ESG

ESG Performance Data
2025

Charoen Pokphand Foods Public Company Limited

GRI Standards	Performance	Unit	2022			2023			2024			2025		
			Thailand	Overseas	Total	Thailand	Overseas	Total	Thailand	Overseas	Total	Thailand	Overseas	Total
GRI 302-1	Total energy consumption within the organization	PJ	11.17	6.40	17.57	11.52	6.02	17.54	11.31	7.23	18.54	11.58	7.21	18.79
		MWh	3,102,860	1,778,787	4,881,647	3,201,129	1,671,836	4,872,965	3,143,014	2,007,221	5,150,235	3,216,953	2,001,656	5,218,609
	Non-renewable energy	PJ	2.88	1.21	4.08	2.65	1.11	3.75	2.53	1.71	4.25	2.69	1.78	4.47
		MWh	799,609	334,946	1,134,555	735,111	307,712	1,042,823	703,153	476,211	1,179,364	748,054	494,087	1,242,141
	- Coal	PJ	0.11	0.31	0.42	0.00	0.25	0.25	0.00	0.25	0.25	0.00	0.29	0.29
	- Fuel oil	PJ	0.86	0.13	0.99	0.78	0.10	0.88	0.74	0.13	0.87	0.86	0.13	0.99
	- Diesel	PJ	0.21	0.40	0.60	0.21	0.47	0.67	0.20	0.47	0.66	0.18	0.50	0.68
	- Gasoline	PJ	0.01	0.02	0.03	0.01	0.02	0.03	0.01	0.02	0.04	0.01	0.03	0.04
	- LPG	PJ	0.41	0.03	0.44	0.45	0.03	0.48	0.57	0.03	0.61	0.63	0.03	0.66
	- Natural gas	PJ	1.28	0.32	1.60	1.20	0.25	1.44	1.01	0.81	1.81	1.01	0.80	1.81
	Renewable energy	PJ	3.34	2.07	5.41	3.72	1.91	5.63	3.79	1.86	5.65	4.06	1.84	5.90
		MWh	928,629	575,285	1,503,914	1,032,294	530,492	1,562,786	1,053,294	516,623	1,569,917	1,128,095	512,035	1,640,130
	- Biodiesel	PJ	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	- Biomass	PJ	2.31	1.92	4.23	2.59	1.71	4.30	2.47	1.59	4.06	2.59	1.54	4.14
	- Biogas	PJ	0.96	0.08	1.04	1.03	0.12	1.15	1.20	0.17	1.37	1.25	0.16	1.41
	- Solar energy	PJ	0.07	0.07	0.14	0.09	0.08	0.17	0.13	0.10	0.22	0.21	0.14	0.35
	Electricity purchased	PJ	4.95	3.13	8.08	5.16	3.00	8.16	4.99	3.65	8.64	4.83	3.58	8.41
		MWh	1,374,621	868,556	2,243,177	1,433,724	833,632	2,267,356	1,386,567	1,014,387	2,400,954	1,340,804	995,534	2,336,338
	Percentage of renewable energy to total energy consumption	%	29.93%	32.34%	30.81%	32.25%	31.73%	32.07%	33.51%	25.74%	30.48%	35.07%	25.58%	31.43%
GRI 302-3	Energy consumption per production unit	GJ/production ton	1.27	0.76	1.02	1.29	0.72	1.01	1.26	0.75	1.00	1.29	0.77	1.02

Energy Consumption of CPF (Thailand) Plc.

GRI Standards	Indicators	Unit	2022	2023	2024	2025
GRI 302-1	Total energy consumption within the organization	PJ	8.05	8.44	8.44	8.69
	Renewable energy	PJ	2.82	3.06	3.24	3.50
	Proportion of renewable energy consumption per total energy consumption	%	35.08%	36.24%	38.35%	40.28%

Remarks:

- ND = No Data
- In 2022 Overseas is included data of Vietnam, the Philipines, Cambodia, Malaysia, India, Turkiye and Laos opertions
- In 2023 Overseas is included data of Vietnam, the Philipines, Cambodia, Malaysia, United Kingdom, India, Turkiye and Laos operations
- In 2024 Overseas is included data of Vietnam, Republic of China (Taiwan), United States, the Philipines, Cambodia, Malaysia, United Kingdom, India, Turkiye, Laos, Belgium and Sri Lanka operations
- In 2025 Overseas is included data of Vietnam, Republic of China (Taiwan), United States, the Philipines, Cambodia, Malaysia, United Kingdom, India, Turkiye, Laos, and Belgium operations excluding office data.

  Operations in Sri Lanka have undergone a relocation of production bases, resulting in only office operations remaining.
- PJ equals to 10^{15} Joules
- Thailand operations' energy consumption data is sourced from energy purchasing records via the SAP system, with the exception of diesel and gasoline (mobile), natural gas, biodiesel, and biogas, which are collected through the Company's Safety, Health, Environment, and Energy Key Performance Indicators (CPF SHE&En KPIs). (GRI 302-1)
- Overseas operations' energy consumption data is collected through the Company's Safety, Health, Environment, and Energy Key Performance Indicators (CPF SHE&En KPIs). (GRI 302-1)
  - o Total fuel consumption = the sum of (the consumption of each fuel type X net calorific value)

    Unit: *PJ (For conversion factors and references, please refer to the Conversion Factors table.)*
  - o Electricity consumption = the sum of electricity consumption (in kWh) X 3.6

    Unit: P*J*
  - o Total energy consumption = total fuel consumption + total electricity consumption

    Unit: *PJ*
- Energy types included in the calculation of intensity per production ton are non-renewables including coal, fuel oil, diesel, gasoline, LPG, and natural gas as well as renewables including biogas, biomass (such as rice husk, corn cob, palm kernel shells, fire wood/ scrap wood/ woodchips, sawdust, charcoal and cashew nutshell, etc.) and biodiesel, and electricity within the organization only (GRI 302-3)

GRI Standards	Indicator	Unit	2022						2023						2024						2025					
			Thailand		Overseas		Total		Thailand		Overseas		Total		Thailand		Overseas		Total		Thailand		Overseas		Total	
			Total		Total				Total		Total				Total		Total				Total		Total			
			Freshwater	Other Water	Freshwater	Other Water	Freshwater	Other Water	Freshwater	Other Water	Freshwater	Other Water	Freshwater	Other Water	Freshwater	Other Water	Freshwater	Other Water	Freshwater	Other Water	Freshwater	Other Water	Freshwater	Other Water	Freshwater	Other Water
GRI 303-3	Total water withdrawal from all areas	million m^3	110.40		122.34		232.74		120.03		122.96		242.98		102.78		120.86		223.65		93.40		105.54		198.94	
			51.19	59.20	24.34	98.00	75.53	157.21	50.93	69.09	25.80	97.15	76.74	166.25	50.20	52.58	23.38	97.48	73.59	150.06	48.10	45.30	22.16	83.38	70.26	128.68
	- Surface water	million m^3	63.08		2.40		65.48		68.56		2.18		70.74		53.08		1.89		54.97		44.98		1.72		46.70	
			18.45	44.63	2.30	0.10	20.75	44.73	15.88	52.68	1.62	0.56	17.49	53.25	14.69	38.40	1.74	0.15	16.42	38.55	14.32	30.66	1.64	0.08	15.96	30.75
	- Groundwater	million m^3	22.40		16.57		38.97		23.81		17.29		41.11		24.27		15.50		39.76		22.96		13.77		36.73	
			19.84	2.56	14.23	2.34	34.08	4.89	22.03	1.78	16.50	0.79	38.54	2.57	23.43	0.84	14.78	0.72	38.21	1.55	22.01	0.95	13.26	0.51	35.27	1.46
	- Seawater	million m^3	11.92		94.88		106.80		14.55		95.02		109.57		13.29		95.14		108.44		13.64		81.12		94.75	
			0.00	11.92	0.00	94.88	0.00	106.80	0.00	14.55	0.00	95.02	0.00	109.57	0.00	13.29	0.00	95.14	0.00	108.44	0.00	13.64	0.00	81.12	0.00	94.75
	- Rainwater	million m^3	5.97		2.49		8.46		5.82		3.05		8.87		5.64		0.27		5.92		5.07		0.42		5.49	
			5.97	0.00	2.49	0.00	8.46	0.00	5.82	0.00	3.05	0.00	8.87	0.00	5.64	0.00	0.27	0.00	5.92	0.00	5.07	0.00	0.42	0.00	5.49	0.00
	- Produced water	million m^3	0.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00	
			0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	- Third-party water	million m^3	7.03		6.01		13.04		7.29		5.41		12.70		6.50		8.06		14.56		6.76		8.51		15.26	
			6.94	0.10	5.31	0.69	12.25	0.79	7.21	0.08	4.63	0.78	11.84	0.86	6.44	0.05	6.59	1.47	13.04	1.52	6.70	0.05	6.84	1.67	13.54	1.72
	- Municipal water supply	million m^3	6.55		4.14		10.69		6.51		3.62		10.13		5.81		5.54		11.35		5.72		5.86		11.58	
			6.55	0.00	4.14	0.00	10.69	0.00	6.51	0.00	3.62	0.00	10.13	0.00	5.81	0.00	5.54	0.00	11.35	0.00	5.72	0.00	5.86	0.00	11.58	0.00
	- Purchased water (excluded drinking water)	million m^3	0.48		1.87		2.35		0.78		1.79		2.57		0.68		2.52		3.20		1.04		2.64		3.68	
			0.39	0.10	1.18	0.69	1.56	0.79	0.70	0.08	1.01	0.78	1.71	0.86	0.63	0.05	1.05	1.47	1.68	1.52	0.99	0.05	0.98	1.67	1.96	1.72
GRI 303-3 (cont'd)	Total water withdrawal from water stressed areas	million m^3	41.06		3.60		44.66		64.74		2.97		67.71		58.36		2.49		60.86		55.20		3.29		58.49	
			36.66	4.40	1.64	1.96	38.30	6.36	42.27	22.47	1.96	1.01	44.23	23.48	41.86	16.50	1.82	0.67	43.69	17.17	40.47	14.73	2.02	1.28	42.49	16.00
	- Surface water	million m^3	18.48		0.00		18.48		27.74		0.02		27.76		22.25		0.01		22.26		20.84		0.00		20.84	
			15.70	2.79	0.00	0.00	15.70	2.79	13.91	13.83	0.02	0.00	13.93	13.83	12.79	9.46	0.01	0.00	12.80	9.46	13.18	7.66	0.00	0.00	13.18	7.66
	- Groundwater	million m^3	13.92		1.43		15.36		18.61		1.26		19.87		19.20		1.30		20.50		18.00		1.88		19.88	
			12.63	1.29	1.19	0.25	13.82	1.54	17.31	1.30	1.23	0.03	18.54	1.33	18.80	0.40	1.24	0.06	20.04	0.46	17.43	0.57	1.52	0.35	18.96	0.92
	- Seawater	million m^3	0.30		1.71		2.01		7.30		0.94		8.25		6.62		0.61		7.23		6.48		0.92		7.40	
			0.00	0.30	0.00	1.71	0.00	2.01	0.00	7.30	0.00	0.94	0.00	8.25	0.00	6.62	0.00	0.61	0.00	7.23	0.00	6.48	0.00	0.92	0.00	7.40
	- Rainwater	million m^3	4.35		0.00		4.35		4.86		0.00		4.86		4.73		0.00		4.73		4.32		0.00		4.32	
			4.35	0.00	0.00	0.00	4.35	0.00	4.86	0.00	0.00	0.00	4.86	0.00	4.73	0.00	0.00	0.00	4.73	0.00	4.32	0.00	0.00	0.00	4.32	0.00
	- Produced water	million m^3	0.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00	
			0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	- Third-party water	million m^3	4.01		0.45		4.46		6.22		0.75		6.97		5.57		0.57		6.14		5.56		0.50		6.06	
			3.98	0.03	0.45	0.00	4.43	0.03	6.19	0.03	0.71	0.03	6.90	0.06	5.55	0.02	0.57	0.00	6.12	0.02	5.54	0.02	0.49	0.00	6.04	0.03
	- Municipal water supply	million m^3	3.92		0.12		4.05		5.84		0.61		6.45		5.24		0.53		5.77		4.98		0.45		5.43	
			3.92	0.00	0.12	0.00	4.05	0.00	5.84	0.00	0.61	0.00	6.45	0.00	5.24	0.00	0.53	0.00	5.77	0.00	4.98	0.00	0.45	0.00	5.43	0.00
	- Purchased water (excluded drinking water)	million m^3	0.09		0.33		0.41		0.38		0.14		0.52		0.33		0.04		0.37		0.58		0.05		0.63	
			0.06	0.03	0.33	0.00	0.39	0.03	0.35	0.03	0.11	0.03	0.45	0.06	0.31	0.02	0.04	0.00	0.35	0.02	0.56	0.02	0.04	0.00	0.60	0.03
	Third-party water withdrawal from water stressed areas																									
	- Surface water	million m^3	3.98		0.45		4.43		0.29		0.00		0.29		0.25		0.00		0.25		0.51		0.00		0.51	
	- Groundwater	million m^3	0.00		0.00		0.00		0.09		0.05		0.14		0.07		0.04		0.11		0.07		0.04		0.11	
	- Seawater	million m^3	0.03		0.00		0.03		0.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00	
	- Produced water	million m^3	0.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00	
	Water withdrawal per production unit	m^3/ton of products	12.60		14.44		13.50		13.41		14.00		13.70		11.43		12.61		12.04		10.40		11.28		10.85	

GRI Standards	Indicator	Unit	2022						2023						2024						2025					
			Thailand		Overseas		Total		Thailand		Overseas		Total		Thailand		Overseas		Total		Thailand		Overseas		Total	
			Total		Total				Total		Total				Total		Total				Total		Total			
			Freshwater	Other Water	Freshwater	Other Water	Freshwater	Other Water	Freshwater	Other Water	Freshwater	Other Water	Freshwater	Other Water	Freshwater	Other Water	Freshwater	Other Water	Freshwater	Other Water	Freshwater	Other Water	Freshwater	Other Water	Freshwater	Other Water
GRI 303-4	Total water discharge to all areas	million m^3	48.49		77.75		126.24		55.46		82.17		137.62		43.05		83.00		126.05		34.19		72.97		107.16	
			16.50	31.99	39.20	38.54	55.71	70.53	14.45	41.01	50.64	31.53	65.08	72.54	13.00	30.05	50.64	31.53	63.64	61.58	12.28	21.91	51.48	21.50	63.76	43.40
	- Surface water	million m^3	36.72		4.51		41.23		45.10		2.83		47.93		34.86		2.86		37.72		27.82		2.23		30.05	
	- Groundwater	million m^3	0.00		0.17		0.17		0.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00		0.00	
	- Seawater	million m^3	10.59		71.73		82.32		8.73		78.05		86.78		6.84		76.28		83.12		5.47		66.93		72.40	
	- Third-party water sent to use to others organizations (discharged water from swine farms used in farmers' agricultural areas)	million m^3	1.18		1.33		2.51		1.63		1.29		2.91		1.35		3.87		5.22		0.90		3.82		4.72	
	Total water discharge to water stressed areas	million m^3	13.11		2.39		15.50		25.53		1.41		26.94		20.21		0.97		21.18		17.45		1.47		18.93	
			10.96	2.15	0.49	1.90	11.45	4.05	12.96	12.57	1.13	0.28	14.09	12.85	11.19	9.02	0.81	0.16	12.01	9.18	10.99	6.46	0.37	1.10	11.36	7.56
	Number of incidents of non-standard of discharged water	Times	2.00		0.00		2.00		17.00		5.00		22.00		0.00		0.00		0.00		12.00		2.00		14.00	
GRI 303-5	Total water consumption from all areas	million m^3	61.90		44.60		106.50		65.53		40.79		106.32		59.73		38.70		98.43		59.21		32.56		91.77	
			34.69	27.21	-14.87	59.46	19.83	86.67	36.49	28.08	-24.84	65.63	11.65	93.71	37.21	22.52	-27.25	65.95	9.95	88.48	35.81	23.40	-29.32	61.88	6.50	85.28
	Total water consumption from water stressed areas	million m^3	27.95		1.21		29.16		40.04		1.56		41.60		38.15		1.52		39.67		37.74		1.82		39.57	
			25.70	2.25	1.15	0.06	26.85	2.31	29.31	9.90	0.83	0.73	30.14	10.63	30.67	7.48	1.01	0.51	31.68	7.99	29.48	8.26	1.65	0.18	31.13	8.44
-	Recycled and reused water	million m^3	47.96		7.07		55.03		38.11		9.22		47.32		35.36		5.75		41.11		41.70		4.75		46.45	
		% of total water withdrawal	43%		6%		24%		32%		7%		19%		34%		5%		18%		45%		4%		23%	
GRI 303-4 (cont'd)	**Quality of discharged water**																									
	- BOD quantity	thousand tons	0.38		1.81		2.19		0.47		3.27		3.75		0.44		4.13		4.57		0.33		2.30		2.63	
	- Nitrogen quantity	thousand tons	0.65		0.31		0.96		0.57		0.18		0.76		0.76		0.23		0.98		0.43		0.08		0.51	

Remarks:

- ND = No data
- In 2022 Overseas is included data of Vietnam, the Philipines, Cambodia, Malaysia, India, Turkiye and Laos opertions
- In 2023 Overseas is included data of Vietnam, the Philipines, Cambodia, Malaysia, India, Turkiye and Laos operations
- In 2024 Overseas is included data of Vietnam, Republic of China (Taiwan), United States, the Philipines, Cambodia, Malaysia, United Kingdom, India, Turkiye, Laos, Belgium and Sri Lanka operations
- In 2025 Overseas is included data of Vietnam, Republic of China (Taiwan), United States, the Philipines, Cambodia, Malaysia, United Kingdom, India, Turkiye, Laos, and Belgium operations excluding office data.
  Operations in Sri Lanka have undergone a relocation of production bases, resulting in only office operations remaining.
- Water-stressed areas are areas in which the ratio of the total annual water withdrawal to the total available annual renewable water supply is 40% and higher as assessed by Aqueduct Water Risk Atlas following the GRI Standards.
- Freshwater is the water containing Total Dissolved Solids :TDS $\leq$ 1,000 mg/L
- Other water is the water containing Total Dissolved Solids :TDS > 1,000 mg/L
- Total water consumption is calculated using data from water meters, water bills, flow rates of water pumps, and average volume of rainwater from Meteorological Department (GRI 303-3: 2018)
- Total reused / recycled water volume is calculated using the data from water meters and flow rates of water pumps
- Biochemical Oxygen Demand (BOD) value measures the amount of oxygen required or consumed for the microbiological decomposition of organic material in water, used for measuring water quality (GRI 303-4: 2018)
- BOD and Total Kjeldahl Nitrogen (TKN) values are derived from the results from sources of wastewater, analyzed by a laboratory certified by ISO/IEC 17025 (GRI 303-4: 2018)
- BOD quantity = volume of discharged water X average BOD intensity (GRI 303-4: 2018) This data excludes operations in countries where measurement is not mandated by regulation,
  including the Republic of China (Taiwan), the United Kingdom, Turkiye, Laos, and Belgium.
- Nitrogen (TKN) quantity = volume of discharged water X average nitrogen intensity (GRI 303-4: 2018) This data excludes operations in countries where measurement is not mandated by regulation,
  Republic of China (Taiwan), United States, the Philipines, Cambodia, United Kingdom, Turkiye, Laos, and Belgium
- Wastewater data is collected from water meters for business units with Online BOD installed, and from wastewater volume assessment from the efficiency of wastewater pumps, for business units without water meters (GRI 303-4: 2018)
- Approaches to treating wastewater include: (GRI 303-4: 2018)
  - In Feed business, wastewater from aquatic feed mills is treated using activated sludge process
  - In Farm business, wastewater from swine farms is treated by anaerobic digestion, followed by in oxidation ponds, while wastewater from aquatic animal farms is treated in oxidation ponds
  - In Food business, wastewater from food factories is treated using activated sludge process.

GRI Standards	Indicator	Unit	2022			2023			2024			2025		
			Thailand	Overseas	Total	Thailand	Overseas	Total	Thailand	Overseas	Total	Thailand	Overseas	Total
-	Direct and indirect GHG emissions (Scope 1 + 2 market-based)	tons of CO_2e	758,017	685,998	1,444,015	748,248	652,082	1,400,330	721,402	748,613	1,470,016	797,301	740,559	1,537,861
GRI 305-1	Direct GHG emissions (Scope 1)	tons of CO_2e	193,583	94,520	288,103	175,405	86,856	262,261	168,696	121,497	290,193	279,930	127,134	407,064
	Fuel combustion emissions	tons of CO_2e	193,583	94,520	288,103	175,405	86,856	262,261	168,696	121,497	290,193	177,659	127,134	304,793
	Biogenic CO_2 emissions	tons of CO_2e	308,734	200,436	509,170	344,300	182,652	526,952	340,984	174,780	515,764	248,206	127,134	375,340
	Fugitive emissions - Refrigerants	tons of CO_2e	ND	ND	ND	ND	ND	ND	ND	ND	ND	29,419	ND	ND
	Fugitive emissions - Enteric fermentation and manure management	tons of CO_2e	ND	ND	ND	ND	ND	ND	ND	ND	ND	72,852	ND	ND
GRI 305-2	Indirect GHG emissions (Scope 2)													
	- Gross location-based energy	tons of CO_2e	566,344	591,478	1,157,822	573,490	565,226	1,138,716	610,090	627,116	1,237,205	513,528	613,425	1,126,953
	- Gross market-based energy	tons of CO_2e	564,434	591,478	1,155,912	572,843	565,226	1,138,069	552,706	627,116	1,179,822	517,371	613,425	1,130,796
GRI 305-4	Direct and indirect GHG emissions per production unit (Scope 1 + 2)	kg of CO_2e/production ton	86.51	80.96	83.78	83.59	78.18	80.98	80.23	78.04	79.10	88.78	79.17	83.88
GRI 305-3	Indirect GHG emissions (Scope 3)	tons of CO_2e	ND	ND	36,998,821	ND	ND	37,450,091	ND	ND	34,075,781	ND	ND	33,995,544
GRI 305-7	Nitrogen oxide (NOx)	tons	ND	ND	ND	697	288	985	691	327	1,018	764	826	1,590
	Sulfur oxides (SOx)	tons	ND	ND	ND	64	250	313	61	249	310	68	287	354
	Carbon monooxide (CO)	tons	ND	ND	ND	1,449	1,222	2,671	1,410	1,168	2,578	1,476	1,368	2,845
	Volatile Organic Carbon (VOCs)	tons	ND	ND	ND	763	544	1,307	745	519	1,264	779	661	1,441
	Total Suspended Particle (TSP)	tons	ND	ND	ND	376	290	666	364	272	636	381	275	656

Remarks:

- In 2022 Overseas is included data of Vietnam, the Philipines, Cambodia, Malaysia, India, Turkiye and Laos opertions
- In 2023 Overseas is included data of Vietnam, the Philipines, Cambodia, Malaysia, United Kingdom, India, Turkiye and Laos operations
- In 2024 Overseas is included data of Vietnam, Republic of China (Taiwan), United States, the Philipines, Cambodia, Malaysia, United Kingdom, India, Turkiye, Laos, Belgium and Sri Lanka operations
- In 2025 Overseas is included data of Vietnam, Republic of China (Taiwan), United States, the Philipines, Cambodia, Malaysia, United Kingdom, India, Turkiye, Laos, and Belgium operations excluding office data.

  Operations in Sri Lanka have undergone a relocation of production bases, resulting in only office operations remaining.
- The chosen consolidation approach for greenhouse gas emissions is operational control (GRI 305-1 and GRI 305-2)
- Reporting of the greenhouse gas emissions covers CO_2, CH_4, N_2O and HFCs. The Global Warming Potential (GWP) used in the calculation is referred to the given values of IPCC.
- Greenhouse Gas Emission Factors (GRI 305-1, GRI 305-2, and GRI 305-4)

  Thailand Operations: Data is available in the Emissions Factor Table.

  Overseas Operations: Data is referenced from the Thailand Greenhouse Gas Management Organization (Public Organization) and the Energy Policy and Planning Office, Ministry of Energy.
- GHG emissions Scope 1 (GRI 305-1 and GRI 305-4).

  Thailand Operations: Covers fuel combustion, fugitive emissions from refrigerants, enteric fermentation, and manure management. It excludes flaring emissions and other emissions sources.

  Overseas Operations: Covers fuel combustion only. It excludes flaring emissions and other emissions source.
- GHG emissions Scope 2 for 2022–2024 (Thailand operations) have been recalculated due to a change in emission factors, shifting from grid electricity consumption-based factors to grid electricity generation-based factors.
- GHG emissions Scope 3: Covers Thailand operations specifically Category 3.1: Purchased Goods and Services and Category 3.4: Upstream Transportation and Distribution, which collectively account for more than two-thirds of the Company's total Scope 3 emissions. Emission factors are referenced from a licensed emission factor database and UK Government GHG Conversion Factors.

  Category 3.1 covers only the feed business within Thailand operations.

  Category 3.4 covers only the feed business within Thailand operations, specifically the transportation of raw materials to factories. This excludes empty return trips. The transportation distance is calculated based on the shortest theoretical distance using the Great-circle distance (GCD) principle.
- Reporting scope of GHG intensity includes only GHG scopes 1 and 2 (GRI 305-4)

GRI Standards	Indicator	Unit	2022			2023			2024			2025		
			Thailand	Overseas	Total	Thailand	Overseas	Total	Thailand	Overseas	Total	Thailand	Overseas	Total
GRI 306-3 (2020)	Total waste generated	thousand tons	470.47	166.37	636.84	428.06	157.42	585.47	441.59	207.78	649.36	490.16	209.38	699.55
	Total waste diverted and direct to disposal	thousand tons	470.47	166.37	636.84	428.18	158.20	586.38	441.72	207.77	649.49	490.27	209.42	699.70
GRI 306-4 (2020)	Total waste diverted from disposal	thousand tons	452.31	143.77	596.08	411.12	140.23	551.35	425.89	178.62	604.51	471.57	180.17	651.74
	Total non-hazardous waste diverted from disposal	thousand tons	451.85	143.40	595.25	410.75	140.12	550.87	425.48	178.42	603.90	471.20	179.86	651.07
	Industrial and agro-industrial waste recovery onsite	thousand tons	39.02	39.38	78.40	3.90	48.64	52.54	3.34	45.77	49.11	6.40	41.62	48.02
	- Reused	thousand tons	0.02	0.00	0.02	0.02	0.19	0.21	0.02	0.31	0.33	0.01	0.02	0.03
	- Recycled	thousand tons	0.16	1.86	2.02	0.04	2.24	2.28	0.01	4.67	4.68	0.02	4.75	4.77
	- Composting	thousand tons	37.59	37.18	74.77	3.76	46.04	49.80	3.27	40.77	44.04	6.31	36.85	43.16
	- Used as animal feed	thousand tons	1.25	0.34	1.59	0.05	0.17	0.21	0.02	0.02	0.03	0.04	0.00	0.04
	- Other recovery operation	thousand tons	0.00	0.00	0.00	0.04	0.00	0.04	0.02	0.00	0.02	0.02	0.00	0.02
	Industrial and agro-industrial waste recovery offsite	thousand tons	412.83	104.01	516.85	406.84	90.78	497.62	422.13	132.65	554.78	464.80	138.25	603.05
	- Reused	thousand tons	0.18	0.97	1.16	0.10	1.07	1.17	0.27	27.05	27.31	0.24	32.54	32.78
	- Recycled	thousand tons	25.47	12.25	37.72	25.99	10.12	36.11	26.86	15.56	42.42	63.26	18.16	81.42
	- Composting	thousand tons	315.24	76.98	392.22	306.84	66.18	373.02	322.11	58.24	380.35	322.72	52.88	375.59
	- Used as animal feed	thousand tons	68.14	11.56	79.70	72.25	9.25	81.51	70.84	27.65	98.49	76.34	31.69	108.02
	- Other recovery operation	thousand tons	3.81	2.25	6.06	1.67	4.16	5.83	2.05	4.16	6.22	2.26	2.98	5.23
	Domestic waste recovery offsite	thousand tons	ND	ND	ND	0.00	0.70	0.70	0.00	0.00	0.00	0.00	0.00	0.00
	- Reused	thousand tons	ND	ND	ND	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	- Recycled	thousand tons	ND	ND	ND	0.00	0.70	0.70	0.00	0.00	0.00	0.00	0.00	0.00
	- Composting	thousand tons	ND	ND	ND	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	- Used as animal feed	thousand tons	ND	ND	ND	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	- Other recovery operation	thousand tons	ND	ND	ND	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Total hazardous waste diverted from disposal	thousand tons	0.46	0.37	0.83	0.37	0.12	0.49	0.41	0.20	0.61	0.37	0.31	0.67
	Hazardous waste recovery onsite	thousand tons	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	- Reused	thousand tons	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	- Recycled	thousand tons	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	- Other recovery operation	thousand tons	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Hazardous waste recovery offsite	thousand tons	0.46	0.37	0.83	0.37	0.12	0.49	0.41	0.20	0.61	0.37	0.31	0.67
	- Reused	thousand tons	0.05	0.04	0.09	0.04	0.04	0.09	0.06	0.10	0.16	0.08	0.11	0.20
	- Recycled	thousand tons	0.40	0.33	0.74	0.33	0.07	0.40	0.35	0.09	0.45	0.28	0.19	0.48
	- Other recovery operation	thousand tons	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GRI 306-5 (2020)	Total waste directed to disposal	thousand tons	18.16	22.61	40.76	17.07	17.96	35.03	15.83	29.15	44.98	18.70	29.25	47.96
	Total non-hazardous waste directed to disposal	thousand tons	17.98	22.18	40.16	16.90	17.34	34.24	15.61	29.04	44.66	18.54	29.13	47.67
	Industrial and agro-industrial waste disposal onsite	thousand tons	2.10	7.35	9.44	2.16	3.87	6.03	0.48	3.39	3.87	0.44	1.86	2.30
	- Incineration with energy recovery	thousand tons	0.01	0.00	0.01	0.00	0.00	0.00	0.00	0.27	0.27	0.00	0.00	0.00
	- Incineration without energy recovery	thousand tons	0.65	0.82	1.47	0.38	1.01	1.39	0.26	0.73	0.99	0.24	0.50	0.74
	- Landfill	thousand tons	1.43	6.52	7.96	1.78	2.87	4.64	0.22	2.39	2.61	0.20	1.36	1.55
	- Other disposal operations	thousand tons	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Industrial and agro-industrial waste disposal offsite	thousand tons	15.88	14.84	30.72	9.70	9.97	19.67	9.60	17.03	26.63	12.55	16.82	29.36
	- Incineration with energy recovery	thousand tons	0.77	0.56	1.34	2.35	0.66	3.01	2.27	1.27	3.54	6.53	1.14	7.67
	- Incineration without energy recovery	thousand tons	0.16	2.46	2.62	0.64	1.40	2.04	0.80	3.97	4.77	0.02	4.10	4.12
	- Landfill	thousand tons	14.95	11.82	26.76	6.70	7.91	14.61	6.53	11.78	18.31	6.00	11.59	17.58
	- Other disposal operations	thousand tons	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Domestic waste disposal onsite	thousand tons	ND	ND	ND	0.15	0.24	0.39	0.13	1.26	1.39	0.27	1.07	1.34
	- Incineration without energy recovery	thousand tons	ND	ND	ND	0.06	0.24	0.30	0.07	0.14	0.21	0.07	0.17	0.24
	- Landfill	thousand tons	ND	ND	ND	0.08	0.01	0.09	0.06	1.12	1.18	0.20	0.90	1.10
	Domestic waste disposal offsite	thousand tons	ND	ND	ND	4.89	3.25	8.15	5.40	7.37	12.77	5.28	9.38	14.66
	- Incineration without energy recovery	thousand tons	ND	ND	ND	0.05	0.15	0.20	0.05	0.14	0.19	0.01	0.32	0.33
	- Landfill	thousand tons	ND	ND	ND	4.84	3.10	7.95	5.36	7.23	12.59	5.27	9.06	14.33

GRI Standards	Indicator	Unit	2022			2023			2024			2025		
			Thailand	Overseas	Total	Thailand	Overseas	Total	Thailand	Overseas	Total	Thailand	Overseas	Total
GRI 306-5 (2020)	Total hazardous waste directed to disposal	thousand tons	0.18	0.42	0.60	0.17	0.62	0.79	0.22	0.11	0.33	0.17	0.12	0.29
	Hazardous waste disposal onsite	thousand tons	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	- Incineration with energy recovery	thousand tons	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	- Incineration without energy recovery	thousand tons	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	- Secured landfill	thousand tons	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	- Other disposal operations	thousand tons	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Hazardous waste disposal offsite	thousand tons	0.18	0.42	0.60	0.17	0.62	0.79	0.22	0.11	0.33	0.17	0.12	0.29
	- Incineration with energy recovery	thousand tons	0.14	0.00	0.14	0.07	0.00	0.07	0.19	0.00	0.19	0.10	0.00	0.10
	- Incineration without energy recovery	thousand tons	0.02	0.16	0.18	0.01	0.06	0.08	0.01	0.04	0.05	0.01	0.07	0.08
	- Secured landfill	thousand tons	0.02	0.16	0.18	0.07	0.53	0.60	0.02	0.06	0.08	0.05	0.04	0.09
	- Other disposal operations	thousand tons	0.00	0.10	0.10	0.01	0.03	0.04	0.00	0.01	0.01	0.01	0.01	0.02
-	Waste disposed by landfill and incineration	thousand tons	17.23	21.94	39.17	14.63	17.27	31.91	13.36	27.60	40.97	12.06	28.10	40.16
-	Waste disposed by landfill and incineration per production unit	kg/production ton	1.97	2.59	2.27	1.63	2.07	1.85	1.49	2.88	2.20	1.34	3.00	2.19

Remarks:

- ND = No Data
- In 2022 Overseas is included data of Vietnam, the Philipines, Cambodia, Malaysia, India, Turkiye and Laos opertions
- In 2023 Overseas is included data of Vietnam, the Philipines, Cambodia, Malaysia, United Kingdom, India, Turkiye and Laos operations
- In 2024 Overseas is included data of Vietnam, Republic of China (Taiwan), United States, the Philipines, Cambodia, Malaysia, United Kingdom, India, Turkiye, Laos, Belgium and Sri Lanka operations
- In 2025 Overseas is included data of Vietnam, Republic of China (Taiwan), United States, the Philipines, Cambodia, Malaysia, United Kingdom, India, Turkiye, Laos, and Belgium operations excluding office data.

  Operations in Sri Lanka have undergone a relocation of production bases, resulting in only office operations remaining.
- Waste disposal information was obtained from disposal method or waste manifest provided by waste disposer (GRI 306-2)
- Data on waste volumes from manufacturing units is collected from quantities reported to the Department of Industrial Works and data on waste volumes from other business units is collected from monthly waste weighing of each business unit
- Offsite landfill is carried out by a local government agency or a dispatcher assigned by a local government agency
- In 2022, the amount of hazardous waste generated was assumed to be equal to the amount of hazardous waste utilized and disposed and industrial and agro-industrial waste and domestic waste directed to disposal

  were consolidated and report as non-hazardous waste directed to disposal

Environmental Performance - Food Loss & Waste (Thailand Operations)

DJSI	Indicator	Unit	2022	2023	2024	2025	Target 2025
Food Loss & Waste Impact	Total weight food loss & waste	tons	128,515	175,640	143,224	142,940	143,090
	Total weight of food loss & waste used for alternative purposes	tons	126,400	136,655	126,959	128,279	128,000
	Total discarded	tons	2,115	38,984	16,265	14,661	15,090
	Food loss & waste intensity	kg/ton of products	2.7	28.7	11.4	9.4	9.6
	Coverage	%	20	41	63	74	

Remarks:

- Food loss and waste data was covered operations in Thailand and verified by LRQA (Thailand) Co., Ltd
- In 2020-2021, food loss data covered chicken meat and eggs products
- In 2022, food loss data covered chicken meat, eggs, and shrimp and processed shrimp products from operations in the eastern region of Thailand
- In 2023, food loss data covered chicken meat, eggs, shrimp and processed shrimp from operations in the eastern region of Thailand, and pork products

  Food waste data covers Chester's Food World and Bang Nam Prio Distribution Center. Beverages and soups are excluded.
- In 2024, food loss data covered product groups, including fresh pork, cooked pork, fresh chicken, fresh duck, chicken eggs, fresh shrimp and processed shrimp, ready-to-eat food products, processed egg products & bakery. Operation sites excluded are; shrimp processing plant in Ranot (Songkhla province) and Surat Thani province; five chicken slaughterhouse in Maha Sarakham, Roi Et, Si Sa Ket, Songkhla and Lampang province; one food processing plant in Wang Noi (Ayutthaya province).

  The food waste data for transportation and distribution is derived from five distribution centers (Bang Nam Prio, Mahachai, and Surat Thani, Lamphun and Khon Kaen), Chester's business and Food World business.
- In 2025, food loss data covered product groups, including fresh pork, cooked pork, fresh chicken, cooked chicken, fresh duck, cooked duck chicken eggs, fresh shrimp and processed shrimp, ready-to-eat food products, processed egg products & bakery. Operation sites excluded are; shrimp processing plant in five chicken slaughterhouse in Maha Sarakham, Roi Et, Si Sa Ket, Songkhla and Lampang province; and food processing plant in Wang Noi.
- Food loss data is collected from enterprise resource planning (ERP) system
- Food waste data is collected through direct weighing and calculated based on Waste Composition Analysis, utilizing the intensity of food waste per revenue unit.
- The calculation of the food loss & waste intensity is based on weight of total food loss & waste discarded divided by weight of total edible food sale.
- The coverage is caculated by the sales revenue of food loss & waste reporting products divided by the total sales revenue of farm-primary processing and food businesses in Thailand operations

DJSI	Performace	Unit	2022	2023	2024	2025	Target for 2025
Packaging Material	Total weight of wood/paper fiber packaging	tons	24,338	37,424	34,305	43,752	
	Recycled and/or certified wood/paper fiber	% of total weight	85	75	87	ND	
	FSC® certified wood/paper fiber	% of total weight	ND	ND	ND	51	
	Recycled wood/paper fiber	% of total weight	ND	ND	ND	76	
	Total weight of metal packaging	tons	69	76	214	373	
	Recycled metal	% of total weight	100	100	58	36	
	Total weight of glass packaging	tons	626	847	919	804	
	Recycled glass	% of total weight	60	60	60	60	
Plastic Packaging	Total weight of plastic packaging	tons	19,326	21,106	27,106	26,842	27,450
	Percentage of recycled content within the plastic packaging	% of the total weight of all plastic packaging	2.80	2.57	5.11	5.77	5.14
	Percentage of recyclable plastic packaging	% of the total weight of all plastic packaging	81.25	83.14	82.19	78.52	78.69
	Percentage of compostable plastic packaging	% of the total weight of all plastic packaging	0.20	0.16	0.11	0.09	0.07

Remarks:

• Percentage of recyclable plastic packaging excludes multimaterial plastic and alufoil.

• In 2022, packaging data covered Thailand operations

• In 2023, packaging data covered Thailand, Laos, Russia and India operations

• In 2024 - 2025, packaging data covered Thailand, Vietnam, Russia, the Philipines, Malaysia, Laos, and Belgium operations

Occupational Health and Safety Performances

GRI Standards	Indicators	Unit	2022			2023			2024			2025		
			Thailand	Overseas	Total	Thailand	Overseas	Total	Thailand	Overseas	Total	Thailand	Overseas	Total
GRI 403-9	**Work-related Injuries Fatalities**													
	Employees	cases	3	1	4	0	0	0	0	2	2	0	2	2
	Workers	cases	0	1	1	2	0	2	0	0	0	2	1	3
	Employees	case per one million man-hours	0.0000	0.0152	0.0183	0.0000	0.0000	0.0000	0.0000	0.0312	0.0093	0.0000	0.0293	0.0088
	Workers	case per one million man-hours	0.0000	0.0462	0.0286	0.1884	0.0000	0.0600	0.0000	0.0000	0.0000	0.1889	0.0431	0.0888
	High-consequence work-related injuries (excluding fatalities)													
	Employees	cases	8	13	21	3	27	30	4	34	38	0	15	15
	Workers	cases	0	2	2	1	0	1	0	10	10	0	1	1
	Employees	case per one million man-hours	0.0524	0.1972	0.0960	0.0196	0.4150	0.1376	0.0264	0.5305	0.1764	0.0000	0.2198	0.0659
	Workers	case per one million man-hours	0	0	0	0.0942	0.0000	0.0300	0.0000	0.4596	0.3051	0.0000	0.0431	0.0296
	Recordable work-related injuries													
	Employees	cases	762	215	977	649	156	805	443	278	721	370	179	549
	Workers	cases	0	12	12	1	0	1	2	31	33	5	22	27
	Employees	case per one million man-hours	4.9865	3.2621	4.4669	4.2436	2.3976	3.6927	2.9273	4.3378	3.3469	8.1957	0.0000	2.4133
	Workers	case per one million man-hours	0.0000	0.5541	0.3434	0.0942	0.0000	0.0300	0.1814	1.4249	1.0067	5.6981	0.0000	0.7993
	Number of hours worked													
	Employees	man-hours	152,811,764	65,907,997	218,719,760	152,936,553	65,064,039	218,000,592	151,335,316	64,087,898	215,423,214	159,231,287	68,256,983	227,488,270
	Workers	man-hours	13,289,704	21,656,038	34,945,742	10,617,759	22,734,364	33,352,123	11,023,812	21,756,606	32,780,418	10,589,057	23,191,087	33,780,144
GRI 403-10	**Work-related Ill Health Fatalities**													
	Employees	cases	0	0	0	0	0	0	0	0	0	0	0	0
	Recordable Work-related Ill Health													
	Employees	cases	0	0	0	0	0	0	0	0	0	1	1	2
	Loss Time Injury Frequency Rate: LTIFR													
	Employees	cases	186	112	298	98	93	191	27	162	189	0	107	107
	Workers	cases	0	6	6	0	4	4	0	17	17	1	10	11
	Employees	case per one million man-hours	1.2172	1.6993	1.3625	0.6408	1.4294	0.8761	0.1784	2.5278	0.8773	0.0000	1.5676	0.4704
	Workers	case per one million man-hours	0.0000	0.2771	0.1717	0.0000	0.1759	0.1199	0.0000	0.7814	0.5186	0.0944	0.4312	0.3256

Remark:

- ND = No Data
- In 2022 Overseas is included data of Cambodia, India, Laos, Malaysia, Phillipines, Turkiye and Vietnam operations
- In 2023 Overseas is included data of Cambodia, India, Laos, Malaysia, Phillipines, Turkiye, Vietnam and United Kingdom operations
- In 2024 Overseas is included data of Belgium, Cambodia, India, Laos, Malaysia, Phillipines, Sri Lanka, Republic of China (Taiwan), Turkiye, United Kingdom, United of America and Vietnam operations
- In 2025 Overseas is included data of Vietnam, Republic of China (Taiwan), United States, the Philipines, Cambodia, Malaysia, United Kingdom, India, Turkiye, Laos, and Belgium operations excluding office data.
  In contrast, data for operations in Sri Lanka is limited to office locations only.
- High-consequence work-related injuries refers to an injury resulting from work leading to unability to restore physical conditions to the original conditions within 180 days, or leading to disability or leading to death.
- The scope of work-related injuries fatalities for workers excluded third's party consultants, delivery staff members and drivers of external agencies, student trainees or visitors.
- Recordable work-related injuries refer to all types of work-related injuries except the injuries that can be successfully treated with first aid treatment.
- The scope of work-related injuries for workers excluded third's party consultants, delivery staff members and drivers of external agencies, student trainees or visitors.
- Number of occupational ill health is referred to the report by Workmen's Compensation Fund or according to medical certificate from occupational physician (GRI 403-10)
- Lost Time Injury means injury that causes lost-day from one day onward (calculating from the day after the incident)
- Lost Day is calculated from the day after the incident

People Performance 2022 - 2025

Workforce

GRI Standards	Performance	Unit	2022		2023		2024		2025	
			Male	Female	Male	Female	Male	Female	Male	Female
GRI 102-8	**Total Workforce**	Person	135,284		135,446		132,739		133,409	
			75,003	60,281	74,711	60,735	73,507	59,232	73,668	59,741
		Percent	55.44	44.56	55.16	44.84	55.38	44.62	55.22	44.78
	Thailand	Person	69,618		69,921		69,055		67,997	
			33,361	36,257	33,301	36,620	32,945	36,110	32,322	35,675
		Percent	47.92	52.08	47.63	52.37	47.71	52.29	47.53	52.47
	Overseas	Person	65,666		65,525		63,684		65,412	
			41,642	24,024	41,410	24,115	40,562	23,122	41,346	24,066
		Percent	63.41	36.59	63.20	36.80	63.69	36.31	63.21	36.79

Employee Diversity

Thailand and Overseas Operations

GRI 405-1	**By level**									
	- Top management	Person	610	160	706	208	573	148	572	162
		Percent	0.45	0.12	0.52	0.15	0.43	0.11	0.43	0.12
	- Middle management	Person	2,617	1,050	2,792	1,135	2,661	1,028	2,638	1,066
		Percent	1.93	0.78	2.06	0.84	2.00	0.77	1.98	0.80
	- Entry-level Management	Person	4,156	2,129	4,280	2,282	4,207	2,230	4,392	2,332
		Percent	3.07	1.57	3.16	1.68	3.17	1.68	3.29	1.75
	- Staff	Person	25,675	14,541	24,638	14,321	23,359	13,989	22,874	14,170
		Percent	18.96	10.74	18.19	10.57	17.60	10.54	17.15	10.62
	- Worker	Person	41,945	42,401	42,295	42,789	42,707	41,837	43,192	42,011
		Percent	30.97	31.30	31.23	31.59	32.17	31.52	32.38	31.49
	By age									
	- Under 30 years old	Person	26,253	19,611	26,574	20,542	23,706	18,054	23,539	17,653
		Percent	19.38	14.48	19.62	15.17	17.86	13.60	17.64	13.23
	- 30-50 years old	Person	41,869	34,852	41,553	35,055	42,386	34,863	41,719	34,671
		Percent	30.91	25.73	30.68	25.88	31.93	26.26	31.27	25.99
	- Over 50 years old	Person	6,881	5,818	6,584	5,138	7,415	6,315	8,410	7,417
		Percent	5.08	4.30	4.86	3.79	5.59	4.76	6.30	5.56
	Others									
	- Employees with disability	Person	939		961		891		851	
		Percent	0.69		1.47		0.67		0.64	

People Performance 2022 - 2025

GRI Standards	Performance	Unit	2022		2023		2024		2025	
			Male	Female	Male	Female	Male	Female	Male	Female
Hiring										
Thailand and Overseas Operations										
GRI 401-1	**Employee**									
	Number of new hires	Person	8,429		6,598		5,211		5,381	
			5,083	3,346	3,905	2,693	3,047	2,164	3,075	2,306
	Rate of new hires	Percent	16.55		13.10		10.81		11.16	
			9.98	6.57	7.75	5.35	6.32	4.49	6.38	4.78
	By age									
	- Under 30 years old	Person	3,575	2,430	2,666	2,008	2,154	1,692	2,218	1,780
		Percent	7.02	4.77	5.29	3.99	4.47	3.51	4.60	3.69
	- 30-50 years old	Person	1,413	869	1,174	636	842	446	769	481
		Percent	2.77	1.71	2.33	1.26	1.75	0.93	1.60	1.00
	- Over 50 years old	Person	95	47	65	49	51	26	88	45
		Percent	0.19	0.09	0.13	0.10	0.11	0.05	0.18	0.09
	By level									
	- Top management	Person	17	4	22	12	10	4	8	7
		Percent	0.03	0.01	0.04	0.02	0.02	0.01	0.02	0.01
	- Middle management	Person	102	73	115	84	71	51	56	54
		Percent	0.20	0.14	0.23	0.17	0.15	0.11	0.12	0.11
	- Entry-level Management	Person	206	198	228	185	144	131	124	105
		Percent	0.40	0.39	0.45	0.37	0.30	0.27	0.26	0.22
	- Staff	Person	4,758	3,071	3,540	2,412	2,822	1,978	2,887	2,140
		Percent	9.34	6.03	7.03	4.79	5.86	4.10	5.99	4.44
	Worker									
	Number of new hires	Person	46,514		35,746		40,012		38,654	
			24,263	22,251	17,619	18,127	21,189	18,823	19,815	18,839
	Rate of new hires	Percent	55.15		42.01		47.33		45.37	
			28.77	26.38	20.71	21.30	25.06	22.26	23.26	22.11
	By age									
	- Under 30 years old	Person	14,109	12,348	10,450	9,844	12,599	10,350	12,760	10,946
		Percent	16.73	14.64	12.28	11.57	14.90	12.24	14.98	12.85
	- 30-50 years old	Person	9,471	9,426	6,558	7,673	7,822	7,741	6,415	7,198
		Percent	11.23	11.18	7.71	9.02	9.25	9.16	7.53	8.45
	- Over 50 years old	Person	683	477	611	610	768	732	640	695
		Percent	0.81	0.57	0.72	0.72	0.91	0.87	0.75	0.82

People Performance 2022 - 2025

GRI Standards	Performance	Unit	2022		2023		2024		2025	
			Male	Female	Male	Female	Male	Female	Male	Female
Total Turnover										
Thailand and Overseas Operations										
GRI 401-1	**Employee**									
	Number of turnover	Person	7,944		7,374		8,096		6,269	
			5,206	2,738	4,777	2,597	5,039	3,057	3,841	2,428
	Rate of turnover	Percent	15.60		14.64		16.80		13.00	
			10.22	5.38	9.49	5.16	10.46	6.34	7.97	5.04
	By age									
	- Under 30 years old	Person	2,648	1,495	2,161	1,405	2,291	1,681	1,929	1,488
		Percent	5.20	2.93	4.29	2.79	4.75	3.49	4.00	3.09
	- 30-50 years old	Person	2,095	1,019	2,094	921	2,130	1,002	1,497	741
		Percent	4.11	2.00	4.16	1.83	4.42	2.08	3.11	1.54
	- Over 50 years old	Person	463	224	522	271	618	374	415	199
		Percent	0.91	0.44	1.04	0.54	1.28	0.78	0.86	0.41
	By level									
	- Top management	Person	69	16	63	23	52	11	28	3
		Percent	0.14	0.03	0.13	0.05	0.11	0.02	0.06	0.01
	- Middle management	Person	203	105	246	118	197	92	155	60
		Percent	0.40	0.21	0.49	0.23	0.41	0.19	0.32	0.12
	- Entry-level Management	Person	380	179	439	224	362	189	249	150
		Percent	0.75	0.36	0.87	0.44	0.75	0.39	0.52	0.31
	- Staff	Person	4,554	2,438	4,029	2,232	4,428	2,765	3,403	2,211
		Percent	9.04	4.84	8.00	4.43	9.19	5.74	7.06	4.59
	Worker									
	Number of turnover	Person	42,105		39,969		38,260		43,188	
			21,733	20,372	20,474	19,495	19,972	18,288	22,655	20,533
	Rate of turnover	Percent	31.76		46.98		45.25		50.69	
			16.39	15.37	24.06	22.91	23.62	21.63	26.59	24.10
	By age									
	- Under 30 years old	Person	12,112	10,337	10,943	9,484	11,189	9,401	13,114	10,995
		Percent	9.14	7.80	12.86	11.15	13.23	11.12	15.39	12.90
	- 30-50 years old	Person	8,625	8,750	8,418	8,465	7,856	7,640	8,481	8,124
		Percent	6.51	6.60	9.89	9.95	9.29	9.04	9.95	9.53
	- Over 50 years old	Person	996	1,285	1,113	1,546	927	1,247	1,060	1,414
		Percent	0.75	0.97	1.31	1.82	1.10	1.47	1.24	1.66

People Performance 2022 - 2025

GRI Standards	Performance	Unit	2022		2023		2024		2025	
			Male	Female	Male	Female	Male	Female	Male	Female
Volantary Turnover										
Thailand and Overseas Operations										
Employee										
	Number of turnover	Person	7,155		5,828		6,512		5,188	
			4,670	2,485	3,595	2,233	4,039	2,473	3,125	2,063
	Rate of turnover	Percent	14.05		11.57		13.51		10.76	
			9.27	4.93	7.14	4.43	8.38	5.13	6.48	4.28
	By age									
	- Under 30 years old	Person	2,602	1,456	1,905	1,343	2,068	1,548	1,795	1,404
		Percent	5.11	2.86	3.78	2.67	4.29	3.21	3.72	2.91
	- 30-50 years old	Person	1,928	957	1,550	811	1,753	818	1,242	616
		Percent	3.78	1.88	3.08	1.61	3.64	1.70	2.58	1.28
	- Over 50 years old	Person	140	72	140	79	218	107	88	43
		Percent	0.27	0.14	0.28	0.16	0.45	0.22	0.18	0.09
	By level									
	- Top management	Person	30	6	16	12	20	8	11	2
		Percent	0.06	0.01	0.03	0.02	0.04	0.02	0.02	0.00
	- Middle management	Person	116	69	126	71	118	60	73	32
		Percent	0.23	0.14	0.25	0.14	0.24	0.12	0.15	0.07
	- Entry-level Management	Person	293	158	291	170	260	154	164	109
		Percent	0.58	0.31	0.58	0.34	0.54	0.32	0.34	0.23
	- Staff	Person	4,231	2,252	3,162	1,980	3,641	2,251	2,877	1,920
		Percent	8.31	4.42	6.28	3.93	7.55	4.67	5.97	3.98
Worker										
	Number of turnover	Person	31,756		28,382		28,241		30,576	
			17,132	14,624	15,388	12,994	15,232	13,009	16,520	14,056
	Rate of turnover	Percent	0.00		33.36		33.40		35.89	
			16.91	0.00	18.09	15.27	18.02	15.39	19.39	16.50
	By age									
	- Under 30 years old	Person	9,501	7,379	8,230	6,486	8,444	6,688	9,484	7,620
		Percent	7.17	5.57	9.67	7.62	9.99	7.91	11.13	8.94
	- 30-50 years old	Person	6,944	6,635	6,380	5,853	6,035	5,473	6,303	5,770
		Percent	5.24	5.00	7.50	6.88	7.14	6.47	7.40	6.77
	- Over 50 years old	Person	687	610	778	655	753	848	733	666
		Percent	0.52	0.46	0.91	0.77	0.89	1.00	0.86	0.78

People Performance 2022 - 2025

GRI Standards	Performance	Unit	2022		2023		2024		2025	
			Male	Female	Male	Female	Male	Female	Male	Female
Open Positions Filled by Internal Candidates										
Thailand and Overseas Operations										
Hiring	**Number of total open positions filled by internal candidates**	Person	6,599		4,612		6,196		5,408	
			4,087	2,512	2,907	1,705	3,893	2,303	3,560	1,848
	Rate of total open positions filled by internal candidates	Percent	107.07		38.68		53.51		50.45	
			66.32	40.76	24.38	14.30	33.62	19.89	33.21	17.24
	By age									
	- Under 30 years old	Person	1,794	1,526	1,177	923	1,525	1,224	1,321	942
		Percent	29.11	24.76	9.87	7.74	13.17	10.57	12.32	8.79
	- 30-50 years old	Person	2,084	944	1,570	718	2,171	1,000	2,021	835
		Percent	33.81	15.32	13.17	6.02	18.75	8.64	18.85	7.79
	- Over 50 years old	Person	209	42	160	64	197	79	218	71
		Percent	3.39	0.68	1.34	0.54	1.70	0.68	2.03	0.66
	By level									
	- Top management	Person	67	9	41	9	30	5	30	13
		Percent	1.09	0.15	0.34	0.08	0.26	0.04	0.28	0.12
	- Middle management	Person	306	63	221	70	222	66	232	84
		Percent	4.97	1.02	1.85	0.59	1.92	0.57	2.16	0.78
	- Entry-level Management	Person	491	184	441	152	546	176	487	191
		Percent	7.97	2.99	3.70	1.27	4.72	1.52	4.54	1.78
	- Staff	Person	3,223	2,256	2,204	1,474	3,095	2,056	2,811	1,560
		Percent	52.30	36.61	18.49	12.36	26.73	17.75	26.22	14.55
	Others									
	- Employees with disability	Person	1		0		0		38	
		Percent	0.016		0.000		0.000		0.355	
	Average Hiring Cost									
	Average Hiring Cost	Baht/ person/ year	1,872		1,942		1,758		2,283	

People Performance 2022 - 2025

GRI Standards	Performance	Unit	2022		2023		2024		2025	
			Male	Female	Male	Female	Male	Female	Male	Female
Human Capital Development										
Thailand and Overseas Operations										
GRI 404-1	**Employee Training and Development**									
	Average hours of FTEs Globally	Hour/ person/ year	13.22		13.93		16.44		31.63	
			12.12	14.32	13.21	14.81	15.63	17.44	35.91	26.36
	By type									
	Average hours of mandatory training	Hour/ person/ year	1.60		2.37		2.91		12.54	
			1.73	1.47	2.51	2.19	3.03	2.75	16.80	7.28
	Average hours of non-mandatory training		11.50		11.57		13.53		19.10	
			10.40	12.87	10.71	12.62	12.60	14.69	19.11	19.08
	By age									
	- Under 30 years old	Hour/ person/ year	6.70		12.01		14.07		49.99	
			6.02	7.51	11.62	12.51	12.75	15.79	52.04	47.27
	- 30-50 years old		9.83		15.06		17.67		23.16	
			10.03	9.62	14.43	15.82	17.28	18.14	28.26	17.03
	- Over 50 years old		8.49		14.25		16.73		24.72	
			7.21	9.82	11.98	17.17	15.40	18.29	28.72	20.18
	By level									
	- Top Management	Hour/ person/ year	37.07		19.65		14.05		58.53	
			36.44	39.48	19.65	26.04	12.68	19.34	54.04	74.37
	- Middle Management		32.67		22.80		9.06		58.24	
			25.25	51.17	20.47	28.55	9.04	9.10	54.96	66.35
	- Entry-level Management		38.58		27.03		27.81		146.71	
			35.19	45.18	25.37	30.15	16.70	31.51	121.40	194.37
	- Staff		20.80		17.85		24.50		37.69	
			16.70	28.04	15.59	21.73	16.63	27.77	32.64	45.85
	- Worker		6.47		10.64		12.35		18.53	
			5.86	7.06	10.01	11.26	11.29	13.44	27.54	9.26
Employee Training and Development - Global Operations										
Training & Development Inputs	**FTEs Globally**	Baht/ person/ year	1,773		1,707		1,651		1,580	
	By level									
	- Top Management	Baht/ person/ year	31,463		16,264		8,386		24,391	
	- Middle Management		11,489		10,095		3,219		16,897	
	- Entry-level Management		7,499		6,728		7,354		6,800	
	- Staff		2,305		2,334		2,512		1,896	
	- Worker		399		489		711		169	

Workforce Breakdown during 2023 - 2025			2030 Target	2023	2024	2025
Workforce Breakdown: Gender	Thailand + Overseas Operations					
	Share of women in all management positions, including junior, middle and top management, of total management position	Percent	37	31.79	31.40	31.89
	Share of women in junior management positions of total junior management positions	Percent	40	34.78	34.64	34.68
	Share of women in top management positions of total top management positions	Percent	30	22.76	20.53	22.07
	Share of women in management positions in revenue-generating functions (e.g. sales) of total management positions	Percent	30	28.00	32.19	45.48
	Share of women in STEM related positions of total STEM positions	Percent	37	35.3	37.24	37.75
Workforce Breakdown: Nationality	Thailand + Overseas Operations					
	Share in Total Workforce					
	Thai	Percent	44.64	45.36	45.50	46.78
	Vietnamese		22.65	22.98	23.18	23.85
	Chinese		6.56	6.33	5.20	5.30
	Cambodian		6.35	6.22	6.55	3.08
	Others		19.80	19.11	19.57	20.99
	Share in All Management Positions					
	Thai	Percent	62.14	61.77	63.50	62.47
	Vietnamese		14.92	12.14	13.38	14.69
	Chinese		8.28	6.57	5.54	6.07
	Cambodian		1.08	0.99	1.44	1.57
	Others		13.58	18.53	16.14	15.20

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.