

Workforce										
GRI Standards	Performance	Unit	2021		2022		2023		2024	
			Male	Female	Male	Female	Male	Female	Male	Female
GRI 102-8	Total Workforce	Person	128,548		135,284		135,446		132,739	
			71,401	57,147	75,003	60,281	74,711	60,735	73,507	59,232
		Percent	55.54	44.46	55.44	44.56	55.16	44.84	55.38	44.62
Thailand		Person	66,350		69,618		69,921		69,055	
			32,074	34,276	33,361	36,257	33,301	36,620	32,945	36,110
		Percent	48.34	51.66	47.92	52.08	47.63	52.37	47.71	52.29
Overseas		Person	62,198		65,666		65,525		63,684	
			39,327	22,871	41,642	24,024	41,410	24,115	40,562	23,122
		Percent	63.23	36.77	63.41	36.59	63.20	36.80	63.69	36.31

Employee Diversity

Thailand Operations

GRI 405-1	By level	Unit	2021	2021	2022	2022	2023	2023	2024	2024
- Top management	Person	356	103	323	111	318	110	246	101	
	Percent	0.54	0.16	0.46	0.16	0.45	0.16	0.36	0.15	
- Middle management	Person	1,352	625	1,388	685	1,400	724	1,341	702	
	Percent	2.04	0.94	1.99	0.98	2.00	1.04	1.94	1.02	
- Entry-level Management	Person	2,292	1,357	2,251	1,429	2,268	1,502	2,272	1,505	
	Percent	3.45	2.05	3.22	2.04	3.24	2.15	3.29	2.18	
- Staff	Person	8,354	6,694	8,273	6,923	8,371	7,146	8,408	7,507	
	Percent	12.59	10.09	11.88	9.94	11.97	10.22	12.18	10.87	
- Worker	Person	19,720	25,497	21,126	27,109	20,944	27,138	20,678	26,295	
	Percent	29.72	38.43	30.35	38.94	29.95	38.81	29.94	38.08	
By age										
- Under 30 years old	Person	10,426	10,757	11,263	12,126	12,256	13,291	10,843	11,467	
	Percent	15.71	16.21	16.18	17.42	17.53	19.01	15.70	16.61	
- 30-50 years old	Person	18,960	20,249	19,410	20,774	18,823	20,638	19,357	21,071	
	Percent	28.58	30.52	27.88	29.84	26.92	29.52	28.03	30.51	
- Over 50 years old	Person	2,688	3,270	2,688	3,357	2,222	2,691	2,745	3,572	
	Percent	4.05	4.93	3.86	4.82	3.18	3.85	3.98	5.17	
Others										
- Employees with disability	Person	726		671		717		722		
	Percent	1.09		0.96		1.03		1.05		

Thailand and Overseas Operations

GRI 405-1	By level	Unit	2021	2021	2022	2022	2023	2023	2024	2024
- Top management	Person	680	157	610	160	706	208	573	148	
	Percent	0.53	0.12	0.45	0.12	0.52	0.15	0.43	0.11	
- Middle management	Person	2,596	949	2,617	1,050	2,792	1,135	2,661	1,028	
	Percent	2.02	0.74	1.93	0.78	2.06	0.84	2.00	0.77	
- Entry-level Management	Person	4,183	2,012	4,156	2,129	4,280	2,282	4,207	2,230	
	Percent	3.25	1.57	3.07	1.57	3.16	1.68	3.17	1.68	
- Staff	Person	24,884	13,556	25,675	14,541	24,638	14,321	23,359	13,989	
	Percent	19.36	10.55	18.96	10.74	18.19	10.57	17.60	10.54	
- Worker	Person	39,058	40,473	41,945	42,401	42,295	42,789	42,707	41,837	
	Percent	30.38	31.48	30.97	31.30	31.23	31.59	32.17	31.52	

GRI Standards	Performance	Unit	2021		2022		2023		2024	
			Male	Female	Male	Female	Male	Female	Male	Female
Employee Diversity										
Thailand and Overseas Operations										
GRI 405-1	By age									
- Under 30 years old	Person	24,862	17,653	26,253	19,611	26,574	20,542	23,706	18,054	
	Percent	19.34	13.73	19.38	14.48	19.62	15.17	17.86	13.60	
- 30-50 years old	Person	39,944	33,854	41,869	34,852	41,553	35,055	42,386	34,863	
	Percent	31.07	26.34	30.91	25.73	30.68	25.88	31.93	26.26	
- Over 50 years old	Person	6,595	5,640	6,881	5,818	6,584	5,138	7,415	6,315	
	Percent	5.13	4.39	5.08	4.30	4.86	3.79	5.59	4.76	
Others										
- Employees with disability	Person	905		939		961		891		
	Percent	0.70		0.69		1.47		0.67		

Hiring										
Thailand Operations										
GRI 401-1	Employee									
Number of new hires	Person	1,652		2,609		3,074		2,444		
		816	836	1,274	1,335	1,532	1,542	1,184	1,260	
Rate of new hires	Percent	7.82		11.95		14.08		11.07		
		3.86	3.96	5.83	6.11	7.01	7.06	5.36	5.71	
By age										
- Under 30 years old	Person	614	652	924	1,022	1,149	1,250	955	1,055	
	Percent	2.91	3.09	4.32	4.78	5.26	5.72	4.32	4.78	
- 30-50 years old	Person	154	160	342	312	371	290	227	203	
	Percent	0.73	0.76	1.60	1.46	1.70	1.33	1.03	0.92	
- Over 50 years old	Person	48	24	8	1	12	2	2	2	
	Percent	0.23	0.11	0.04	0.005	0.05	0.009	0.009	0.009	
By nationality										
- Thai	Person	815	836	1,273	1,335	1,532	1,542	1,183	1,259	
	Percent	3.85	3.96	5.83	6.11	7.01	7.06	5.36	5.70	
- Foreigner	Person	1	0	1	0	0	0	1	1	
	Percent	0.01	0	0.005	0	0	0	0.005	0.005	
By level										
- Top management	Person	11	9	10	4	6	4	4	2	
	Percent	0.05	0.04	0.05	0.02	0.03	0.02	0.02	0.01	
- Middle management	Person	40	57	47	56	59	57	24	37	
	Percent	0.19	0.27	0.22	0.26	0.27	0.26	0.11	0.17	
- Entry-level Management	Person	39	57	87	149	148	148	131	97	
	Percent	0.18	0.27	0.41	0.70	0.68	0.68	0.59	0.44	
- Staff	Person	726	713	1,130	1,126	1,319	1,333	1,088	1,124	
	Percent	3.44	3.38	5.28	5.27	6.04	6.10	4.93	5.09	
Others										
- Employees with disability	Person	1	0	0	0	0	0	0	0	
	Percent	0.01	0	0.00	0	0	0	0	0	

GRI Standards	Performance	Unit	2021		2022		2023		2024	
			Male	Female	Male	Female	Male	Female	Male	Female
Hiring										
Thailand Operations										
GRI 401-1	Worker									
	Number of new hires	Person	19,981		26,766		22,921		21,496	
			9,040	10,941	12,053	14,713	9,902	13,019	9,780	11,716
	Rate of new hires	Percent	44.19		55.49		47.67		45.76	
			19.99	24.20	24.99	30.50	20.59	27.08	20.82	24.94
	by age									
	- Under 30 years old	Person	5,890	6,642	7,568	8,854	6,624	7,915	6,654	7,334
		Percent	13.02	14.69	15.73	18.36	13.78	16.46	14.17	15.61
	- 30-50 years old	Person	3,051	3,997	4,388	5,729	3,173	4,784	3,044	4,152
		Percent	6.75	8.84	9.10	11.88	6.60	9.95	6.48	8.84
	- Over 50 years old	Person	99	302	79	130	105	320	82	230
		Percent	0.22	0.67	0.16	0.27	0.22	0.67	0.17	0.49
	By nationality									
	- Thai	Person	8,309	10,377	9,528	12,067	8,266	11,129	8,051	9,882
		Percent	18.37	22.95	19.75	25.02	17.19	23.15	17.14	21.04
	- Foreigners	Person	731	564	2,525	2,646	1,636	1,890	1,729	1,834
		Percent	1.62	1.25	5.23	5.49	3.40	3.93	3.68	3.90
	Others									
	- Employees with disability	Person	230	128	134	70	171	84	246	144
		Percent	0.51	0.28	0.28	0.15	0.36	0.17	0.52	0.31
Thailand and Overseas Operations										
GRI 401-1	Employee									
	Number of new hires	Person	6,635		8,429		6,598		5,211	
			4,112	2,523	5,083	3,346	3,905	2,693	3,047	2,164
	Rate of new hires	Percent	13.54		16.55		13.10		10.81	
			8.39	5.15	9.98	6.57	7.75	5.35	6.32	4.49
	By age									
	- Under 30 years old	Person	2,739	1,701	3,575	2,430	2,666	2,008	2,154	1,692
		Percent	5.59	3.47	7.02	4.77	5.29	3.99	4.47	3.51
	- 30-50 years old	Person	1,200	745	1,413	869	1,174	636	842	446
		Percent	2.45	1.52	2.77	1.71	2.33	1.26	1.75	0.93
	- Over 50 years old	Person	173	77	95	47	65	49	51	26
		Percent	0.35	0.16	0.19	0.09	0.13	0.10	0.11	0.05
	By level									
	- Top management	Person	24	14	17	4	22	12	10	4
		Percent	0.05	0.03	0.03	0.01	0.04	0.02	0.02	0.01
	- Middle management	Person	120	91	102	73	115	84	71	51
		Percent	0.24	0.19	0.20	0.14	0.23	0.17	0.15	0.11
	- Entry-level Management	Person	193	127	206	198	228	185	144	131
		Percent	0.39	0.26	0.40	0.39	0.45	0.37	0.30	0.27
	- Staff	Person	3,775	2,291	4,758	3,071	3,540	2,412	2,822	1,978
		Percent	7.70	4.67	9.34	6.03	7.03	4.79	5.86	4.10

GRI Standards	Performance	Unit	2021		2022		2023		2024	
			Male	Female	Male	Female	Male	Female	Male	Female
Hiring										
Thailand and Overseas Operations										
GRI 401-1	Worker		30,768		46,514		35,746		40,012	
	Number of new hires	Person	15,580	15,188	24,263	22,251	17,619	18,127	21,189	18,823
	Rate of new hires	Percent	38.69		55.15		42.01		47.33	
			19.59	19.10	28.77	26.38	20.71	21.30	25.06	22.26
By age										
	- Under 30 years old	Person	9,315	8,400	14,109	12,348	10,450	9,844	12,599	10,350
		Percent	11.71	10.56	16.73	14.64	12.28	11.57	14.90	12.24
	- 30-50 years old	Person	5,772	6,274	9,471	9,426	6,558	7,673	7,822	7,741
		Percent	7.26	7.89	11.23	11.18	7.71	9.02	9.25	9.16
	- Over 50 years old	Person	493	514	683	477	611	610	768	732
		Percent	0.62	0.65	0.81	0.57	0.72	0.72	0.91	0.87
Total Turnover										
Thailand Operations										
GRI 401-1	Employee		2,239		2,654		2,644		3,485	
	Number of turnover	Person	1,053	1,186	1,475	1,179	1,398	1,246	1,788	1,697
	Rate of turnover	Percent	10.59		12.41		12.11		15.78	
			4.98	5.61	6.90	5.51	6.40	5.71	8.10	7.68
By age										
	- Under 30 years old	Person	574	632	628	661	588	691	777	940
		Percent	2.71	2.99	2.88	3.03	2.69	3.16	3.52	4.26
	- 30-50 years old	Person	420	524	543	372	495	372	612	471
		Percent	1.99	2.48	2.49	1.70	2.27	1.70	2.77	2.13
	- Over 50 years old	Person	59	30	304	146	315	183	399	286
		Percent	0.28	0.14	1.39	0.67	1.44	0.84	1.81	1.30
By nationality										
	- Thai	Person	1,053	1,186	1,473	1,179	1,393	1,246	1,776	1,693
		Percent	4.98	5.61	6.89	5.51	6.38	5.71	8.04	7.67
	- Foreigners	Person	0	0	2	0	5	0	12	4
		Percent	0	0	0.01	0.00	0.02	0.00	0.05	0.02
By level										
	- Top management	Person	10	5	36	10	30	15	31	8
		Percent	0.05	0.02	0.17	0.05	0.14	0.07	0.14	0.04
	- Middle management	Person	53	40	119	73	124	75	112	68
		Percent	0.25	0.19	0.56	0.34	0.57	0.34	0.51	0.31
	- Entry-level Management	Person	87	67	188	130	171	142	163	129
		Percent	0.41	0.32	0.88	0.61	0.78	0.65	0.74	0.58
	- Staff	Person	903	1,074	1,132	966	1,073	1,014	1,482	1,492
		Percent	4.27	5.08	5.29	4.52	4.91	4.64	6.71	6.76
Others										
	- Employees with disability	Person	1	0	1	1	3	1	3	3
		Percent	0.01	0	0.005	0.005	0.014	0.005	0.014	0.014

GRI Standards	Performance	Unit	2021		2022		2023		2024	
			Male	Female	Male	Female	Male	Female	Male	Female
Total Turnover										
Thailand Operations										
GRI 401-1	Worker									
Number of turnover	Person	22,700		23,043		22,474		21,064		
		9,920	12,780	10,266	12,777	9,825	12,649	9,341	11,723	
Rate of turnover	Percent	50.20		47.77		46.74		44.84		
		21.94	28.26	21.28	26.49	20.43	26.31	19.89	24.96	
By age										
- Under 30 years old	Person	6,287	7,545	6,186	7,186	5,830	6,885	5,930	6,822	
	Percent	13.90	16.69	12.82	14.90	12.13	14.32	12.62	14.52	
- 30-50 years old	Person	3,540	4,872	3,772	4,806	3,678	4,904	3,173	4,240	
	Percent	7.83	10.77	7.82	9.96	7.65	10.20	6.75	9.03	
- Over 50 years old	Person	93	363	308	785	317	860	238	661	
	Percent	0.21	0.80	0.64	1.63	0.66	1.79	0.51	1.41	
By nationality										
- Thai	Person	8,598	11,301	9,285	11,784	8,080	10,647	7,826	9,871	
	Percent	19.02	24.99	19.31	24.51	16.80	22.14	16.66	21.01	
- Foreigners	Person	1,322	1,479	981	993	1,745	2,002	1,515	1,852	
	Percent	2.92	3.27	2.04	2.07	3.63	4.16	3.23	3.94	
Others										
- Employees with disability	Person	38	24	237	113	116	64	281	174	
	Percent	0.08	0.05	0.49	0.24	0.24	0.13	0.60	0.37	
Thailand and Overseas Operations										
GRI 401-1	Employee									
Number of turnover	Person	6,510		7,944		7,374		8,096		
		4,084	2,426	5,206	2,738	4,777	2,597	5,039	3,057	
Rate of turnover	Percent	13.28		15.60		14.64		16.80		
		8.33	4.95	10.22	5.38	9.49	5.16	10.46	6.34	
By age										
- Under 30 years old	Person	2,056	1,253	2,648	1,495	2,161	1,405	2,291	1,681	
	Percent	4.20	2.56	5.20	2.93	4.29	2.79	4.75	3.49	
- 30-50 years old	Person	1,830	1,093	2,095	1,019	2,094	921	2,130	1,002	
	Percent	3.73	2.23	4.11	2.00	4.16	1.83	4.42	2.08	
- Over 50 years old	Person	198	80	463	224	522	271	618	374	
	Percent	0.40	0.16	0.91	0.44	1.04	0.54	1.28	0.78	
By level										
- Top management	Person	31	9	69	16	63	23	52	11	
	Percent	0.06	0.02	0.14	0.03	0.13	0.05	0.11	0.02	
- Middle management	Person	152	70	203	105	246	118	197	92	
	Percent	0.31	0.14	0.40	0.21	0.49	0.23	0.41	0.19	
- Entry-level Management	Person	294	128	380	179	439	224	362	189	
	Percent	0.60	0.26	0.75	0.36	0.87	0.44	0.75	0.39	
- Staff	Person	3,607	2,219	4,554	2,438	4,029	2,232	4,428	2,765	
	Percent	7.36	4.53	9.04	4.84	8.00	4.43	9.19	5.74	

GRI Standards	Performance	Unit	2021		2022		2023		2024	
			Male	Female	Male	Female	Male	Female	Male	Female
Total Turnover										
Thailand and Overseas Operations										
GRI 401-1	Worker									
Number of turnover	Person	36,365		42,105		39,969		38,260		
		18,091	18,274	21,733	20,372	20,474	19,495	19,972	18,288	
Rate of turnover	Percent	45.72		31.76		46.98		45.25		
		22.75	22.98	16.39	15.37	24.06	22.91	23.62	21.63	
By age										
- Under 30 years old	Person	10,447	9,647	12,112	10,337	10,943	9,484	11,189	9,401	
	Percent	13.14	12.13	9.14	7.80	12.86	11.15	13.23	11.12	
- 30-50 years old	Person	6,968	7,847	8,625	8,750	8,418	8,465	7,856	7,640	
	Percent	8.76	9.87	6.51	6.60	9.89	9.95	9.29	9.04	
- Over 50 years old	Person	676	780	996	1,285	1,113	1,546	927	1,247	
	Percent	0.86	0.98	0.75	0.97	1.31	1.82	1.10	1.47	

Voluntary Turnover										
Thailand Operations										
Employee										
Number of turnover	Person	1,972		2,014		2,020		2,565		
		878	1,094	1,045	969	987	1,033	1,242	1,323	
Rate of turnover	Percent	9.33		9.42		9.25		11.62		
		4.15	5.18	4.89	4.53	4.52	4.73	5.62	5.99	
By age										
- Under 30 years old	Person	517	589	595	632	558	666	742	903	
	Percent	2.45	2.79	2.72	2.89	2.56	3.05	3.36	4.09	
- 30-50 years old	Person	352	501	439	333	414	349	451	388	
	Percent	1.66	2.37	2.01	1.52	1.90	1.60	2.04	1.76	
- Over 50 years old	Person	9	4	11	4	15	18	49	32	
	Percent	0.04	0.02	0.05	0.02	0.07	0.08	0.22	0.14	
By nationality										
- Thai	Person	878	1,094	1,044	969	985	1,033	1,240	1,321	
	Percent	4.15	5.18	4.88	4.53	4.51	4.73	5.62	5.98	
- Foreigners	Person	0	0	1	0	2	0	2	2	
	Percent	0	0	0.005	0	0.009	0	0.009	0.009	
By level										
- Top management	Person	4	4	8	3	4	9	3	5	
	Percent	0.02	0.02	0.04	0.01	0.02	0.04	0.01	0.02	
- Middle management	Person	29	25	42	39	48	42	46	40	
	Percent	0.14	0.12	0.20	0.18	0.22	0.19	0.21	0.18	
- Entry-level Management	Person	69	59	115	110	105	108	91	101	
	Percent	0.32	0.28	0.54	0.51	0.48	0.49	0.41	0.46	
- Staff	Person	776	1,006	880	817	830	874	1,102	1,177	
	Percent	3.67	4.76	4.12	3.82	3.80	4.00	4.99	5.33	
Others										
- Employees with disability	Person	0	0	0	0	2	0	3	3	
	Percent	0	0	0	0	0	0	0.014	0.014	

GRI Standards	Performance	Unit	2021		2022		2023		2024		
			Male	Female	Male	Female	Male	Female	Male	Female	
Voluntary Turnover											
Thailand Operations											
Worker											
Number of turnover	Person	14,372		13,303		12,918		13,005			
		6,278	8,094	6,066	7,237	5,862	7,056	5,828	7,177		
Rate of turnover	Percent	31.78		27.58		26.87		27.69			
		13.88	17.90	12.58	15.00	12.19	14.67	12.41	15.28		
By age											
- Under 30 years old	Person	3,933	4,909	3,779	4,312	3,681	4,234	3,802	4,384		
	Percent	8.70	10.86	7.83	8.94	7.66	8.81	8.09	9.33		
- 30-50 years old	Person	2,296	3,013	2,242	2,804	2,130	2,728	1,900	2,498		
	Percent	5.07	6.66	4.65	5.81	4.43	5.67	4.04	5.32		
- Over 50 years old	Person	49	172	45	121	51	94	126	295		
	Percent	0.11	0.38	0.09	0.25	0.11	0.20	0.27	0.63		
By nationality											
- Thai	Person	5,539	7,396	5,661	6,843	5,270	6,465	5,289	6,431		
	Percent	12.25	16.36	11.74	14.19	10.96	13.45	11.26	13.69		
- Foreigners	Person	739	698	405	394	592	591	539	746		
	Percent	1.63	1.54	0.84	0.82	1.23	1.23	1.15	1.59		
Others											
- Employees with disability	Person	49		36		6		48		271	
	Percent	0.11		0.07		0.01		0.10		0.58	
Thailand and Overseas Operations											
Employee											
Number of turnover	Person	6,041		7,155		5,828		6,512			
		3,764	2,277	4,670	2,485	3,595	2,233	4,039	2,473		
Rate of turnover	Percent	12.32		14.05		11.57		13.51			
		7.68	4.65	9.27	4.93	7.14	4.43	8.38	5.13		
By age											
- Under 30 years old	Person	1,979	1,193	2,602	1,456	1,905	1,343	2,068	1,548		
	Percent	4.00	2.41	5.11	2.86	3.78	2.67	4.29	3.21		
- 30-50 years old	Person	1,658	1,037	1,928	957	1,550	811	1,753	818		
	Percent	3.38	2.12	3.78	1.88	3.08	1.61	3.64	1.70		
- Over 50 years old	Person	127	47	140	72	140	79	218	107		
	Percent	0.26	0.10	0.27	0.14	0.28	0.16	0.45	0.22		
By level											
- Top management	Person	19	8	30	6	16	12	20	8		
	Percent	0.04	0.02	0.06	0.01	0.03	0.02	0.04	0.02		
- Middle management	Person	107	52	116	69	126	71	118	60		
	Percent	0.22	0.11	0.23	0.14	0.25	0.14	0.24	0.12		
- Entry-level Management	Person	262	120	293	158	291	170	260	154		
	Percent	0.53	0.24	0.58	0.31	0.58	0.34	0.54	0.32		
- Staff	Person	3,376	2,097	4,231	2,252	3,162	1,980	3,641	2,251		
	Percent	6.89	4.24	8.31	4.42	6.28	3.93	7.55	4.67		

GRI Standards	Performance	Unit	2021		2022		2023		2024	
			Male	Female	Male	Female	Male	Female	Male	Female
Voluntary Turnover										
Thailand and Overseas Operations										
Worker										
Number of turnover	Person	27,658		31,756		28,382		28,241		
		14,213	13,445	17,132	14,624	15,388	12,994	15,232	13,009	
Rate of turnover	Percent	34.78		0.00		33.36		33.40		
		17.87	16.91	16.91	0.00	18.09	15.27	18.02	15.39	
By age										
- Under 30 years old	Person	7,998	6,959	9,501	7,379	8,230	6,486	8,444	6,688	
	Percent	10.11	8.75	7.17	5.57	9.67	7.62	9.99	7.91	
- 30-50 years old	Person	5,620	5,921	6,944	6,635	6,380	5,853	6,035	5,473	
	Percent	7.07	7.44	5.24	5.00	7.50	6.88	7.14	6.47	
- Over 50 years old	Person	595	565	687	610	778	655	753	848	
	Percent	0.75	0.72	0.52	0.46	0.91	0.77	0.89	1.00	
Open Positions Filled by Internal Candidates										
Thailand Operations										
Hiring	Number of total open positions	Person	3,431		2,759		2,761		3,013	
	filled by internal candidates	Person	2,144	1,287	1,596	1,163	1,556	1,205	1,615	1,398
	Rate of total open positions	Percent	65.44		44.77		47.32		55.21	
	filled by internal candidates	Percent	40.89	24.55	25.90	18.87	26.67	20.65	29.60	25.62
By age										
- Under 30 years old	Person	671	596	523	646	528	649	503	694	
	Percent	12.80	11.37	8.49	10.48	9.05	11.12	9.22	12.72	
- 30-50 years old	Person	1,310	629	913	482	891	494	961	630	
	Percent	24.99	12.00	14.81	7.82	15.27	8.47	17.61	11.54	
- Over 50 years old	Person	163	62	160	35	137	62	151	74	
	Percent	3.11	1.18	2.60	0.57	2.35	1.06	2.77	1.36	
By nationality										
- Thai	Person	2,141	1,287	1,596	1,163	1,555	1,204	1,612	1,394	
	Percent	40.83	24.55	25.90	18.87	26.65	20.63	29.54	25.55	
- Foreigners	Person	3	0	0	0	1	1	3	4	
	Percent	0.06	0.00	0.00	0.00	0.02	0.02	0.05	0.07	
By level										
- Top management	Person	42	3	42	8	34	7	24	4	
	Percent	0.80	0.06	0.68	0.13	0.58	0.12	0.44	0.07	
- Middle management	Person	221	48	195	37	172	62	133	57	
	Percent	4.21	0.92	3.16	0.60	2.95	1.06	2.44	1.04	
- Entry-level Management	Person	454	126	344	141	332	124	349	118	
	Percent	8.66	2.40	5.58	2.29	5.69	2.13	6.40	2.16	
- Staff	Person	1,427	1,110	1,015	977	1,018	1,012	1,109	1,219	
	Percent	27.22	21.17	16.47	15.85	17.45	17.34	20.32	22.34	
Others										
- Employees with disability	Person	1		1		0		0		
	Percent	0.02		0.02		0.00		0.00		

GRI Standards	Performance	Unit	2021		2022		2023		2024	
			Male	Female	Male	Female	Male	Female	Male	Female
Open Positions Filled by Internal Candidates										
Thailand Operations										
Average Hiring Cost										
		Baht/								
	Average Hiring Cost	person/	2,412		2,635		2,731		2,905	
		year								
Thailand and Overseas Operations										
Hiring	Number of total open positions		5,208		6,599		4,612		6,196	
	filled by internal candidates	Person	3,175	2,033	4,087	2,512	2,907	1,705	3,893	2,303
	Rate of total open positions		22.57		42.77		38.68		53.51	
	filled by internal candidates	Percent	13.76	8.81	26.49	16.28	24.38	14.30	33.62	19.89
By age										
	- Under 30 years old	Person	975	756	1,794	1,526	1,177	923	1,525	1,224
		Percent	0.13	0.17	0.20	0.26	0.17	0.21	0.22	0.27
	- 30-50 years old	Person	1,916	1,143	2,084	944	1,570	718	2,171	1,000
		Percent	0.26	0.25	0.23	0.16	0.23	0.16	0.31	0.22
	- Over 50 years old	Person	284	134	209	42	160	64	197	79
		Percent	0.04	0.03	0.02	0.01	0.02	0.01	0.03	0.02
By level										
	- Top management	Person	55	6	67	9	41	9	30	5
		Percent	0.008	0.001	0.007	0.002	0.006	0.002	0.004	0.001
	- Middle management	Person	300	68	306	63	221	70	222	66
		Percent	0.04	0.01	0.03	0.01	0.03	0.02	0.03	0.01
	- Entry-level Management	Person	616	183	491	184	441	152	546	176
		Percent	0.08	0.04	0.05	0.03	0.06	0.03	0.08	0.04
	- Staff	Person	2,204	1,776	3,223	2,256	2,204	1,474	3,095	2,056
		Percent	0.30	0.39	0.35	0.39	0.32	0.34	0.45	0.46
Others										
	- Employees with disability	Person	3		1		0		0	
		Percent	0.001		0.000		0.000		0.000	
Average Hiring Cost										
		Baht/								
	Average Hiring Cost	person/	2,267		1,872		1,942		1,758	
		year								

Human Capital Development

Thailand Operations

GRI 404-1 Employee Training and Development

Average hours of training for all employees	Hour/ person/ year	14.37		22.32		22.91		25.62	
		16.16	12.69	23.15	21.55	24.14	21.79	27.24	24.15
By type									
Average hours of mandatory training	Hour/ person/ year	4.75		1.75		2.56		2.99	
		5.71	3.86	2.03	1.49	2.70	2.44	3.34	2.67
Average hours of non-mandatory training	Hour/ person/ year	9.61		20.56		20.35		22.63	
		10.45	8.83	21.11	20.06	21.44	19.35	23.89	21.48
By age									
- Under 30 years old	Hour/ person/ year	11.13		17.31		18.20		22.62	
		11.42	10.85	16.84	17.74	20.27	16.29	23.41	21.89
- 30-50 years old	Hour/ person/ year	15.43		25.32		25.22		27.22	
		17.70	13.29	27.39	23.39	26.25	24.28	29.41	25.21
- Over 50 years old	Hour/ person/ year	18.89		21.71		28.87		25.96	
		23.66	14.97	18.94	23.92	27.58	29.93	27.00	25.16
By level									
- Top Management	Hour/ person/ year	60.61		57.32		37.35		20.06	
		62.86	52.83	59.71	50.34	34.96	44.27	18.93	22.80
- Middle Management	Hour/ person/ year	38.94		52.52		36.20		9.12	
		38.32	40.30	41.87	74.10	33.97	40.51	9.46	8.46
- Entry-level Management	Hour/ person/ year	36.34		60.03		38.80		36.86	
		35.86	37.16	58.35	62.66	38.04	39.95	36.15	37.93
- Staff	Hour/ person/ year	30.88		47.67		34.12		46.46	
		30.94	30.81	43.75	52.36	33.68	34.65	49.86	42.66
- Worker	Hour/ person/ year	5.55		9.84		17.33		18.41	
		5.25	5.79	9.54	10.07	18.00	16.81	18.31	18.50

Human Capital Development

Thailand and Overseas Operations

GRI 404-1 Employee Training and Development

Average hours of FTEs Globally	Hour/	10.34	13.22	13.93	16.44				
	person/								
	year	10.48	10.21	12.12	14.32	13.21	14.81	15.63	17.44
By age									
- Under 30 years old		5.94	6.70	12.01	14.07				
	Hour/	5.90	5.98	6.02	7.51	11.62	12.51	12.75	15.79
- 30-50 years old	person/	7.15	9.83	15.06	17.67				
	year	7.75	6.51	10.03	9.62	14.43	15.82	17.28	18.14
- Over 50 years old		7.97	8.49	14.25	16.73				
	year	9.02	6.88	7.21	9.82	11.98	17.17	15.40	18.29
By level									
- Top Management		23.57	37.07	19.65	14.05				
	Hour/	23.70	23.07	36.44	39.48	19.65	26.04	12.68	19.34
- Middle Management		15.91	32.67	22.80	9.06				
	Hour/	15.25	17.55	25.25	51.17	20.47	28.55	9.04	9.10
- Entry-level Management	person/	16.40	38.58	27.03	27.81				
	year	15.87	17.41	35.19	45.18	25.37	30.15	16.70	31.51
- Staff		11.79	20.80	17.85	24.50				
	year	11.00	13.07	16.70	28.04	15.59	21.73	16.63	27.77
- Worker		3.38	6.47	10.64	12.35				
	year	3.32	3.43	5.86	7.06	10.01	11.26	11.29	13.44

Employee Training and Development Average

Training & Development Inputs	FTEs Globally	Baht/	1,380	1,773	1,707	1,651
		person/				
		year				
By level						
- Top Management			6,348	31,463	16,264	8,386
- Middle Management	Baht/		2,214	11,489	10,095	3,219
- Entry-level Management	person/		1,837	7,499	6,728	7,354
- Staff	year		1,069	2,305	2,334	2,512
- Worker			182	399	489	711

GRI Standards	Performance	Unit	2021		2022		2023		2024	
			Male	Female	Male	Female	Male	Female	Male	Female
Workforce Breakdown during 2021 - 2024										
Workforce Breakdown:	Thailand Operations		2030 Target		2022		2023		2024	
Gender	Share of women in all management positions, including junior, middle and top management, of total management position	Percent	37		35.96		36.95		37.43	
	Share of women in junior management positions of total junior management positions	Percent	40		38.83		39.84		39.85	
	Share of women in top management positions of total top management positions	Percent	30		25.58		25.70		29.11	
	Share of women in management positions in revenue-generating functions (e.g. sales) of total management positions	Percent	30		30.89		31.96		34.63	
	Share of women in STEM related positions of total STEM positions	Percent	37		37.54		41.63		40.18	

Workforce Breakdown during 2021 - 2024

Workforce	Thailand + Overseas Operations	2030 Target	2022	2023	2024
Breakdown:					
Gender					
Share of women in all management positions, including junior, middle and top management, of total management position	Percent	37	31.14	31.79	31.40
Share of women in junior management positions of total junior management positions	Percent	40	33.87	34.78	34.64
Share of women in top management positions of total top management positions	Percent	30	20.78	22.76	20.53
Share of women in management positions in revenue-generating functions (e.g. sales) of total management positions	Percent	30	27.35	28.00	32.19
Share of women in STEM related positions of total STEM positions	Percent	37	35.09	35.3	37.24
Workforce	Thailand + Overseas Operations				
Breakdown:	Share in Total Workforce				
Nationality					
Thai		47.04	44.64	45.36	45.50
Vietnamese		22.17	22.65	22.98	23.18
Chinese	Percent	7.64	6.56	6.33	5.20
Cambodian		4.65	6.35	6.22	6.55
Others		18.50	19.80	19.11	19.57
	Share in All Management Positions				
Thai		67.32	62.14	61.77	63.50
Vietnamese		12.22	14.92	12.14	13.38
Chinese	Percent	3.55	8.28	6.57	5.54
Cambodian		1.30	1.08	0.99	1.44
Others		15.61	13.58	18.53	16.14

Remark:

- ND = No Data
- The Company has no part-time employees, no temporary employees, no seasonal variations in the data of employee, and the data have been compiled from the Company's HR data base. (GRI 102-8)
- Worker means a person who performs work at the Company's plants, farms or retail stores.
- In 2021, the Company has no data for employee training and development hours by