

## People Performances during 2016-2019

GRI Standards	Performances	Unit	2016		2017		2018		2019		
			Male	Female	Male	Female	Male	Female	Male	Female	
GRI 102-8	<b>Total employees</b>	Person	65,682		69,690		72,319		73,738		
			32,148	33,534	33,874	35,816	34,481	37,838	35,281	38,457	
GRI 405-1	<b>Employee diversity</b>										
	By level										
	- Top management	Person	370	77	364	79	60	4	62	4	
		Percent	0.56	0.12	0.52	0.11	0.08	0.01	0.08	0.01	
	- Middle management	Person	1,311	549	1,399	574	301	71	767	257	
		Percent	2.00	0.84	2.01	0.82	0.42	0.10	1.04	0.35	
	- Entry-level Management	Person	2,107	1,121	2,151	1,145	3,596	1,818	3,233	1,761	
		Percent	3.21	1.71	3.09	1.64	4.97	2.51	4.38	2.39	
	- Staff	Person	7,999	5,855	8,487	6,586	8,553	6,770	8,631	6,935	
		Percent	12.18	8.91	12.18	9.45	11.83	9.36	11.70	9.40	
	- Worker	Person	20,361	25,932	21,473	27,432	21,971	29,175	22,588	29,500	
		Percent	31.00	39.48	30.81	39.36	30.38	40.34	30.63	40.01	
	By age										
	- Under 30 years old	Person	11,885	10,994	12,362	11,966	12,729	13,209	13,057	13,700	
		Percent	18.09	16.74	17.74	17.17	17.60	18.27	17.71	18.58	
	- 30-50 years old	Person	18,787	20,397	20,459	21,293	19,398	21,610	19,780	21,658	
		Percent	28.60	31.05	29.36	30.55	26.82	29.88	26.82	29.37	
	- Over 50 years old	Person	1,808	2,216	2,206	2,845	2,354	3,019	2,444	3,099	
		Percent	2.75	3.37	3.17	4.08	3.26	4.17	3.31	4.20	
	Others										
	- Employees with disability	Person	ND		744		757		774		
		Percent	ND		1.07		1.05		1.05		
	GRI 401-1	<b>New Hires</b>									
		<b>Employee</b>									
		Number of new hires	Person	922		1,835		1,425		1,576	
				521	401	1,001	834	803	622	885	691
		Rate of new hires	Percent	4.71		9.14		6.79		7.36	
2.66				2.05	4.98	4.15	3.83	2.96	4.13	3.23	
By age											
- Under 30 years old		Person	417	334	765	707	629	535	671	559	
		Percent	2.13	1.71	3.81	3.52	3.00	2.55	3.13	2.61	
- 30-50 years old		Person	97	65	160	94	147	81	188	124	
		Percent	0.50	0.33	0.80	0.47	0.70	0.38	0.88	0.58	
- Over 50 years old		Person	7	2	76	33	27	6	26	8	
		Percent	0.04	0.01	0.38	0.16	0.13	0.03	0.12	0.04	

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			Male	Female	Male	Female	Male	Female	Male	Female
<b>Workers</b>										
Number of new hires	Person	15,425		26,639		16,136		15,743		
		7,341	8,084	12,296	14,343	7,247	8,889	7,579	8,164	
Rate of new hires	Percent	34.64		55.97		32.26		30.50		
		16.49	18.16	25.83	30.13	14.49	17.77	14.68	15.82	
<b>By age</b>										
- Under 30 years old	Person	4,849	4,906	8,568	9,438	4,719	5,332	4,833	4,888	
	Percent	10.89	11.02	18.00	19.83	9.43	10.66	9.36	9.47	
- 30-50 years old	Person	2,409	3,101	3,598	4,667	2,449	3,421	2,660	3,117	
	Percent	5.41	6.96	7.56	9.80	4.90	6.84	5.15	6.04	
- Over 50 years old	Person	83	77	130	238	79	136	86	159	
	Percent	0.19	0.17	0.27	0.50	0.16	0.27	0.17	0.31	
<b>Turnover</b>										
<b>Employee</b>										
Number of turnover	Person	1,941		1,627		1,786		1,716		
		1,148	793	910	717	1,038	748	958	758	
Rate of turnover	Percent	9.92		8.10		8.51		8.01		
		5.87	4.05	4.53	3.57	4.95	3.56	4.47	3.54	
<b>By age</b>										
- Under 30 years old	Person	484	405	369	376	423	379	427	422	
	Percent	2.47	2.07	1.84	1.87	2.02	1.81	1.99	1.97	
- 30-50 years old	Person	382	274	370	258	365	257	357	252	
	Percent	1.95	1.40	1.84	1.28	1.74	1.23	1.67	1.18	
- Over 50 years old	Person	282	114	171	83	250	112	174	84	
	Percent	1.44	0.58	0.85	0.41	1.19	0.53	0.81	0.39	
<b>Workers</b>										
Number of turnover	Person	11,983		12,521		14,620		25,194		
		5,298	6,685	5,439	7,082	6,582	8,038	11,624	13,570	
Rate of turnover	Percent	26.91		26.31		29.23		48.81		
		11.90	15.01	11.43	14.88	13.16	16.07	22.52	26.29	
<b>By age</b>										
- Under 30 years old	Person	3,463	4,221	3,561	4,397	4,012	4,793	7,537	8,209	
	Percent	7.78	9.48	7.48	9.24	8.02	9.58	14.60	15.90	
- 30-50 years old	Person	1,685	2,007	1,737	2,264	2,365	2,664	3,838	4,828	
	Percent	3.78	4.51	3.65	4.76	4.73	5.33	7.44	9.35	
- Over 50 years old	Person	150	457	141	421	205	581	249	533	
	Percent	0.34	1.03	0.30	0.88	0.41	1.16	0.48	1.03	

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			Male	Female	Male	Female	Male	Female	Male	Female
GRI 404-1	<b>Employee Training and Development</b>									
	Average hours of training for all employees	Hour/ person/ year	15		9.5		14		12	
			17	12	12	7	16	12	14	9
	<b>By level</b>									
	- Top Management		54		25		64		190	
			ND	ND	26	24	65	52	196	98
	- Middle Management		41		25		39		50	
			ND	ND	26	24	40	32	51	47
	- Entry-level Management	Hour/ person/ year	46		31		35		30	
			ND	ND	31	30	34	36	30	30
	- Staff		27		19		22		21	
			ND	ND	22	15	25	20	23	18
	- Worker		7		4		8		6	
			ND	ND	4	4	8	8	7	6

### 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 or farms.
- Average hours of training neither include the Master's and Doctoral Education supported by the Company, nor the training courses that continue during 2016-2019 (GRI 404-1)
- In 2017, the Company started collecting data of employee training and development by level and gender (GRI 404-1)
- In 2018, the Company has changed its definition of employees by level.