
FROM THE MANAGING DIRECTOR

Hopeful Greetings at the end of a tumultuous year!

DEAR BUSINESS PARTNERS, COLLEAGUES AND FRIENDS

Naturally, we share the global relief that effective vaccination against COVID -19 is on the horizon. Our heartfelt sympathy is, though, still with those worst affected by the virus. At the same time, our practical focus must remain the BAC Group's secure operation through an unprecedented period.

Faced with the crisis, one of our first moves was to set up our Business Continuity Management Committee, implementing health and safety measures in all of our workplaces. The well-being of our people, their families and the wider community has been an overriding priority.

We have reviewed our processes from top to bottom, as well as our employee training programs. In gearing up for ISO 9001 certification, I believe we have enhanced overall performance and efficiency. As I said earlier in the year, we've tried to see the crisis as an opportunity.



As a management, we have told ourselves to keep thinking outside the box and exploring new income streams. Our business models have been taken apart, then rebuilt to prioritize the domestic market and target the business-to-consumer sector.

A stylized, handwritten signature in black ink.

Linus A.E. Knobel
Managing Director

www.bac-group.net

Revenue generating possibilities have been bolstered in our non-airline businesses: premium hospital catering by Gourmet House Culinary Care; the Gourmet House group of restaurants - Al Saray, Brasserie 9 and Ruen Noppagao; and food production by Gourmet Primo.



To take one example, Gourmet Primo recently opened no fewer than three outlets at branches of Foodland Supermarket, and will open more in 2021. Their initial success tells us that our diversification strategy is beyond question a major move in the right direction.

Looking ahead, we aim to build a broader base of business in the Middle East, China and eventually Hong Kong, starting with the Halal-accredited production of Thai meals and snacks for export. With state-of-the-art kitchens and superb personnel, we remain the region's leaders in Arabic, Asian and European cuisine. We maintain HACCP and GMP standards and are certified as fully Halal and Kosher compliant.

In bad times as in good, we continue to work closely with our customers and suppliers. We've listened to everything they had to tell us about the impact of COVID-19 on their businesses, offering all the support we could.

Our relationships with suppliers and other partners are absolutely key to us. I regard agility in the supply chain as critical. In choosing associates, our priority is not so much price as quality and reliability – the capacity to meet fluctuating demand and respond to the unforeseen, of which the pandemic has been an extreme case in point.



BAC Group's Management Team

To give a small insight into my philosophy, I see this and second-to-none stock management as more vital than, say, scenario planning and forecasting. I believe that's how we deliver a great end-product every time, building business performance and customer satisfaction. Last but not least, if the pandemic has taught one lesson to people in business, it is that we should be ever-vigilant, always seeking to improve productivity, competitiveness, and performance. With these priorities in mind, our latest initiative is a major program of digitization.

Of course, you can't digitize people, but you can digitalize them – enable them to use digitized data and processes to improve operations and customer experience.

I wish you, your families and all our partners the Compliments of the Season and a...

Wholly Healthy New Year!

Linus A.E. Knobel
Managing Director

IN THIS ISSUE

**Streamlining at
BAC Group**

**Introducing the new
Marketing Director**

**Bangkok Air Catering
Updates**

**Gourmet House
Culinary Care Updates**

**Gourmet Primo
Updates**

**Gourmet House
Updates**



ruen noppagao
AUTHENTIC THAI CUISINE



STREAMLINING AT BAC GROUP

KEY PEOPLE IN THREE

NEW APPOINTMENTS



**The new General Manager
of Bangkok Air Catering**
Mohamad Farran



**The new Marketing
Director of BAC Group**
Natchanun Suvannaratana



**The new General Manager
of Gourmet Primo**
Kriangsak Tangvichitsagul



NATCHANUN SUVANNARATANA *Marketing Director*

Though originally set on a career in Human Resources, Natchanun did a spell with a PR specialist in New York. This gave her an insight into effective messaging and precision communications. So it wasn't such a surprise when, soon after returning to her native Thailand, she found herself in charge of Corporate Communications for the BAC Group.

On 1 July this year, Natchanun became Marketing Director. As she explains, the BAC Group was then undergoing a process of radical change.

"We began fourteen years ago as suppliers of premium catering to airlines, with an almost total focus on the standards of our products and service. At that time, marketing was something our business partners did.

"Now, food quality and delivery remain key priorities, but marketing is near the top of the list, too. For all of us in the BAC Group, our business model has broadened, and so have our strategies.

"When we started Gourmet House and opened our first restaurant, we

learned to build our profile in direct communication with the public. The skills we acquired then became more vital and grew more rapidly as we confronted the pandemic."

2020 has been a year of challenge. 2021 could be even more demanding, and we're getting ready for that. In the BAC Group, we like to say that we look for opportunity in the crisis. In this sense, we are shifting our emphasis from the international to the domestic market.

"With amazing resilience, despite COVID-19, the Thai food and beverage sector has continued to expand, especially where home delivery is concerned. We're seeking to catch the tide with three new B2C

projects under Gourmet Primo. Marketing is a spearhead of these ventures.

"In the process, we're developing templates that we'll apply in the year ahead. Our efforts will be concentrated on profile-building for the BAC Group as a leading food provider in Thailand. Each of our different brands targets a different segment of the market. We'll be forging sharp, distinctive branding for each of them.

"All in all, marketing has a crucial role to play in making sure our New Year is not only Happy but Prosperous, too!"

BANGKOK AIR CATERING

Airline Catering Services



MOHAMAD FARRAN

General Manager of Bangkok Air Catering

Since joining BAC in 2011, Mohamad has been part of the team in various capacities. He was formerly Production Manager at BAC Suvarnabhumi and, most recently, Unit Manager at BAC Phuket.

In announcing his appointment, the Managing Director of the BAC Group, Linus A.E. Knobel, declared that Mohamad is the right person at the right time to lead the entire Bangkok Air Catering operation.

Mohamad will carry forward the ideas and philosophy developed by the MD, as the team confronts a new, evolving reality. Here's how he sees 2021 – and beyond.



"Around a fifth of our nation's economy depends on the influx of visitors, most of which has been brought to a halt by the current COVID-19 crisis. The operations of both international and domestic carriers have been devastated by a lethal combination of cancellations and suspensions.

"At Bangkok Air Catering, the wellbeing of our personnel and their families is always a priority. So our strategy in recent months has focused on keeping our brilliant team together and the DNA



of the business – our brands and their unique appeal - intact.

"I explain the game plan as follows. We want all the building blocks we started out with to be polished and in place, so we're primed to seize on the earliest opportunities of the post-COVID era without missing a beat.

"Bangkok Air Catering operates at five different airports - Suvarnabhumi, Phuket, Samui, Chiang Mai and Don Mueang. We're geared up for scale,



especially at Suvarnabhumi, with a maximum capacity of 30,000 meals per day. But the volume of arrivals at all five airports currently ranges between "slim" and "zero".

"At Phuket, Samui and Chiang Mai, we've mitigated the impact of the pandemic to some extent by focusing temporarily on HoReCa, food fairs, online sales, and other features of the domestic market.

"Looking ahead, we expect airlines to increase their international and domestic operations by 30 to 40% over the course of 2021.

"As this resurgence happens, we'll be aiming to expand our customer portfolio, with an initial focus on Middle Eastern and Asian carriers - Chinese airlines in particular.

"We believe that, amid intense competition, they'll find the BAC proposition more attractive than ever. What we offer is mutual success. It's made possible by our constantly providing better value to our customers. Our success is their success, based on the delivery of unbeatable performance in everything we do.

"We're committed to sustaining our place as Thailand's leading airline caterer through the "five pillars" of our operation.

"First, we deliver only the finest quality international cuisine. Second, we sustain the highest standards of hygiene and safety in conformity with international standards. Next, the premium quality of the food we serve is matched exactly by the level of our service. Fourth, we maintain robust levels of productivity at all times. And, finally, we employ the most effective operating systems, constantly seeking ways to refine and improve.

"We've set out these core values before, but they are worth re-stating, because they have never been more important. The success of Bangkok Air Catering was founded on them. Despite the past twelve months of damage done by the crisis, we're confident our values will guide us to fresh achievements as more and more flights return to the skies."

GOURMET HOUSE

Culinary Care

Premium Hospital Catering Services



TIEN KOOSUWAN

General Manager of Gourmet House Culinary Care

“At this season of the year, it’s always tempting to look back. After the ordeals of 2020, the temptation is greater than ever. “But at Gourmet House Culinary Care, we’re looking forward, in company with our sister businesses in the BAC Group. Fresh directions have been our priority during recent months, and that’s how we mean to proceed as we enter the New Year.

“We already provide catering services in Thailand’s most prestigious hospitals under the BDMS hospital group. Now we’re engaging with establishments in a wider band of categories.

“In support of this move, we are developing new business models, including a price structure with both premium and regular options. This enables us to offer the same quality experience across a wider range of prices.

“Restaurants and other hospitality concerns have been among the unluckiest victims of anti-COVID measures, while food delivery services have proved a huge growth area. We’ll soon be inaugurating our “medical meals” project, delivering to people with dietary restrictions or specific food requirements for therapeutic purposes. Again, we’re taking the expertise we’ve developed in health care, and putting it on wheels.

“But that’s only the start of our initiatives. Even in the grim necessity of quarantine, we have forged additional sources of revenue.

“New arrivals in the Kingdom are required by the government to stay in “Alternative State Quarantine” premises such as hotels. GHCC has been brightening up the time of many in lockdown with our meal box delivery service. With a choice of set menus and

Halal options, we’re offering the kind of healthful and imaginative food ideas honed during our lengthy experience in catering for hospitals.

“By the way, our being certified for GMP, HACCP and Halal is not only a measure of the trust placed in us. As the reputation of GHCC spreads further and wider, it is also a source of great pride.



“Another new departure has been an outside catering service, providing a full day’s package of meals – not forgetting coffee breaks! – to business clients in their own premises.

“In the previous edition of BAC Cuisine, I described how we were aiding the healing process in hospitals on high alert while serving fresh, high quality cuisine in the midst of a pandemic. I said we would emerge from this dual challenge “with a multi-skilled workforce of great flexibility”.

“I am glad to report that GHCC has kept

to the pledge. Our people have responded with exactly the mix of “professionalism and mega sensitivity” I referred to.

“To keep standards and spirits at peak level, we have divided colleagues into teams under the banner “tam dee (good deeds)”. The in-patient care and room service squad have focused on themes of “trust and respect”, while the banquet brigade have been encouraged to “think customer”.

“I know they’ve succeeded, each and every one: our customers tell us they have. And so I am confident that 2021

will be a year of growth for Gourmet House Culinary Care – on a scale we could hardly have imagined when the COVID-19 crisis hit.”



GOURMET PRIMO

Food Production



KRIANGSAK TANGVICHITSAGUL *General Manager of Gourmet Primo*

After more than ten years at Bangkok Air Catering, Kriangsak joined one of its sister companies, Gourmet Primo, as General Manager on 1 November. Here are his initial impressions.

“I like to think I’m always ready for new opportunities, and I feel the same about the challenges that face us at this time. On a personal level, I’m enjoying learning new skills. As a business, Gourmet Primo has a tough task in reinventing itself and, at the same time, sustaining growth. But the early signs are good. Now, a big part of my job is to make sure we repair revenues and ease our people into new roles while keeping up the highest standards in products and services.

“We have been established for a while as a producer of customized food solutions for businesses. Ours is a record to be proud of in VIP lounges, HORECA and event catering, but these sectors have been heavily affected by the pandemic. We’re responding by exploring possibilities in the domestic market, and B2C in particular. Despite economic gloom and worldwide restrictions on travel, the food and beverage sector in Thailand grows and grows!

“We unveiled the first outlet of **Gourmet Primo Shop** at Foodland, Nawamin, on 15 October. This month, we’ve opened two more at Foodland, Ladprao and Foodland, Laksi. 2021 will see no fewer than 14 further outlets opening, and these will include – in March – premises at BTS Sala Daeng. We’re putting a vast grab’n’go range into these in-store shops, with artisan breads, pastries,

salads and sandwiches, not to mention pre-order birthday cakes.

“It’s great to be associated with Foodland and a customer base that’s relatively new to us. Already, we’ve seen that people who use supermarkets are as eager as most other shoppers nowadays to buy wholesome food made with pure ingredients. And that’s our specialty.



Foodland, Nawamin

“On a similar theme, **eatfit** is our new meal delivery service, under the slogan “healthfully delicious”. Here we have a head start, being part of the BAC Group. We’ve been able to call on the in-house nutritionist, R&D team and international chefs to help us devise healthy food and beverages in easy-to-consume packages. We can honestly say that everything on the **eatfit** menu is satisfying, calorie-controlled and nutritionally balanced!



“At the same time, the range is amazing, including Asian and western hot dishes, salads, sandwiches, cold press juices, protein drinks and snacks. As for added value, we offer customers 1-2-1 consultations on improving their diet and achieving optimum balance. **eatfit** products are available through online platforms - our Facebook, Line and e-commerce website (www.eatfitshop.com).

@eatfit.th



“The most recent of our initiatives is **Sky Deli**. Here, we’re building on our group’s lengthy experience in airline catering. The idea is that, without leaving the ground, customers enjoy gourmet in-flight food in a meal box containing hot dish, salad, dessert and juice.

“In fact, the earliest customers will be a few meters above ground, as the first outlets will be at BTS Sala Daeng (in January), followed by Chong Nonsi station and Don Mueang airport (both in February)!

“Featuring the slogan “Take a journey to deli-delights”, all our shops will be in very handy locations like workplaces and Skytrain stations. We’re catering to the urban lifestyle and targeting busy consumers on the go.

“In all of these projects, we benefit hugely from having triple accreditations: GMP, HACCP and Halal certification. It’s a combination that boosts our appeal with prospective new customers. From my very first day in this new job, I’ve felt it has given me a head start!”



eatfit
by Gourmet Primo

skydeli

**GOURMET
FOOD**
to go

GOURMET HOUSE

Group of Restaurants



ON-ANONG PIAMPREECHACHAI

Food and Beverage Manager of Gourmet House Restaurants

On-anong established herself in Bangkok during twenty years at renowned hotels such as the Grand Hyatt Erawan, the Renaissance and the Saint Regis.

No amount of experience, though, could have prepared her for the first few months in her new position with Gourmet House.

The opening in February of GH's newest restaurant coincided almost exactly with the government's drastic measures against COVID-19. With the paint on Ruen Noppagao barely dry, tourism and the hospitality industry came to a virtual standstill.

On-anong explains how Gourmet House has responded - and the signs that her strategy is set for success.

"Our post-COVID strategy is flexibility without compromise. We're catering for events and functions, large or small, in any of our restaurants or at our customers' premises. We offer four of the world's greatest cuisines - French, Thai, Indian and Lebanese. But there's no fusion, only original recipes, prepared with the purest ingredients.

"I felt delighted with the progress of Al Saray Fine Lebanese and Indian Cuisine on Silom. It was very special when business there climbed back to pre-pandemic levels.

"At Brasserie 9 Authentic French Cuisine, even the premises are flexible, with up to four function rooms of variable sizes. We've a full range of facilities for meetings and conferences, plus capacity for up to sixty diners or a hundred cocktail guests. The menu is flexible, too. So clients can opt for beverages, light snacks, multiple courses or a banquet.

"Just as Brasserie 9 provides a distinctive ambiance, so does its sister restaurant on Sathorn Soi 6. Ruen Noppagao Authentic Thai Cuisine was purpose-built, with Sukothai-inspired architecture, décor and furnishings.



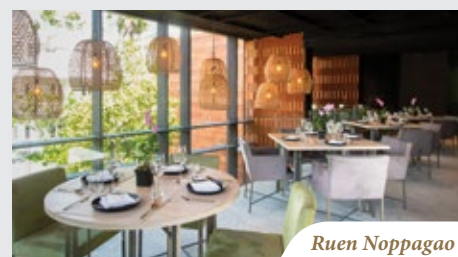
Meet the chefs from the Gourmet House Restaurants



Al Saray



Brasserie 9



Ruen Noppagao

"Despite opening at the height of the crisis, it has attracted guests in increasing numbers. We're proud to have shown that today's Bangkokians can enjoy genuine fare from past generations and truly classic recipes. 21st century customers welcome pure ingredients from royal projects and an organic farm in Sukhothai, all served on porcelain from Chiang Mai.

"Al Saray Soonvijai is located in the Bangkok Plaza, a focal point for 'medical tourism'. So it was affected more severely than most by the pandemic. Even here, though, our delivery service has boosted appeal to the resident market, and business all round is reviving.

"When it comes to New Year's resolutions, Gourmet House is pledged to yet more new ideas.

"Brasserie 9 is currently refreshing its menu with classic and signature dishes. And as it's a place where people say they love to hang out, it seems only logical to introduce Sunset Specials at Brass Bar. That means drinks at reduced prices from 5 to 7, Mondays to Fridays, with the bonus of live music on the first Friday of every month.

"Among our biggest innovations of 2021 will be 'Chef's Table' at all GH restaurants and a groundbreaking service, 'Chef's

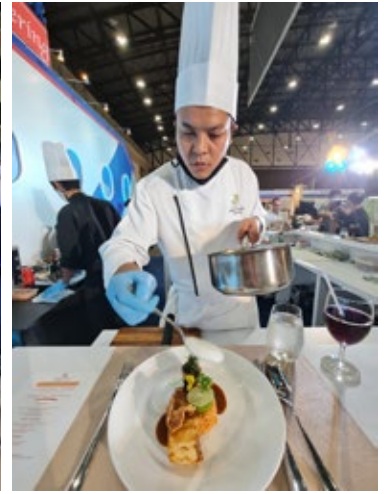
Table At Home'.

"For birthdays, anniversaries and similar functions, families and their friends can enjoy 5-star food and service to match, without leaving home. All they'll need do is tell us the kind of fine dining experience they'd most like. We'll do all the rest, from planning the menu through to serving the guests.

"Some pundits have said that the pandemic will revolutionize eating at home. Gourmet House means to prove them right, in the most enjoyable and stylish way."

BANGKOK AIR CATERING GROUP

Foodtival Event 2020 at Impact Arena, Muang Thong Thani



GOURMET HOUSE

Culinary Care



BDMS Food Plaza



GOURMET PRIMO



Bangkok Bank



Bangkok Hospital



Foodland, Ladprao



Foodland, Lak Si

GOURMET HOUSE

Festive Promotions



ruen noppagao
AUTHENTIC THAI CUISINE

