



Culture Guidebook: Book of Growth101

This handbook will guide us to know how we can work together at Thai Wah.

It contains the answers for associates to know the way of work that deliver results and grow at Thai Wah.

Let's learn. Let's grow. Together.

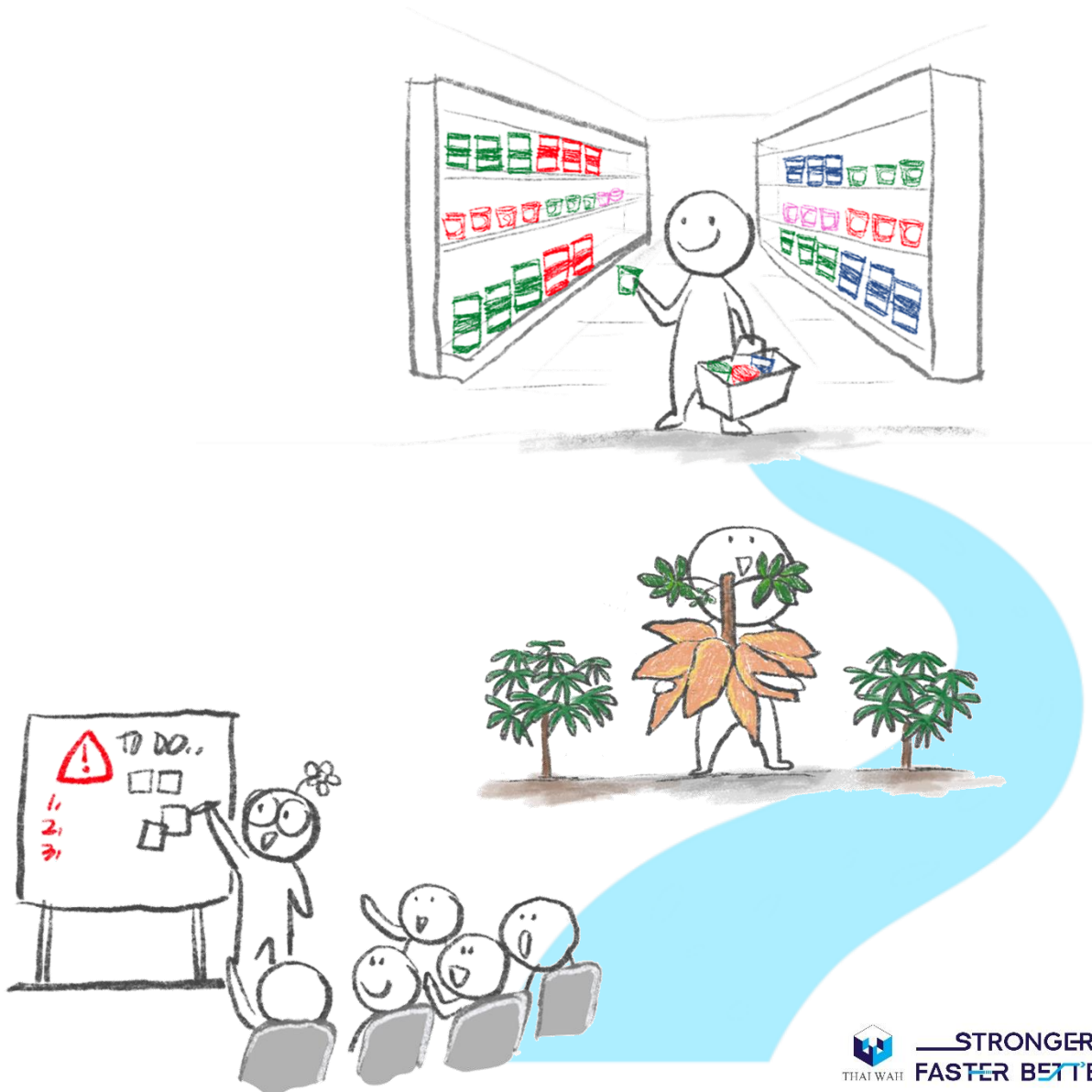


**STRONGER
FASTER BETTER**

Thai Wah's Purpose

Vision

**Creating Innovation and Sustainability
from Farm to Shelf**



The current truths Thai Wah must deal with



Thai Wah is facing changes on all fronts – from economic conditions and shifting consumer demands, to rapid technological advancements and environmental challenges. All of these have a direct impact on how we do business. To navigate through this transformation, we must think differently and act differently from how we did before.



Everything around us is
changing — but our
purpose remains strong.

That's why we, at Thai
Wah, must **dare to think**
differently and act boldly.



Strategy : W 2.0

Because we must think different and do different, the TW 2.0 strategy is our new approach to help Thai Wah reach its goals. Imagine this: if our **“goal”** is the destination, then **“TW 2.0 strategy”** is the path that gets us there—faster and more effectively.

Portfolio Transformation

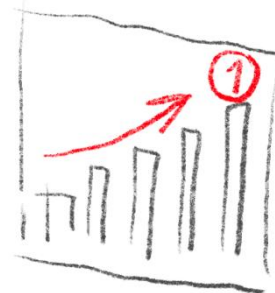
Realignment of product categories to meet business needs

Cost Excellence Across Value Chain

Pursuing end-to-end cost excellence across the organization

Develop New Platforms

Expanding growth through new product and business creation



So what about you... how will you become part of that success?



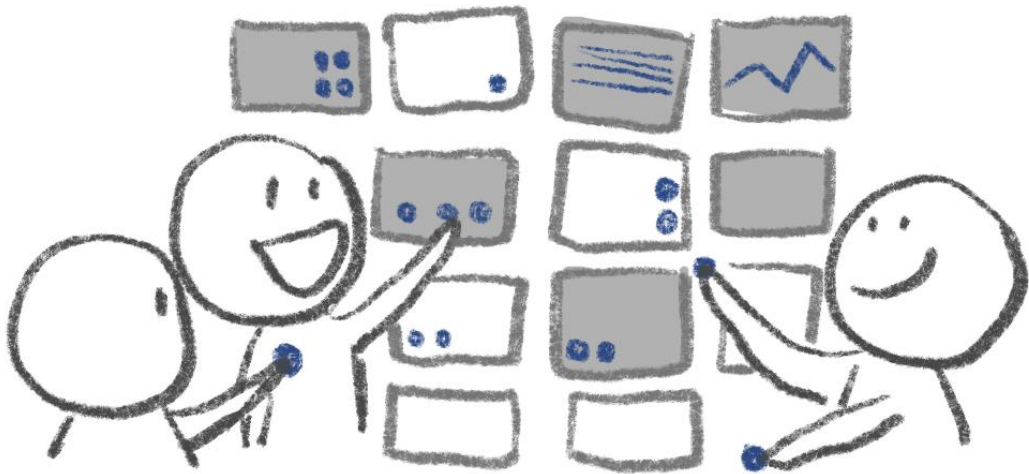
If we want Thai Wah to achieve bold vision, the journey begins with us. Each of us has the power to help create that **success—starting** with ourselves.

1. It starts by shifting how we see things,
2. changing how we behave,
3. and rethinking how we work.

So that Thai Wah can truly **meet our customers' needs, adapt swiftly to any challenge, and build stronger, smarter ways of working.**

In the next 5 years, this transformation must be visible—and we are the ones who will make it happen.





**What behaviors guide
how we work together at
Thai Wah?**

Working Culture: Stronger Faster Better

Stronger means we, the people of Thai Wah, give our best to find solutions that meet the needs of both our internal and external customers

Faster means adapting quickly and staying agile in the face of change—turning flexibility into an advantage

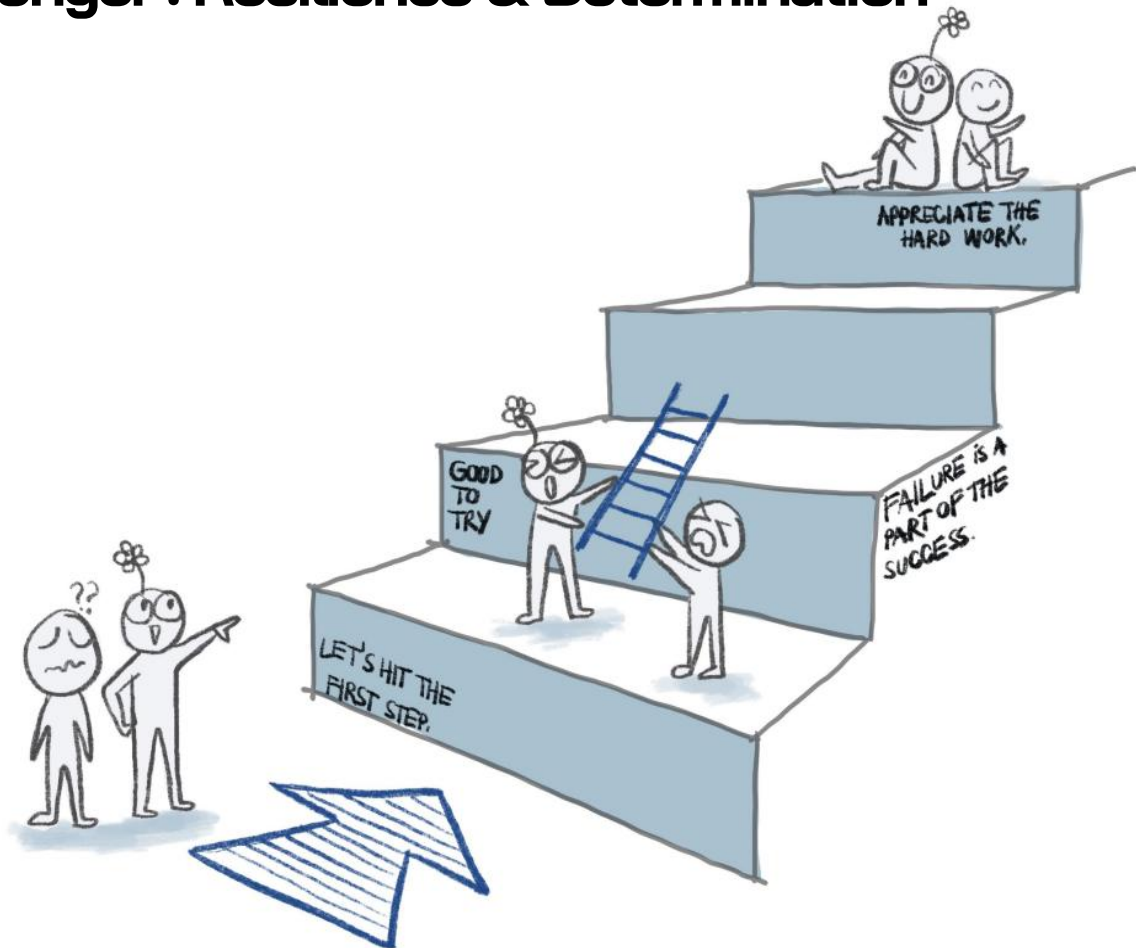
Better means improving how things are done—enhancing work processes or steps to achieve better quality results.



THAI WAH

—STRONGER
FASTER BETTER

Stronger : Resilience & Determination



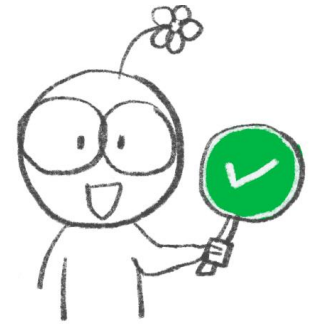
People Manager / Supervisor / Team Leader

- Embraces challenges
- Aims higher with purpose
- Plans and acts with determination
- Leads by example
- Empowers the team to win together

Associate

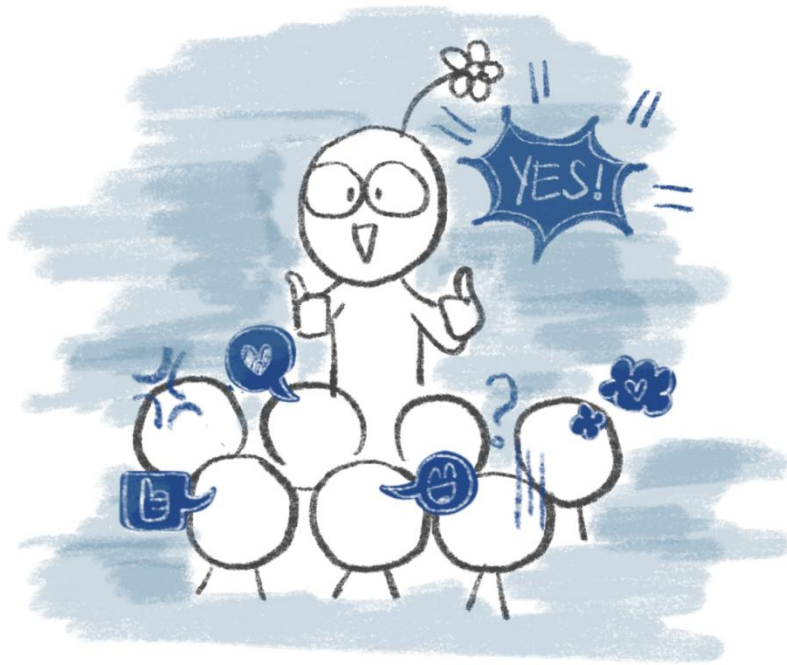
- Embraces challenging goals with positive thoughts and words.
- Takes action with utmost effort
- Stands strong through challenges
- Takes ownership, drives solutions

Stronger : Resilience & Determination



Situation	Mindset	Action
When you face challenges in your work	"It's normal to face tough tasks—and I believe success is possible."	Try new approaches to achieve the result you're aiming for.
	"How can this task help me grow?"	Take initiative. Build new skills. Strengthen your abilities through doing.
When results don't meet expectations	"Why didn't this work? What else can I try? Do I need more input or information?"	Learn from the mistake. Suggest alternatives with pros and cons. Research more. Adjust the approach. Try again. Don't give up.
When your responsibilities change	"Will the current plan still work? Time to reassess."	Review the current plan. Keep a backup. Be ready to switch if there's a better way.
When you are assigned a bigger goal	"I have what it takes to reach this goal."	Think differently. Explore every path. Track progress consistently.
When customer or team expectations increases	"What more can I do to meet those expectations?"	Think and act with the customer in mind—always aim to deliver what truly matters.
When a team member feels discouraged	"I can help reignite the team's drive."	Ask the right questions. Spark their thinking. Share insights. Offer encouragement.
	"If I succeed, others will see what's possible too."	Be a role model of determination. Inspire others through your effort and example.

Stronger : Build Trust & Respect



People Manager / Supervisor / Team Leader

- Encourages open team input
- Listens with an open mind, not with judgment
- Asks thoughtful questions to understand others' perspectives
- Shows respect and appreciation for everyone they work with

Associate

- Dare to speak up, ask, and engage in open conversation
- Express differing opinions with information, without triggering negative feelings
- Listens to understand when hearing others' thoughts.
- Open to feedback for development

Stronger : Build Trust & Respect



Situation	Mindset	Action
During a brainstorming session	"Every idea is valuable."	Ask thought-provoking questions to invite others to share—encourage diverse perspectives.
	"Great ideas emerge when we exchange perspectives."	Don't judge or shut down others' ideas. Stay open—don't rush to decide what's good or not.
When discussing sensitive topics	"They're sharing this because they trust me"	Respect confidential, where appropriate, and follow through with what you say.
When team members have different opinions	"It's not wrong to have different opinions."	Respect diverse views. Listen with neutrality. Don't dismiss others' ideas as incorrect or invalid.
When your idea is rejected by a teammate	"If my idea doesn't align with the goal, that's okay—I'm here to contribute, not to compete."	Accept with understanding. Don't react with frustration. Keep contributing—share new ideas without fear of rejection.
When giving & receiving feedback	"Feedback helps us grow – together."	Give feedback constructively and respectfully. Receive feedback with open mind – without defensiveness or anger.
When tension arises due to a team member's negative mindset	"I choose to stay calm, not frustrated."	Observe. Converse cautiously to identify cause and support when needed.

Stronger : Prioritize & Optimize Resources



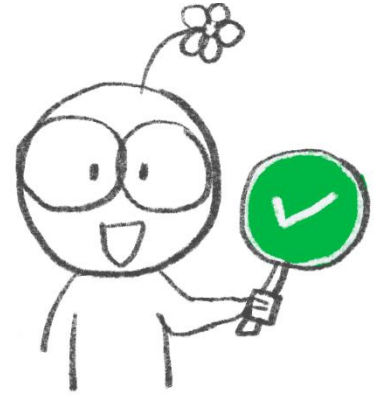
People Manager / Supervisor / Team Leader

- Focuses on what matters most
- Delivers results where urgency meets impact
- Turns limited time, resources, and cost into high-value outcomes
- Thrives under pressure—driving results no matter the challenge

Associate

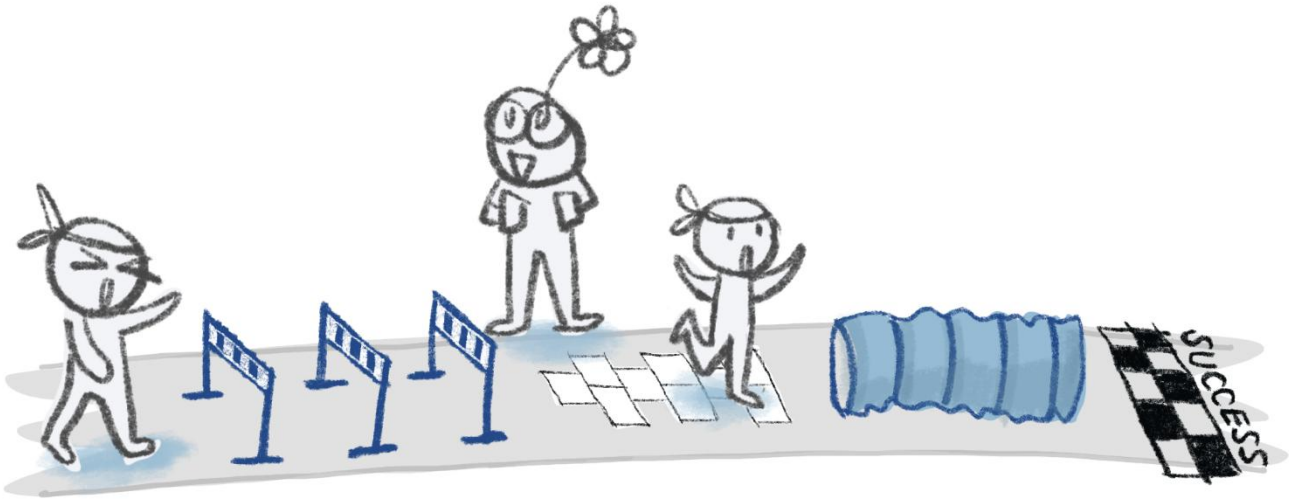
- Puts customer needs first
- Works with a sense of urgency and purpose
- Adapts quickly to changing situations

Stronger : Prioritize & Optimize Resources



Situation	Mindset	Action
When new tasks arise beyond the original plan	"The situation has changed"	Assess the impact. If it's important and urgent – act immediately.
When handling multiple tasks at the same time	"I need to prioritize effectively – what must be done now, what can be done later.	Review all deadlines. Set clear priorities. Create a plan and follow through with focus.
When working with limited resources	"I must allocate the budget, people and time to attain the optimum results.	Allocate time, people, budget based on priority and impact on goals.
When faced with tight deadlines	"If this must be done, what's the smartest way to use the time I have left?"	Focus on a clear, time-bound plan. Track progress closely to stay on target.
When your work affects other teams	"My work is part of a bigger picture—our success is shared."	Understand how your work impacts others. Handover tasks with enough lead time so the next team can succeed too.

Faster : Be agile and quick



People Manager / Supervisor / Team Leader

- Adapt quickly to situations
- Make decisions fast using information
- Respond quickly when facing problems
- Dare to try, dare to take risks, dare to fail, and learn

Associate

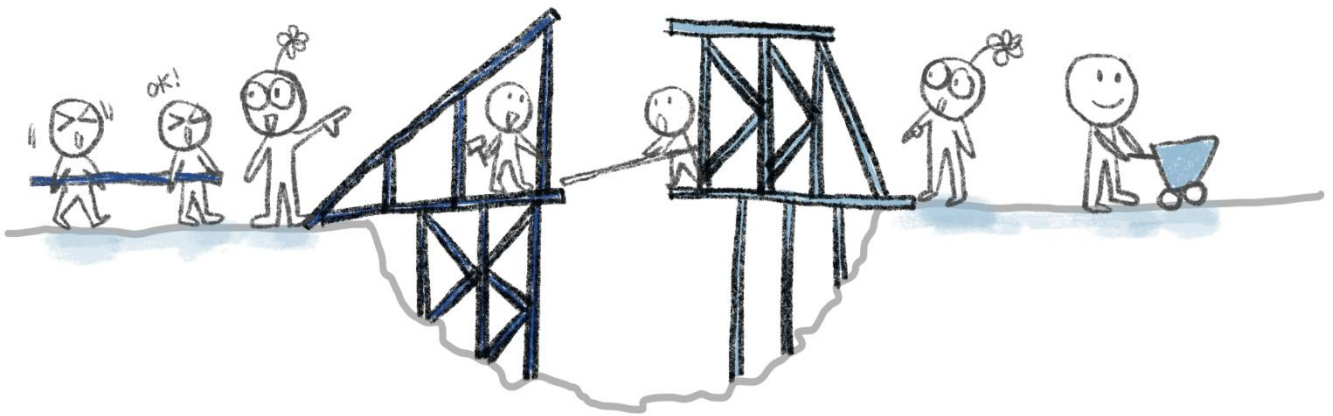
- Act immediately
- Adjust methods to save time
- Willingly adapt to situations

Faster : Be agile and quick



Situation	Mindset	Action
When you encounter changes	"Let's focus on the benefits of the change"	Attempt by action and learning from the change
When team encounter change	"Everyone is different in how capable they are in handling changes"	Persuade, support and encourage other members to adjust to change.
When you are assigned new goal	"Can do! Let's start now"	Act instantly
When you are assigned new role	"What can I expect to learn from this new role"	Adapt oneself to the new role
When there is a change in the plan or method	"What do I need to change in my ways to align with the new plan or method"	Formulate an adjustment plan
When situations that demand decisions	"To make a decision, what information do I need and by when is the decision needed"	"Ask or find information first. Decide when you have enough information."

Faster : Collaborate across teams



People Manager / Supervisor / Team Leader

- See the connection and impact between teams
- Support coordination within the team
- Drive coordination between teams
- Update useful information for teams they work with

Associate

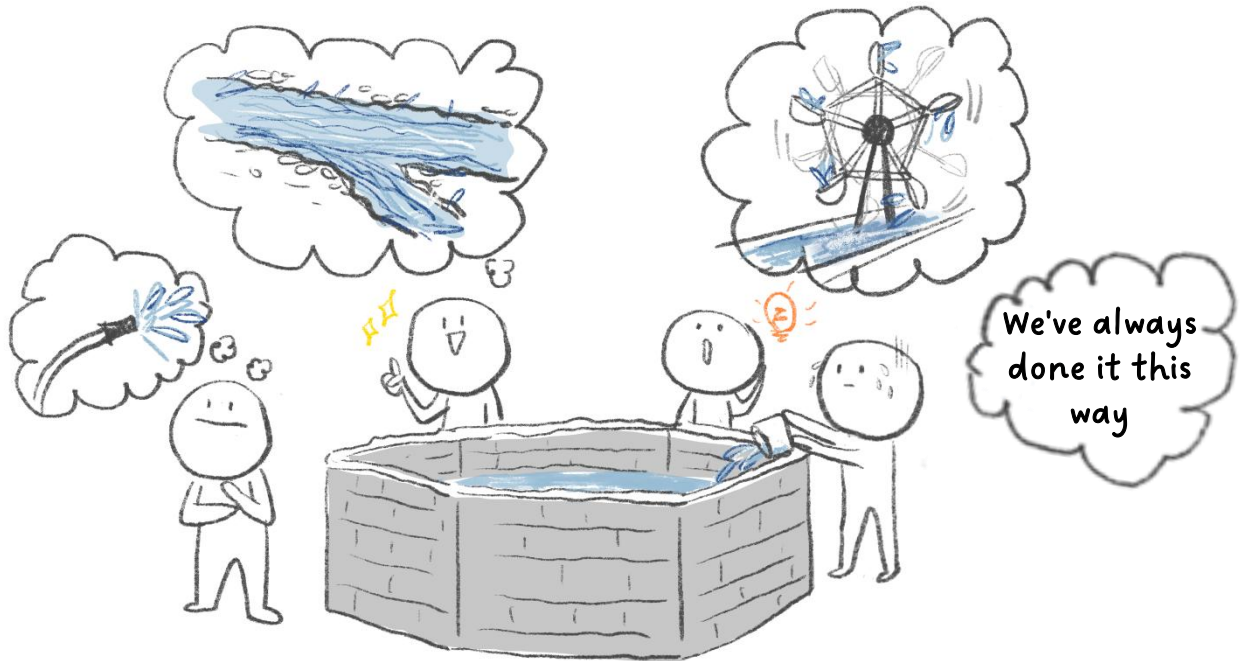
- Able to explain how their work affects other teams
- Deliver work on time – not slow or late
- Ask for help when needed
- Fully other teams

Faster : Collaborate across teams



Situation	Mindset	Actions
When you are establishing plans to achieve KPIs	"Look at the big picture and identify which processes/teams contribute to success."	Set shared KPIs
When addressing customer (internal/external) problems	"We need to identify which teams can collaborate to resolve issues."	Collect data, assign shared responsibilities, and commit to what's agreed.
When meeting scheduled production plan	" Collaboration across teams is essential to achieve goals."	Discuss and agree on methods and update progress regularly.
When your work affects another team/s	What we do is part of the bigger picture of success	Be accountable for your own tasks and hand them over in a timely way so other teams can proceed.
When collaboration is necessary to expedite success	We can synergize our efforts to succeed together.	Communicate and coordinate with those involved, discussing mutual benefits
When colleagues need help	"Don't hesitate. Just help"	Step in to help within context and capability.

Faster: Innovate and challenge status quo



People Manager / Supervisor / Team Leader

- Support your team to try new ways of working.
- Let everyone share their creative ideas.
- Listen to the ideas and try them out.
- Don't stick to the old ways – be open to change

Associate

- Ask yourself: Is there a better way to do what I always do?
- Try out new approaches – don't be afraid to experiment.
- Think outside the box.
- Find ways to improve what you're already doing.

Faster : สร้างนวัตกรรมและท้าทายสิ่งเดิม (Innovate and challenge status quo)



Situation	Mindset	Action
When the same problem repeats	Not clinging to the mindset of 'we've always done it this way.'	Question what we've always done by asking, 'Why do we have to do it this way?' and explore how we could do it differently.
During a 'planning' session/ meeting	"Be open to new ideas and seek inspiration from others."	Ask others what they would do different to improve work or enhance quality.
During Business Reviews	"What have we learnt from our successes"	Identify what we did differently that may have been the reason for our success.
Daily work	"I want to experiment and learn from it."	Propose different ways of working and learn from successful and failed attempts.
When a new technology emerges in your line of work	"How can I use apply this in my work"	Experiment and improvise to increase your productivity
When you meet with some work obstacles	"What else can be done to smoothen things while taking a holistic view.	Propose and take action to develop needed work processes.

Better : Empower Decision – Making



People Manager / Supervisor / Team Leader

- Encourage associates to explore solutions.
- Support associates in making decisions based on their expertise.
- Share ideas and information with others to aid their decision-making.
- Take responsibility for the overall success of the work.

Associates

- Show initiative.
- Have the courage to express opinions.
- Take full responsibility for one's own work.
- Make decisions based on careful consideration of information.
- Make timely and appropriate decisions.

Better : Empower Decision – Making



Situations	Mindset	Action
When prioritizing work	"Focus on the high impact and high urgency"	Develop a to do list
When making decision within assigned area	"Participate in decision making"	Take responsibility for outcome in the decision.
When handling ad hoc problems	"What information is needed to make the most effective decision?"	Make prompt decision supported by data and rationale.
When choosing a course of action at work	"Everyone is able to suggest ideas and appropriate options based on the situation at hand."	Selects a course of action or work approach based on supporting information
During Coaching / Delegation	"Coaching or task delegation should take into account both the individual and the nature of the task."	Coaches or delegates tasks based on assessment of both the task and the individual
When approving or disapproving certain matters	"What are the consequences"	Approves or disapproves with clear rationale and justification.
When a complaint or an important matter escalates	"We can handle matters in alignment with our defined roles and professional capabilities"	Determines whether the matter falls within their own scope or should be escalated to a higher level

Better : Communicate Openly



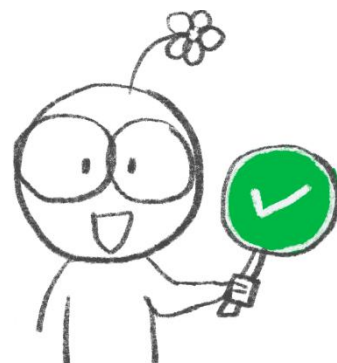
People Manager / Supervisor / Team Leader

- Promote a culture of transparency
- Communicate openly, directly, and respectfully
- Share and update information consistently
- Give and receive feedback constructively
- Encourage open and inclusive communication

Associates

- Communicate clearly and honestly
- Show respect in all communications
- Provide constructive feedback
- Express thoughts and feelings openly and directly

Better : Communicate Openly



Situation	Mindset	Action
When giving an update of your work	"Team members should have an honest update"	Update work progress regulation with team members
When giving feedback to peers/ subordinates	"Giving feedback is a development opportunity for others and self"	Provide feedback on observed behavior, outcome from that behavior and what can be modified.
When the outcome does not meet target	"Honesty is a prerequisite to finding a solution"	Honestly discuss facts and data
When there is conflict within team	"We can have different opinions"	Communicate openly, uphold trust and prevent matters from escalating.
When you make a mistake	"Learn from your mistakes so you don't repeat them"	Listen objectively and communicate truthfully
When you face challenges that will impact results	"Identify problems quickly and resolve them fast"	Speak the truth transparently to find timely solutions.
When meeting to plan work or address problems	"We are able to respond within the scope of our responsibilities and expertise."	Express opinions and offer differing information or perspectives.

Better : Focus on Continuous Improvement



People Manager / Supervisor / Team Leader

- Identify areas for improvement in work processes
- Take action to drive real change
- Continuously improve
- Enhance work processes to achieve better results

Associates

- Continuously develop personal knowledge and skills
- Raise the standard of their work
- Seek ways to improve their own work processes
- Embrace challenges and unfamiliar tasks

Better : Focus on Continuous Improvement



Situation	Mindset	Action
When the new targets are higher	"If the target increases, what kind of process will help us achieve it – no matter what?"	Review current processes and find leaner, smarter ways to work.
When work processes need to be streamlined	"Which steps are redundant or non-essential – and how fast can we eliminate them?"	Review workflows and cut out unnecessary steps to boost speed and focus.
When there are recurring errors in routine tasks	"What's causing the repeated mistakes – and how do we fix it for good?"	Identify the root cause and solve it decisively.
When a new technology emerges	"How can we maximize the value of this technology – fast and fully?"	Learn, upskill, and experiment hands-on to unlock its full potential.
When you see cases of success or failure	"What can we adapt and apply right now to improve how we work?"	Apply key lessons learned to upgrade work processes and avoid repeat mistakes.
When you are given feedback	"How can I use this feedback to grow – within my role and expertise?"	Learn from feedback and apply it to elevate performance.
When you have long term goals or back up plans	"With passion to win and think that how can our processes evolve to support future success?"	Continuously build relevant skills to stay ahead and ready.



SFB isn't just a phrase — it's **how
we show up, every single day.**

**And you are the spark that turns
it into **real impact.****