

Workforce										
GRI Standards	Performance	Unit	2018		2019		2020		2021	
			Male	Female	Male	Female	Male	Female	Male	Female
GRI 102-8	Total Workforce	Person	134,239		139,239		147,198		128,548	
		Percent	78,966	55,273	80,179	59,060	85,115	62,083	71,401	57,147
	Thailand	Person	58.82	41.18	57.58	42.42	57.82	42.18	55.54	44.46
		Percent	72,319		73,738		71,318		66,350	
	Overseas	Person	34,481	37,838	35,281	38,457	34,141	37,177	32,074	34,276
		Percent	47.68	52.32	47.85	52.15	47.87	52.13	48.34	51.66
	Person	61,920		65,501		75,880		62,198		
	Percent	44,485	17,435	44,898	20,603	50,974	24,906	39,327	22,871	
	Percent	71.84	28.16	68.55	31.45	67.18	32.82	63.23	36.77	

Employee Diversity									
Thailand Operations									
GRI 405-1	By level								
- Top management	Person	60	4	62	4	351	99	356	103
	Percent	0.08	0.01	0.08	0.01	0.49	0.14	0.54	0.16
- Middle management	Person	301	71	767	257	1,379	616	1,352	625
	Percent	0.42	0.10	1.04	0.35	1.93	0.86	2.04	0.94
- Entry-level Management	Person	3,596	1,818	3,233	1,761	2,337	1,417	2,292	1,357
	Percent	4.97	2.51	4.39	2.39	3.28	1.99	3.45	2.05
- Staff	Person	8,553	6,770	8,631	6,935	8,863	7,179	8,354	6,694
	Percent	11.83	9.36	11.71	9.40	12.43	10.07	12.59	10.09
- Worker	Person	21,971	29,175	22,588	29,500	21,211	27,866	19,720	25,497
	Percent	30.38	40.34	30.63	40.00	29.74	39.07	29.72	38.43
By age									
- Under 30 years old	Person	12,729	13,209	13,057	13,700	12,097	12,727	10,426	10,757
	Percent	17.60	18.27	17.71	18.58	16.96	17.85	15.71	16.21
- 30-50 years old	Person	19,398	21,610	19,780	21,658	19,532	21,302	18,960	20,249
	Percent	26.82	29.88	26.83	29.37	27.39	29.87	28.58	30.52
- Over 50 years old	Person	2,354	3,019	2,444	3,099	2,512	3,148	2,688	3,270
	Percent	3.26	4.17	3.31	4.20	3.52	4.41	4.05	4.93
Others									
- Employees with disability	Person	757		774		755		726	
	Percent	1.05		1.05		1.06		1.09	

Thailand and Overseas Operations									
GRI 405-1	By level								
- Top management	Person	404	51	482	60	715	151	680	157
	Percent	0.30	0.04	0.35	0.04	0.48	0.10	0.53	0.12
- Middle management	Person	1,162	256	1,879	497	2,515	859	2,596	949
	Percent	0.86	0.19	1.35	0.36	1.71	0.59	2.02	0.74
- Entry-level Management	Person	6,927	2,694	6,009	2,528	5,400	2,268	4,183	2,012
	Percent	5.16	2.01	4.31	1.82	3.67	1.54	3.25	1.57
- Staff	Person	30,111	12,512	28,761	13,807	32,909	15,187	24,884	13,556
	Percent	22.43	9.32	20.65	9.92	22.36	10.32	19.36	10.55
- Worker	Person	40,362	39,760	43,048	42,168	43,576	43,618	39,058	40,473
	Percent	30.07	29.62	30.92	30.28	29.60	29.63	30.38	31.48

GRI Standards	Performance	Unit	2018		2019		2020		2021	
			Male	Female	Male	Female	Male	Female	Male	Female
<b>Employee Diversity</b>										
<b>Thailand and Overseas Operations</b>										
<b>GRI 405-1</b>	<b>By age</b>									
	- Under 30 years old	Person	28,789	19,798	32,500	22,527	32,236	21,804	24,862	17,653
		Percent	21.45	14.75	23.34	16.18	21.90	14.81	19.34	13.73
	- 30-50 years old	Person	40,805	30,830	39,390	31,750	45,203	34,904	39,944	33,854
		Percent	30.40	22.97	28.29	22.80	30.71	23.71	31.07	26.34
	- Over 50 years old	Person	5,891	4,541	6,219	4,731	7,668	5,383	6,595	5,640
		Percent	4.39	3.38	4.47	3.40	5.21	3.66	5.13	4.39
	<b>Others</b>									
	- Employees with disability	Person	879		899		877		905	
		Percent	0.65		0.65		0.60		0.70	
<b>Hiring</b>										
<b>Thailand Operations</b>										
<b>GRI 401-1</b>	<b>Employee</b>									
	<b>Number of new hires</b>	Person	1,425		1,576		1,570		1,652	
			803	622	885	691	869	701	816	836
	<b>Rate of new hires</b>	Percent	6.73		7.28		7.06		7.82	
			3.79	2.94	4.09	3.19	3.91	3.15	3.86	3.96
	<b>By age</b>									
	- Under 30 years old	Person	629	535	671	559	665	580	614	652
		Percent	2.97	2.53	3.10	2.58	2.99	2.61	2.91	3.09
	- 30-50 years old	Person	147	81	188	124	192	114	154	160
		Percent	0.69	0.38	0.87	0.57	0.86	0.51	0.73	0.76
	- Over 50 years old	Person	27	6	26	8	12	7	48	24
		Percent	0.13	0.03	0.12	0.04	0.06	0.03	0.23	0.11
	<b>By nationality</b>									
	- Thai	Person	797	620	883	690	867	701	815	836
		Percent	3.76	2.93	4.08	3.19	3.90	3.15	3.85	3.96
	- Foreigner	Person	6	2	2	1	2	0	1	0
		Percent	0.03	0.01	0.01	0.005	0.01	0.00	0.01	0
	<b>By level</b>									
	- Top management	Person	0	4	4	5	8	8	11	9
		Percent	0.00	0.02	0.02	0.02	0.04	0.04	0.05	0.04
	- Middle management	Person	8	7	16	16	26	29	40	57
		Percent	0.04	0.03	0.07	0.07	0.12	0.13	0.19	0.27
	- Entry-level Management	Person	28	24	34	17	19	25	39	57
		Percent	0.13	0.11	0.16	0.08	0.08	0.11	0.18	0.27
	- Staff	Person	767	587	831	653	816	639	726	713
		Percent	3.62	2.77	3.84	3.02	3.67	2.87	3.44	3.38
	<b>Others</b>									
	- Employees with disability	Person	0	0	0	0	0	0	1	0
		Percent	0.00	0.00	0.00	0.00	0.00	0.00	0.01	0
<b>GRI 401-1</b>	<b>Worker</b>									
	<b>Number of new hires</b>	Person	16,136		15,743		11,998		19,981	
			7,247	8,889	7,579	8,164	5,519	6,479	9,040	10,941
	<b>Rate of new hires</b>	Percent	31.55		30.22		24.45		44.19	
			14.17	17.38	14.55	15.67	11.25	13.20	19.99	24.20

# People Performance During 2018-2021



GRI Standards	Performance	Unit	2018		2019		2020		2021	
			Male	Female	Male	Female	Male	Female	Male	Female
<b>Hiring</b>										
<b>Thailand Operations</b>										
GRI 401-1	<b>Worker</b>									
	<b>By age</b>									
	- Under 30 years old	Person	4,719	5,332	4,833	4,888	3,607	3,907	5,890	6,642
		Percent	9.23	10.43	9.28	9.38	7.35	7.96	13.02	14.69
	- 30-50 years old	Person	2,449	3,421	2,660	3,117	1,879	2,532	3,051	3,997
		Percent	4.79	6.69	5.11	5.98	3.83	5.16	6.75	8.84
	- Over 50 years old	Person	79	136	86	159	33	40	99	302
		Percent	0.15	0.27	0.16	0.31	0.07	0.08	0.22	0.67
	<b>By nationality</b>									
	- Thai	Person	5,243	5,975	5,468	5,819	5,251	6,216	8,309	10,377
		Percent	10.25	11.68	10.50	11.17	10.70	12.66	18.37	22.95
	- Foreigners	Person	2,004	2,914	2,111	2,345	268	263	731	564
		Percent	3.92	5.70	4.05	4.50	0.55	0.54	1.62	1.25
	<b>Others</b>									
	- Employees with disability	Person	ND	ND	ND	ND	110	54	230	128
		Percent	ND	ND	ND	ND	0.22	0.11	0.51	0.28
<b>Overseas Operations</b>										
GRI 401-1	<b>Employee</b>									
	<b>Number of new hires</b>	Person	7,906		10,473		14,666		4,983	
			5,653	2,253	7,257	3,216	10,043	4,623	3,296	1,687
	<b>Rate of new hires</b>	Percent	24.00		32.35		38.84		17.87	
			17.16	6.84	22.42	9.93	26.59	12.24	11.82	6.05
	<b>By age</b>									
	- Under 30 years old	Person	3,346	1,192	3,902	1,303	6,411	2,631	2,125	1,049
		Percent	10.16	3.62	12.05	4.02	16.98	6.97	7.62	3.71
	- 30-50 years old	Person	2,055	917	3,048	1,694	3,361	1,817	1,046	585
		Percent	6.24	2.78	9.42	5.23	8.90	4.81	3.75	2.10
	- Over 50 years old	Person	220	124	295	213	271	175	125	53
		Percent	0.67	0.38	0.91	0.66	0.72	0.46	0.45	0.19
	<b>By level</b>									
	- Top management	Person	ND	ND	ND	ND	ND	ND	13	5
		Percent	ND	ND	ND	ND	ND	ND	0.05	0.02
	- Middle management	Person	ND	ND	ND	ND	ND	ND	80	34
		Percent	ND	ND	ND	ND	ND	ND	0.29	0.12
	- Entry-level Management	Person	ND	ND	ND	ND	ND	ND	154	70
		Percent	ND	ND	ND	ND	ND	ND	0.55	0.25
	- Staff	Person	ND	ND	ND	ND	ND	ND	3,049	1,578
		Percent	ND	ND	ND	ND	ND	ND	10.93	5.66
GRI 401-1	<b>Worker</b>									
	<b>Number of new hires</b>	Person	10,299		11,827		11,108		10,787	
			6,630	3,669	7,496	4,331	6,729	4,379	6,540	4,247
	<b>Rate of new hires</b>	Percent	35.54		35.70		29.42		31.44	
			22.88	12.66	22.63	13.07	17.65	11.49	19.06	12.38
	<b>By age</b>									
	- Under 30 years old	Person	3,420	1,773	3,490	1,758	3,104	1,296	3,425	1,758
		Percent	11.80	6.12	10.53	5.31	8.14	3.40	9.98	5.19
	- 30-50 years old	Person	2,759	1,639	3,475	2,259	3,075	2,805	2,721	2,277
		Percent	9.52	5.66	10.49	6.82	8.07	7.36	7.93	6.64
	- Over 50 years old	Person	451	257	531	314	550	278	394	212
		Percent	1.56	0.89	1.60	0.95	1.44	0.73	1.15	0.62

## People Performance During 2018-2021



GRI Standards	Performance	Unit	2018		2019		2020		2021	
			Male	Female	Male	Female	Male	Female	Male	Female
<b>Total Turnover</b>										
<b>Thailand Operations</b>										
<b>GRI 401-1</b>	<b>Employee</b>									
	<b>Number of turnover</b>	Person	1,786		1,716		1,469		2,239	
			1,038	748	958	758	843	626	1,053	1,186
	<b>Rate of turnover</b>	Percent	8.44		7.93		6.60		10.59	
			4.90	3.53	4.42	3.50	3.79	2.81	4.98	5.61
<b>By age</b>										
	- Under 30 years old	Person	423	379	427	422	423	372	574	632
		Percent	2.00	1.79	1.97	1.95	1.90	1.67	2.71	2.99
	- 30-50 years old	Person	365	257	357	252	315	213	420	524
		Percent	1.73	1.21	1.65	1.17	1.42	0.96	1.99	2.48
	- Over 50 years old	Person	250	112	174	84	105	41	59	30
		Percent	1.18	0.53	0.80	0.39	0.47	0.18	0.28	0.14
<b>By nationality</b>										
	- Thai	Person	ND	ND	ND	ND	838	625	1,053	1,186
		Percent	ND	ND	ND	ND	3.76	2.81	4.98	5.61
	- Foreigners	Person	ND	ND	ND	ND	5	1	0	0
		Percent	ND	ND	ND	ND	0.02	0.01	0	0
<b>By level</b>										
	- Top management	Person	ND	ND	ND	ND	24	2	10	5
		Percent	ND	ND	ND	ND	0.11	0.01	0.05	0.02
	- Middle management	Person	ND	ND	ND	ND	53	27	53	40
		Percent	ND	ND	ND	ND	0.24	0.12	0.25	0.19
	- Entry-level Management	Person	ND	ND	ND	ND	62	42	87	67
		Percent	ND	ND	ND	ND	0.28	0.19	0.41	0.32
	- Staff	Person	ND	ND	ND	ND	704	555	903	1074
		Percent	ND	ND	ND	ND	3.16	2.49	4.27	5.08
<b>Others</b>										
	- Employees with disability	Person	ND	ND	ND	ND	0	0	1	0
		Percent	ND	ND	ND	ND	0.00	0.00	0.01	0
<b>GRI 401-1</b>	<b>Worker</b>									
	<b>Number of turnover</b>	Person	14,620		25,194		20,793		22,700	
			6,582	8,038	11,624	13,570	9,418	11,375	9,920	12,780
	<b>Rate of turnover</b>	Percent	28.58		48.37		42.37		50.20	
			12.87	15.72	22.32	26.05	19.19	23.18	21.94	28.26
<b>By age</b>										
	- Under 30 years old	Person	4,012	4,793	7,537	8,209	5,934	6,781	6,287	7,545
		Percent	7.84	9.37	14.47	15.76	12.09	13.82	13.90	16.69
	- 30-50 years old	Person	2,365	2,664	3,838	4,828	3,410	4,385	3,540	4,872
		Percent	4.62	5.21	7.37	9.27	6.95	8.93	7.83	10.77
	- Over 50 years old	Person	205	581	249	533	74	209	93	363
		Percent	0.40	1.14	0.48	1.02	0.15	0.43	0.21	0.80
<b>By nationality</b>										
	- Thai	Person	ND	ND	ND	ND	7,397	9,051	8,598	11,301
		Percent	ND	ND	ND	ND	15.07	18.44	19.02	24.99
	- Foreigners	Person	ND	ND	ND	ND	2,021	2,324	1,322	1,479
		Percent	ND	ND	ND	ND	4.12	4.74	2.92	3.27

## People Performance During 2018-2021



GRI Standards	Performance	Unit	2018		2019		2020		2021		
			Male	Female	Male	Female	Male	Female	Male	Female	
<b>Total Turnover</b>											
<b>Thailand Operations</b>											
GRI 401-1	<b>Worker</b>										
	<b>Others</b>										
	- Employees with disability	Person	ND	ND	ND	ND	53	23	38	24	
		Percent	ND	ND	ND	ND	0.11	0.05	0.08	0.05	
<b>Thailand and Overseas Operations</b>											
GRI 401-1	<b>Employee</b>										
	<b>Number of turnover</b>	Person	8,423		7,242		7,402		6,510		
			6,010	2,413	5,531	1,711	5,423	1,979	4,084	2,426	
	<b>Rate of turnover</b>	Percent	15.56		13.41		12.34		13.28		
			11.11	4.46	10.24	3.17	9.04	3.30	8.33	4.95	
	<b>By age</b>										
	- Under 30 years old	Person	3,266	1,375	2,899	924	2,781	982	2,056	1,253	
		Percent	6.04	2.54	5.37	1.71	4.63	1.64	4.20	2.56	
	- 30-50 years old	Person	2,283	852	2,323	661	2,343	811	1,830	1,093	
		Percent	4.22	1.57	4.30	1.22	3.90	1.35	3.73	2.23	
	- Over 50 years old	Person	455	182	298	123	299	186	198	80	
		Percent	0.84	0.34	0.55	0.23	0.50	0.31	0.40	0.16	
	<b>By level</b>										
	- Top management	Person	ND	ND	ND	ND	ND	ND	31	9	
		Percent	ND	ND	ND	ND	ND	ND	0.06	0.02	
	- Middle management	Person	ND	ND	ND	ND	ND	ND	152	70	
		Percent	ND	ND	ND	ND	ND	ND	0.31	0.14	
	- Entry-level Management	Person	ND	ND	ND	ND	ND	ND	294	128	
		Percent	ND	ND	ND	ND	ND	ND	0.60	0.26	
	- Staff	Person	ND	ND	ND	ND	ND	ND	3,607	2,219	
		Percent	ND	ND	ND	ND	ND	ND	7.36	4.53	
GRI 401-1	<b>Worker</b>										
	<b>Number of turnover</b>	Person	23,512		38,720		34,863		36,365		
			12,357	11,155	20,431	18,289	18,101	16,762	18,091	18,274	
	<b>Rate of turnover</b>	Percent	29.35		45.44		39.98		45.72		
			15.42	13.92	23.98	21.46	20.76	19.22	22.75	22.98	
	<b>By age</b>										
	- Under 30 years old	Person	6,934	6,165	13,070	10,740	8,065	7,680	10,447	9,647	
		Percent	8.65	7.69	15.34	12.60	9.25	8.81	13.14	12.13	
	- 30-50 years old	Person	4,840	4,140	6,637	6,657	9,438	7,517	6,968	7,847	
		Percent	6.04	5.17	7.79	7.81	10.82	8.62	8.76	9.87	
	- Over 50 years old	Person	555	453	702	863	598	590	676	780	
		Percent	0.69	0.57	0.82	1.01	0.69	0.68	0.86	0.98	
	<b>Voluntary Turnover</b>										
	<b>Thailand Operations</b>										
	<b>Employee</b>										
		<b>Number of turnover</b>	Person	2,520		1,984		1,157		1,972	
				ND	ND	ND	ND	632	525	878	1,094
		<b>Rate of turnover</b>	Percent	7.65		6.13		5.20		9.33	
				ND	ND	ND	ND	2.84	2.36	4.15	5.18
	<b>By age</b>										
	- Under 30 years old	Person	ND	ND	ND	ND	391	347	517	589	
Percent		ND	ND	ND	ND	1.76	1.56	2.45	2.79		
- 30-50 years old	Person	ND	ND	ND	ND	232	178	352	501		
	Percent	ND	ND	ND	ND	1.04	0.80	1.66	2.37		
- Over 50 years old	Person	ND	ND	ND	ND	9	0	9	4		
	Percent	ND	ND	ND	ND	0.04	0.00	0.04	0.02		

GRI Standards	Performance	Unit	2018		2019		2020		2021	
			Male	Female	Male	Female	Male	Female	Male	Female
<b>Voluntary Turnover</b>										
<b>Thailand Operations</b>										
<b>Employee</b>										
<b>By nationality</b>										
- Thai	Person		ND	ND	ND	ND	628	525	878	1,094
	Percent		ND	ND	ND	ND	2.82	2.36	4.15	5.18
- Foreigners	Person		ND	ND	ND	ND	4	0	0	0
	Percent		ND	ND	ND	ND	0.02	0.00	0	0
<b>By level</b>										
- Top management	Person		ND	ND	ND	ND	3	0	4	4
	Percent		ND	ND	ND	ND	0.01	0.00	0.02	0.02
- Middle management	Person		ND	ND	ND	ND	13	10	29	25
	Percent		ND	ND	ND	ND	0.06	0.05	0.14	0.12
- Entry-level Management	Person		ND	ND	ND	ND	37	36	69	59
	Percent		ND	ND	ND	ND	0.17	0.16	0.32	0.28
- Staff	Person		ND	ND	ND	ND	579	479	776	1,006
	Percent		ND	ND	ND	ND	2.60	2.15	3.67	4.76
<b>Others</b>										
- Employees with disability	Person		0	0	0	0	0	0	0	0
	Percent		0	0	0	0	0	0	0	0
<b>Worker</b>										
<b>Number of turnover</b>	Person		ND	ND	ND	ND	10,211		14,372	
			ND	ND	ND	ND	4,856	5,355	6,278	8,094
<b>Rate of turnover</b>	Percent		ND	ND	ND	ND	20.81		31.78	
			ND	ND	ND	ND	9.89	10.91	13.88	17.90
<b>By age</b>										
- Under 30 years old	Person		ND	ND	ND	ND	2,978	3,161	3,933	4,909
	Percent		ND	ND	ND	ND	6.07	6.44	8.70	10.86
- 30-50 years old	Person		ND	ND	ND	ND	1,837	2,142	2,296	3,013
	Percent		ND	ND	ND	ND	3.74	4.37	5.07	6.66
- Over 50 years old	Person		ND	ND	ND	ND	41	52	49	172
	Percent		ND	ND	ND	ND	0.08	0.11	0.11	0.38
<b>By nationality</b>										
- Thai	Person		ND	ND	ND	ND	4,157	4,783	5,539	7,396
	Percent		ND	ND	ND	ND	8.47	9.75	12.25	16.36
- Foreigners	Person		ND	ND	ND	ND	699	572	739	698
	Percent		ND	ND	ND	ND	1.42	1.17	1.63	1.54
<b>Others</b>										
- Employees with disability	Person		ND		ND		67		49	
	Percent		ND		ND		0.14		0.11	
<b>Thailand and Overseas Operations</b>										
<b>Employee</b>										
<b>Number of turnover</b>	Person		5,450		5,370		5,991		6,041	
			2,445	485	2,773	613	4,384	1,607	3,764	2,277
<b>Rate of turnover</b>	Percent		10.07		9.94		9.98		12.32	
			4.52	0.90	5.13	1.13	7.31	2.68	7.68	4.65

GRI Standards	Performance	Unit	2018		2019		2020		2021	
			Male	Female	Male	Female	Male	Female	Male	Female
<b>Voluntary Turnover</b>										
<b>Thailand and Overseas Operations</b>										
<b>Employee</b>										
<b>By age</b>										
- Under 30 years old	Person		1,266	266	1,295	283	1,952	756	1,979	1,193
	Percent		2.34	0.49	2.40	0.52	3.25	1.26	4.00	2.41
- 30-50 years old	Person		1,099	200	1,418	308	1,520	535	1,658	1,037
	Percent		2.03	0.37	2.62	0.57	2.53	0.89	3.38	2.12
- Over 50 years old	Person		80	19	60	22	74	30	127	47
	Percent		0.15	0.04	0.11	0.04	0.12	0.05	0.26	0.10
<b>By level</b>										
- Top management	Person		ND	ND	ND	ND	ND	ND	19	8
	Percent		ND	ND	ND	ND	ND	ND	0.04	0.02
- Middle management	Person		ND	ND	ND	ND	ND	ND	107	52
	Percent		ND	ND	ND	ND	ND	ND	0.22	0.11
- Entry-level Management	Person		ND	ND	ND	ND	ND	ND	262	120
	Percent		ND	ND	ND	ND	ND	ND	0.53	0.24
- Staff	Person		ND	ND	ND	ND	ND	ND	3,376	2,097
	Percent		ND	ND	ND	ND	ND	ND	6.89	4.24
<b>Worker</b>										
<b>Number of turnover</b>	Person		3,321		3,778		22,755		27,658	
			2,252	1,069	2,561	1,217	12,571	10,184	14,213	13,445
<b>Rate of turnover</b>	Percent		4.14		4.43		26.10		34.78	
			2.81	1.33	3.01	1.43	14.42	11.68	17.87	16.91
<b>By age</b>										
- Under 30 years old	Person		1,062	402	1,186	440	4,162	3,594	7,998	6,959
	Percent		1.33	0.50	1.39	0.52	4.77	4.12	10.11	8.75
- 30-50 years old	Person		966	525	1,122	615	3,128	3,064	5,620	5,921
	Percent		1.21	0.66	1.32	0.72	3.59	3.51	7.07	7.44
- Over 50 years old	Person		224	142	253	162	348	279	595	565
	Percent		0.28	0.18	0.30	0.19	0.40	0.32	0.75	0.72
<b>Open Positions Filled by Internal Candidates</b>										
<b>Thailand Operations</b>										
DJSI 3.6.1 Hiring	<b>Number of total open positions</b>	Person	2,213		1,578		3,667		3,431	
	<b>filled by internal candidates</b>		ND	ND	ND	ND	2,288	1,379	2,144	1,287
	<b>Rate of total open positions</b>	Percent	30.93		19.16		55.78		65.44	
	<b>filled by internal candidates</b>		ND	ND	ND	ND	34.80	20.98	40.89	24.55
<b>By age</b>										
- Under 30 years old	Person		ND	ND	ND	ND	636	436	671	596
	Percent		ND	ND	ND	ND	9.67	6.63	12.80	11.37
- 30-50 years old	Person		ND	ND	ND	ND	1,486	873	1,310	629
	Percent		ND	ND	ND	ND	22.60	13.28	24.98	12.00
- Over 50 years old	Person		ND	ND	ND	ND	166	70	163	62
	Percent		ND	ND	ND	ND	2.53	1.07	3.11	1.18
<b>By nationality</b>										
- Thai	Person		ND	ND	ND	ND	2,287	1,379	2,141	1,287
	Percent		ND	ND	ND	ND	34.79	20.98	40.83	24.55
- Foreigners	Person		ND	ND	ND	ND	1	0	3	0
	Percent		ND	ND	ND	ND	0.01	0.00	0.06	0.00
<b>By level</b>										
- Top management	Person		ND	ND	ND	ND	0	0	42	3
	Percent		ND	ND	ND	ND	0.00	0.00	0.80	0.06
- Middle management	Person		ND	ND	ND	ND	191	48	221	48
	Percent		ND	ND	ND	ND	2.90	0.73	4.21	0.92

GRI Standards	Performance	Unit	2018		2019		2020		2021	
			Male	Female	Male	Female	Male	Female	Male	Female
<b>Open Positions Filled by Internal Candidates</b>										
<b>Thailand Operations</b>										
<b>By level</b>										
- Entry-level Management	Person		ND	ND	ND	ND	441	116	454	126
	Percent		ND	ND	ND	ND	6.71	1.77	8.66	2.40
- Staff	Person		ND	ND	ND	ND	1,656	1,215	1,427	1,110
	Percent		ND	ND	ND	ND	25.19	18.48	27.22	21.17
<b>Others</b>										
- Employees with disability	Person		ND		ND		3		1	
	Percent		ND		ND		0.05		0.02	
<b>Average Hiring Cost</b>										
		Baht/								
<b>Average Hiring Cost</b>		person/	1,997		2,285		6,155		2,412	
		year								

<b>Human Capital Development</b>										
<b>Thailand Operations</b>										
<b>GRI 404-1</b>	<b>Employee Training and Development Hours</b>									
Average hours of training for all employees	Hour/		47.11		39.40		39.33		14.37	
	person/		41.97	52.26	35.79	43.01	35.10	43.22	16.16	12.69
<b>By Type</b>										
Average hours of mandatory training	Hour/		40.29		30.51		30.61		4.75	
	person/		33.50	47.09	24.64	36.38	24.93	36.30	5.71	3.86
Average hours of non-mandatory training	year		6.82		8.89		8.55		9.61	
	year		8.47	5.17	11.15	6.64	10.17	6.92	10.45	8.83
<b>By age</b>										
- Under 30 years old	Hour/		45.16		34.94		36.85		11.13	
	person/		43.32	47.00	33.77	36.12	34.63	38.95	11.42	10.85
- 30-50 years old	person/		48.62		42.02		40.20		15.43	
	year		42.35	54.89	37.08	46.97	34.77	45.18	17.70	13.29
- Over 50 years old	year		43.99		41.01		43.98		18.89	
	year		31.56	56.42	36.17	45.86	39.96	47.18	23.66	14.97
<b>By level</b>										
- Top Management			176.50		621.03		95.34		60.61	
			144.87	208.13	393.79	848.28	101.74	72.65	62.86	52.83
- Middle Management			266.88		113.48		44.80		38.94	
	Hour/		199.85	333.92	102.84	124.12	49.79	33.63	38.32	40.30
- Entry-level Management	person/		26.37		31.68		32.56		36.34	
	year		23.66	29.07	27.63	35.74	29.98	36.82	35.86	37.16
- Staff	year		56.42		54.42		45.36		30.88	
			51.33	61.51	48.24	60.61	41.23	50.45	30.94	30.81
- Worker			44.86		33.72		37.15		5.55	
			38.88	50.85	28.94	38.50	31.05	41.79	5.25	5.79



GRI Standards	Performance	Unit	2018		2019		2020		2021	
			Male	Female	Male	Female	Male	Female	Male	Female
<b>Human Capital Development</b>										
<b>Thailand and Overseas Operations</b>										
<b>GRI 404-1</b>	<b>Employee Training and Development Hours</b>									
	<b>Average hours of FTEs Globally</b>	Hour/	43.36		34.43		24		10.34	
		person/	36.95	49.77	32.29	36.57	19	29	10.48	10.21
	<b>By age</b>									
	- Under 30 years old		26.2		18.3		22.4		5.94	
		Hour/	21.4	33.3	15.2	22.7	20.2	25.6	5.90	5.98
	- 30-50 years old	person/	28.2		25.0		25.2		7.15	
		year	20.3	38.6	19.1	32.3	23.1	27.9	7.75	6.51
	- Over 50 years old		23.5		21.1		22.3		7.97	
		year	12.6	37.5	14.2	30.0	18.5	27.6	9.02	6.88
	<b>By level</b>									
	- Top Management		24.5		83.4		52.2		23.57	
		Hour/	25.3	18.2	55.4	59.9	49.9	49.2	23.70	23.07
	- Middle Management		63.3		42.2		29.7		15.91	
		Hour/	55.8	97.5	45.6	67.2	27.3	26.5	15.25	17.55
	- Entry-level Management	person/	16.2		18.8		21.0		16.40	
		year	14.3	21.0	18.3	27.8	13.0	26.5	15.87	17.41
	- Staff		22.2		22.7		20.1		11.79	
		year	16.8	35.2	19.1	33.3	11.1	26.9	11.00	13.07
	- Worker		30.1		22.1		23.1		3.38	
		year	22.3	38.0	16.1	27.4	17.7	28.5	3.32	3.43

**Employee Training and Development Average Amount Spent During 2020 - 2021**

<b>DJSI 3.5.1</b>		Baht/								
<b>Training &amp; Development</b>	<b>FTEs Globally</b>	person/					18,045		1,380	
<b>Inputs</b>		year								
	<b>By level</b>									
	- Top Management						34,297		4,100	
	- Middle Management	Baht/					8,715		1,421	
	- Entry-level Management	person/					6,290		1,156	
	- Staff	year					11,357		768	
	- Worker						421		116	

**Workforce Breakdown during 2021**

			2030 Target	2021
<b>DJSI 3.2.2</b>	<b>Thailand Operations</b>			
<b>Workforce Breakdown:</b>	Share of women in all management positions, including junior, middle and top management, of total management position	Percent	37	34.26
<b>Gender</b>	Share of women in junior management positions of total junior management positions	Percent	40	37.19
	Share of women in top management positions of total top management positions	Percent	25	22.44

Workforce Breakdown during 2021				
Thailand Operations			2030 Target	2021
<b>DJSI 3.2.2</b>	Share of women in			
<b>Workforce</b>	management positions in			
<b>Breakdown:</b>	revenue-generating functions	Percent	27	24.80
<b>Gender</b>	(e.g. sales) of total management positions			
<hr/>				
	Share of women in STEM-			
	related positions of total STEM	Percent	37	34.58
	positions			
<hr/>				
Thailand + Overseas Operations				
<b>DJSI 3.2.3</b>	Share in Total Workforce			
<b>Workforce</b>	Thai			47.04
<b>Breakdown:</b>	Vietnamese			22.17
<b>Nationality</b>	Chinese	Percent	7.64	
	Cambodian			4.65
	Others			18.50

Workforce Breakdown during 2021				
Thailand + Overseas Operations				
Share in All Management Positions				
<b>DJSI 3.2.3</b>	Share in All Management Positions			
<b>Workforce</b>	Thai			67.32
<b>Breakdown:</b>	Vietnamese			12.22
<b>Nationality</b>	Chinese	Percent	3.55	
	Cambodian			1.30
	Others			15.61

**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.
- Average hours of training and development, and average amount spent on training and development neither include the Master's and Doctoral Education supported by
- In 2018-2019, the Company changed its definition of employees by level for Thailand operation.
- In 2018, the Company has no data for some part of India and Philippines operations.
- In 2018-2019, the Company has no data for employee turnover by age of some part of the USA operations.
- In 2021, the Company has no data for employee training and development hours by age in Germany.