that issues raised by stakeholders were captured correctly. We did this by reviewing documents and associated records.
- Reviewing TU's process for identifying and determining material issues to confirm that the right issues were included in their Report and updated overtime. We did this by benchmarking reports written by TU and its peers to ensure that sector specific issues were included for comparability.

¹ GHG quantification is subject to inherent uncertainty.



- Auditing TU's data management systems to confirm that there were no significant errors, omissions or mis-statements in the Report. We did this by reviewing the effectiveness of data handling processes and systems. We also spoke with key people in various facilities responsible for compiling the data and drafting the Report.
- Sampling of evidences to confirm the reliability of the selected specific standard disclosures as below operations:
 - Thailand: Thai Union Manufacturing Co., Ltd. at Samutsakorn, Pakfood Public Co., Ltd. at Bangkok, Thai Union Seafood Co., Ltd. at Songkla, Thai Union Feed mill Co., Ltd at Samutsakhon, Asian-Pacific Can Co., Ltd. (Canning Plant) at Samutsakorn and TMK Farm Co., Ltd. (TMK2) at Suratthani;
 - Vietnam: Yueh Chyang Canned Food Co., Ltd. and;
 - USA: Tri-Union Seafoods, LLC.

Observations

Further observations and findings, made during the assurance engagement, are:

- Stakeholder inclusivity: We are not aware of any key stakeholder groups that have been excluded from TU's stakeholder engagement process. TU has open dialogue with all of its stakeholders to understand their growing expectations.
- Materiality: We are not aware of any material issues concerning TU's sustainability performance that have been excluded from the report. It should be noted that TU has established extensive criteria for determining which issue/aspect is material and that these criteria are not biased to the company's management.
- Responsiveness: TU has addressed the concerns of stakeholders in all regions in relation to GHG emissions and ocean plastic. However, we believe that future reports should
 - disclose safety statistic of contractor
 - discuss how TU establishes governance with new business partners.
- Reliability: Data management systems are considered to be well defined, but the implementation of these systems varies across TU's operational facilities. TU should consider interim verification to further improve the reliability and timeliness of its disclosed data and information.

LR's standards, competence and independence

LR ensures the selection of appropriately qualified individuals based on their qualifications, training and experience. The outcome of all verification and certification assessments is then internally reviewed by senior management to ensure that the approach applied is rigorous and transparent.

This verification is the only works undertaken by LR for TU and as such does not compromise our independence or impartiality.



Opart Charuratana
LR Lead Verifier

Dated: 14 May 2020

On behalf of Lloyd's Register Quality Assurance Ltd.
Lloyd's Register International (Thailand) Limited
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