

Workforce										
GRI Standards	Performance	Unit	2020		2021		2022		2023	
			Male	Female	Male	Female	Male	Female	Male	Female
GRI 102-8	Total Workforce	Person	147,198		128,548		135,284		135,446	
			85,115	62,083	71,401	57,147	75,003	60,281	74,711	60,735
		Percent	57.82	42.18	55.54	44.46	55.44	44.56	55.16	44.84
	Thailand	Person	71,318		66,350		69,618		69,921	
			34,141	37,177	32,074	34,276	33,361	36,257	33,301	36,620
		Percent	47.87	52.13	48.34	51.66	47.92	52.08	47.63	52.37
Overseas	Person	75,880		62,198		65,666		65,525		
		50,974	24,906	39,327	22,871	41,642	24,024	41,410	24,115	
	Percent	67.18	32.82	63.23	36.77	63.41	36.59	63.20	36.80	

Employee Diversity

Thailand Operations

GRI 405-1	By level									
- Top management	Person	351	99	356	103	323	111	318	110	
	Percent	0.49	0.14	0.54	0.16	0.46	0.16	0.45	0.16	
- Middle management	Person	1,379	616	1,352	625	1,388	685	1,400	724	
	Percent	1.93	0.86	2.04	0.94	1.99	0.98	2.00	1.04	
- Entry-level Management	Person	2,337	1,417	2,292	1,357	2,251	1,429	2,268	1,502	
	Percent	3.28	1.99	3.45	2.05	3.22	2.04	3.24	2.15	
- Staff	Person	8,863	7,179	8,354	6,694	8,273	6,923	8,371	7,146	
	Percent	12.43	10.07	12.59	10.09	11.88	9.94	11.97	10.22	
- Worker	Person	21,211	27,866	19,720	25,497	21,126	27,109	20,944	27,138	
	Percent	29.74	39.07	29.72	38.43	30.35	38.94	29.95	38.81	
By age										
- Under 30 years old	Person	12,097	12,727	10,426	10,757	11,263	12,126	12,256	13,291	
	Percent	16.96	17.85	15.71	16.21	16.18	17.42	17.53	19.01	
- 30-50 years old	Person	19,532	21,302	18,960	20,249	19,410	20,774	18,823	20,638	
	Percent	27.39	29.87	28.58	30.52	27.88	29.84	26.92	29.52	
- Over 50 years old	Person	2,512	3,148	2,688	3,270	2,688	3,357	2,222	2,691	
	Percent	3.52	4.41	4.05	4.93	3.86	4.82	3.18	3.85	
Others										
- Employees with disability	Person	755		726		671		717		
	Percent	1.06		1.09		0.96		1.03		

Thailand and Overseas Operations

GRI 405-1	By level								
- Top management	Person	715	151	680	157	610	160	706	208
	Percent	0.48	0.10	0.53	0.12	0.45	0.12	0.52	0.15
- Middle management	Person	2,515	859	2,596	949	2,617	1,050	2,792	1,135
	Percent	1.71	0.59	2.02	0.74	1.93	0.78	2.06	0.84
- Entry-level Management	Person	5,400	2,268	4,183	2,012	4,156	2,129	4,280	2,282
	Percent	3.67	1.54	3.25	1.57	3.07	1.57	3.16	1.68
- Staff	Person	32,909	15,187	24,884	13,556	25,675	14,541	24,638	14,321
	Percent	22.36	10.32	19.36	10.55	18.96	10.74	18.19	10.57
- Worker	Person	43,576	43,618	39,058	40,473	41,945	42,401	42,295	42,789
	Percent	29.60	29.63	30.38	31.48	30.97	31.30	31.23	31.59

GRI Standards	Performance	Unit	2020		2021		2022		2023	
			Male	Female	Male	Female	Male	Female	Male	Female
Employee Diversity										
Thailand and Overseas Operations										
GRI 405-1	By age									
- Under 30 years old	Person	32,236	21,804	24,862	17,653	26,253	19,611	26,574	20,542	
	Percent	21.90	14.81	19.34	13.73	19.38	14.48	19.62	15.17	
- 30-50 years old	Person	45,203	34,904	39,944	33,854	41,869	34,852	41,553	35,055	
	Percent	30.71	23.71	31.07	26.34	30.91	25.73	30.68	25.88	
- Over 50 years old	Person	7,668	5,383	6,595	5,640	6,881	5,818	6,584	5,138	
	Percent	5.21	3.66	5.13	4.39	5.08	4.30	4.86	3.79	
Others										
- Employees with disability	Person	877		905		939		961		
	Percent	0.60		0.70		0.69		1.47		

Hiring										
Thailand Operations										
GRI 401-1	Employee									
Number of new hires	Person	1,570		1,652		2,609		3,074		
		869	701	816	836	1,274	1,335	1,532	1,542	
Rate of new hires	Percent	7.06		7.82		11.95		14.08		
		3.91	3.15	3.86	3.96	5.83	6.11	7.01	7.06	
By age										
- Under 30 years old	Person	665	580	614	652	924	1,022	1,149	1,250	
	Percent	2.99	2.61	2.91	3.09	4.32	4.78	5.26	5.72	
- 30-50 years old	Person	192	114	154	160	342	312	371	290	
	Percent	0.86	0.51	0.73	0.76	1.60	1.46	1.70	1.33	
- Over 50 years old	Person	12	7	48	24	8	1	12	2	
	Percent	0.06	0.03	0.23	0.11	0.04	0.005	0.05	0.009	
By nationality										
- Thai	Person	867	701	815	836	1,273	1,335	1,532	1,542	
	Percent	3.90	3.15	3.85	3.96	5.83	6.11	7.01	7.06	
- Foreigner	Person	2	0	1	0	1	0	0	0	
	Percent	0.01	0.00	0.01	0	0.005	0	0	0	
By level										
- Top management	Person	8	8	11	9	10	4	6	4	
	Percent	0.04	0.04	0.05	0.04	0.05	0.02	0.03	0.02	
- Middle management	Person	26	29	40	57	47	56	59	57	
	Percent	0.12	0.13	0.19	0.27	0.22	0.26	0.27	0.26	
- Entry-level Management	Person	19	25	39	57	87	149	148	148	
	Percent	0.08	0.11	0.18	0.27	0.41	0.70	0.68	0.68	
- Staff	Person	816	639	726	713	1,130	1,126	1,319	1,333	
	Percent	3.67	2.87	3.44	3.38	5.28	5.27	6.04	6.10	
Others										
- Employees with disability	Person	0	0	1	0	0	0	0	0	
	Percent	0.00	0.00	0.01	0	0.00	0	0	0	

GRI Standards	Performance	Unit	2020		2021		2022		2023	
			Male	Female	Male	Female	Male	Female	Male	Female
Hiring										
Thailand Operations										
GRI 401-1	Worker									
	Number of new hires	Person	11,998		19,981		26,766		22,921	
			5,519	6,479	9,040	10,941	12,053	14,713	9,902	13,019
	Rate of new hires	Percent	24.45		44.19		55.49		47.67	
			11.25	13.20	19.99	24.20	24.99	30.50	20.59	27.08
by age										
	- Under 30 years old	Person	3,607	3,907	5,890	6,642	7,568	8,854	6,624	7,915
		Percent	7.35	7.96	13.02	14.69	15.73	18.36	13.78	16.46
	- 30-50 years old	Person	1,879	2,532	3,051	3,997	4,388	5,729	3,173	4,784
		Percent	3.83	5.16	6.75	8.84	9.10	11.88	6.60	9.95
	- Over 50 years old	Person	33	40	99	302	79	130	105	320
		Percent	0.07	0.08	0.22	0.67	0.16	0.27	0.22	0.67
By nationality										
	- Thai	Person	5,251	6,216	8,309	10,377	9,528	12,067	8,266	11,129
		Percent	10.70	12.66	18.37	22.95	19.75	25.02	17.19	23.15
	- Foreigners	Person	268	263	731	564	2,525	2,646	1,636	1,890
		Percent	0.55	0.54	1.62	1.25	5.23	5.49	3.40	3.93
Others										
	- Employees with disability	Person	110	54	230	128	134	70	171	84
		Percent	0.22	0.11	0.51	0.28	0.28	0.15	0.36	0.17
Thailand and Overseas Operations										
GRI 401-1	Employee									
	Number of new hires	Person	14,666		4,983		5,820		6,598	
			10,043	4,623	3,296	1,687	3,809	2,011	3,905	2,693
	Rate of new hires	Percent	38.84		10.17		19.69		13.10	
			26.59	12.24	6.72	3.44	12.89	6.80	7.75	5.35
By age										
	- Under 30 years old	Person	6,411	2,631	2,125	1,049	2,651	1,408	2,666	2,008
		Percent	16.98	6.97	4.34	3.71	8.97	4.76	5.29	3.99
	- 30-50 years old	Person	3,361	1,817	1,046	585	1,071	557	1,174	636
		Percent	8.90	4.81	2.13	1.19	3.75	1.95	2.33	1.26
	- Over 50 years old	Person	271	175	125	53	87	46	65	49
		Percent	0.72	0.46	0.26	0.11	0.31	0.16	0.13	0.10
By level										
	- Top management	Person	ND	ND	13	5	7	0	22	12
		Percent	ND	ND	0.03	0.01	0.02	0.00	0.04	0.02
	- Middle management	Person	ND	ND	80	34	55	17	115	84
		Percent	ND	ND	0.16	0.07	0.19	0.06	0.23	0.17
	- Entry-level Management	Person	ND	ND	154	70	119	49	228	185
		Percent	ND	ND	0.31	0.14	0.42	0.17	0.45	0.37
	- Staff	Person	ND	ND	3,049	1,578	3,628	1,945	3,540	2,412
		Percent	ND	ND	6.22	3.22	12.72	6.82	7.03	4.79

GRI Standards	Performance	Unit	2020		2021		2022		2023	
			Male	Female	Male	Female	Male	Female	Male	Female
Hiring										
Thailand and Overseas Operations										
GRI 401-1	Worker									
	Number of new hires	Person	11,108		10,787		19,748		35,746	
			6,729	4,379	6,540	4,247	12,210	7,538	17,619	18,127
	Rate of new hires	Percent	29.42		13.56		23.21		42.01	
			17.65	11.49	8.22	5.34	14.35	8.86	20.71	21.30
By age										
	- Under 30 years old	Person	3,104	1,296	3,425	1,758	6,523	3,494	10,450	9,844
		Percent	8.14	3.40	4.31	5.19	7.67	4.11	12.28	11.57
	- 30-50 years old	Person	3,075	2,805	2,721	2,277	5,083	3,697	6,558	7,673
		Percent	8.07	7.36	3.42	2.86	5.97	4.35	7.71	9.02
	- Over 50 years old	Person	550	278	394	212	604	347	611	610
		Percent	1.44	0.73	0.50	0.27	0.71	0.41	0.72	0.72

Total Turnover										
Thailand Operations										
GRI 401-1	Employee									
	Number of turnover	Person	1,469		2,239		2,654		2,644	
			843	626	1,053	1,186	1,475	1,179	1,398	1,246
	Rate of turnover	Percent	6.60		10.59		12.41		12.11	
			3.79	2.81	4.98	5.61	6.90	5.51	6.40	5.71
By age										
	- Under 30 years old	Person	423	372	574	632	628	661	588	691
		Percent	1.90	1.67	2.71	2.99	2.88	3.03	2.69	3.16
	- 30-50 years old	Person	315	213	420	524	543	372	495	372
		Percent	1.42	0.96	1.99	2.48	2.49	1.70	2.27	1.70
	- Over 50 years old	Person	105	41	59	30	304	146	315	183
		Percent	0.47	0.18	0.28	0.14	1.39	0.67	1.44	0.84
By nationality										
	- Thai	Person	838	625	1,053	1,186	1,473	1,179	1,393	1,246
		Percent	3.76	2.81	4.98	5.61	6.89	5.51	6.38	5.71
	- Foreigners	Person	5	1	0	0	2	0	5	0
		Percent	0.02	0.01	0	0	0.01	0.00	0.02	0.00
By level										
	- Top management	Person	24	2	10	5	36	10	30	15
		Percent	0.11	0.01	0.05	0.02	0.17	0.05	0.14	0.07
	- Middle management	Person	53	27	53	40	119	73	124	75
		Percent	0.24	0.12	0.25	0.19	0.56	0.34	0.57	0.34
	- Entry-level Management	Person	62	42	87	67	188	130	171	142
		Percent	0.28	0.19	0.41	0.32	0.88	0.61	0.78	0.65
	- Staff	Person	704	555	903	1,074	1,132	966	1,073	1,014
		Percent	3.16	2.49	4.27	5.08	5.29	4.52	4.91	4.64
Others										
	- Employees with disability	Person	0	0	1	0	1	1	3	1
		Percent	0.00	0.00	0.01	0	0.005	0.005	0.014	0.005

GRI Standards	Performance	Unit	2020		2021		2022		2023	
			Male	Female	Male	Female	Male	Female	Male	Female
Total Turnover										
Thailand Operations										
GRI 401-1	Worker									
	Number of turnover	Person	20,793		22,700		23,043		22,474	
			9,418	11,375	9,920	12,780	10,266	12,777	9,825	12,649
	Rate of turnover	Percent	42.37		50.20		47.77		46.74	
			19.19	23.18	21.94	28.26	21.28	26.49	20.43	26.31
By age										
	- Under 30 years old	Person	5,934	6,781	6,287	7,545	6,186	7,186	5,830	6,885
		Percent	12.09	13.82	13.90	16.69	12.82	14.90	12.13	14.32
	- 30-50 years old	Person	3,410	4,385	3,540	4,872	3,772	4,806	3,678	4,904
		Percent	6.95	8.93	7.83	10.77	7.82	9.96	7.65	10.20
	- Over 50 years old	Person	74	209	93	363	308	785	317	860
		Percent	0.15	0.43	0.21	0.80	0.64	1.63	0.66	1.79
By nationality										
	- Thai	Person	7,397	9,051	8,598	11,301	9,285	11,784	8,080	10,647
		Percent	15.07	18.44	19.02	24.99	19.31	24.51	16.80	22.14
	- Foreigners	Person	2,021	2,324	1,322	1,479	981	993	1,745	2,002
		Percent	4.12	4.74	2.92	3.27	2.04	2.07	3.63	4.16
Others										
	- Employees with disability	Person	53	23	38	24	237	113	116	64
		Percent	0.11	0.05	0.08	0.05	0.49	0.24	0.24	0.13
Total Turnover										
Thailand and Overseas Operations										
GRI 401-1	Employee									
	Number of turnover	Person	7,402		6,510		7,944		7,374	
			5,423	1,979	4,084	2,426	5,206	2,738	4,777	2,597
	Rate of turnover	Percent	12.34		13.28		15.60		14.64	
			9.04	3.30	8.33	4.95	10.22	5.38	9.49	5.16
By age										
	- Under 30 years old	Person	2,781	982	2,056	1,253	2,648	1,495	2,161	1,405
		Percent	4.63	1.64	4.20	2.56	5.20	2.93	4.29	2.79
	- 30-50 years old	Person	2,343	811	1,830	1,093	2,095	1,019	2,094	921
		Percent	3.90	1.35	3.73	2.23	4.11	2.00	4.16	1.83
	- Over 50 years old	Person	299	186	198	80	463	224	522	271
		Percent	0.50	0.31	0.40	0.16	0.91	0.44	1.04	0.54
By level										
	- Top management	Person	ND	ND	31	9	69	16	63	23
		Percent	ND	ND	0.06	0.02	0.14	0.03	0.13	0.05
	- Middle management	Person	ND	ND	152	70	203	105	246	118
		Percent	ND	ND	0.31	0.14	0.40	0.21	0.49	0.23
	- Entry-level Management	Person	ND	ND	294	128	380	179	439	224
		Percent	ND	ND	0.60	0.26	0.75	0.36	0.87	0.44
	- Staff	Person	ND	ND	3,607	2,219	4,554	2,438	4,029	2,232
		Percent	ND	ND	7.36	4.53	9.04	4.84	8.00	4.43

GRI Standards	Performance	Unit	2020		2021		2022		2023	
			Male	Female	Male	Female	Male	Female	Male	Female
Total Turnover										
Thailand and Overseas Operations										
GRI 401-1	Worker		34,863		36,365		42,105		39,969	
	Number of turnover	Person	18,101	16,762	18,091	18,274	21,733	20,372	20,474	19,495
	Rate of turnover	Percent	20.76	19.22	22.75	22.98	16.39	15.37	24.06	22.91
By age										
	- Under 30 years old	Person	8,065	7,680	10,447	9,647	12,112	10,337	10,943	9,484
		Percent	9.25	8.81	13.14	12.13	9.14	7.80	12.86	11.15
	- 30-50 years old	Person	9,438	7,517	6,968	7,847	8,625	8,750	8,418	8,465
		Percent	10.82	8.62	8.76	9.87	6.51	6.60	9.89	9.95
	- Over 50 years old	Person	598	590	676	780	996	1,285	1,113	1,546
		Percent	0.69	0.68	0.86	0.98	0.75	0.97	1.31	1.82

Voluntary Turnover										
Thailand Operations										
Employee										
	Number of turnover	Person	1,157		1,972		2,014		2,020	
			632	525	878	1,094	1,045	969	987	1,033
	Rate of turnover	Percent	5.20		9.33		9.42		9.25	
			2.84	2.36	4.15	5.18	4.89	4.53	4.52	4.73
By age										
	- Under 30 years old	Person	391	347	517	589	595	632	558	666
		Percent	1.76	1.56	2.45	2.79	2.72	2.89	2.56	3.05
	- 30-50 years old	Person	232	178	352	501	439	333	414	349
		Percent	1.04	0.80	1.66	2.37	2.01	1.52	1.90	1.60
	- Over 50 years old	Person	9	0	9	4	11	4	15	18
		Percent	0.04	0.00	0.04	0.02	0.05	0.02	0.07	0.08
By nationality										
	- Thai	Person	628	525	878	1,094	1,044	969	985	1,033
		Percent	2.82	2.36	4.15	5.18	4.88	4.53	4.51	4.73
	- Foreigners	Person	4	0	0	0	1	0	2	0
		Percent	0.02	0.00	0	0	0.005	0	0.009	0
By level										
	- Top management	Person	3	0	4	4	8	3	4	9
		Percent	0.01	0.00	0.02	0.02	0.04	0.01	0.02	0.04
	- Middle management	Person	13	10	29	25	42	39	48	42
		Percent	0.06	0.05	0.14	0.12	0.20	0.18	0.22	0.19
	- Entry-level Management	Person	37	36	69	59	115	110	105	108
		Percent	0.17	0.16	0.32	0.28	0.54	0.51	0.48	0.49
	- Staff	Person	579	479	776	1,006	880	817	830	874
		Percent	2.60	2.15	3.67	4.76	4.12	3.82	3.80	4.00
Others										
	- Employees with disability	Person	0	0	0	0	0	0	2	0
		Percent	0	0	0	0	0	0	0	0

GRI Standards	Performance	Unit	2020		2021		2022		2022		
			Male	Female	Male	Female	Male	Female	Male	Female	
Voluntary Turnover											
Thailand Operations											
Worker											
Number of turnover	Person	10,211		14,372		13,303		12,918			
		4,856	5,355	6,278	8,094	6,066	7,237	5,862	7,056		
Rate of turnover	Percent	20.81		31.78		27.58		26.87			
		9.89	10.91	13.88	17.90	12.58	15.00	12.19	14.67		
By age											
- Under 30 years old	Person	2,978	3,161	3,933	4,909	3,779	4,312	3,681	4,234		
	Percent	6.07	6.44	8.70	10.86	7.83	8.94	7.66	8.81		
- 30-50 years old	Person	1,837	2,142	2,296	3,013	2,242	2,804	2,130	2,728		
	Percent	3.74	4.37	5.07	6.66	4.65	5.81	4.43	5.67		
- Over 50 years old	Person	41	52	49	172	45	121	51	94		
	Percent	0.08	0.11	0.11	0.38	0.09	0.25	0.11	0.20		
By nationality											
- Thai	Person	4,157	4,783	5,539	7,396	5,661	6,843	5,270	6,465		
	Percent	8.47	9.75	12.25	16.36	11.74	14.19	10.96	13.45		
- Foreigners	Person	699	572	739	698	405	394	592	591		
	Percent	1.42	1.17	1.63	1.54	0.84	0.82	1.23	1.23		
Others											
- Employees with disability	Person	67		49		36		6		48	
	Percent	0.14		0.11		0.07		0.01		0.10	

Voluntary Turnover										
Thailand and Overseas Operations										
Employee										
Number of turnover	Person	5,991		6,041		7,155		5,828		
		4,384	1,607	3,764	2,277	4,670	2,485	3,595	2,233	
Rate of turnover	Percent	9.98		12.32		14.21		0.12		
		7.31	2.68	7.68	4.65	9.27	4.93	0.07	0.04	
By age										
- Under 30 years old	Person	1,952	756	1,979	1,193	2,602	1,456	1,905	1,343	
	Percent	3.25	1.26	4.00	2.41	5.11	2.86	0.04	0.03	
- 30-50 years old	Person	1,520	535	1,658	1,037	1,928	957	1,550	811	
	Percent	2.53	0.89	3.38	2.12	3.78	1.88	0.03	0.02	
- Over 50 years old	Person	74	30	127	47	140	72	140	79	
	Percent	0.12	0.05	0.26	0.10	0.27	0.14	0.00	0.00	
By level										
- Top management	Person	ND	ND	19	8	30	6	16	12	
	Percent	ND	ND	0.04	0.02	0.06	0.01	0.00	0.00	
- Middle management	Person	ND	ND	107	52	116	69	126	71	
	Percent	ND	ND	0.22	0.11	0.23	0.14	0.00	0.00	
- Entry-level Management	Person	ND	ND	262	120	293	158	291	170	
	Percent	ND	ND	0.53	0.24	0.58	0.31	0.01	0.00	
- Staff	Person	ND	ND	3,376	2,097	4,231	2,252	3,162	1,980	
	Percent	ND	ND	6.89	4.24	8.31	4.42	0.06	0.04	

GRI Standards	Performance	Unit	2020		2021		2022		2023	
			Male	Female	Male	Female	Male	Female	Male	Female
Voluntary Turnover										
Thailand and Overseas Operations										
Worker										
Number of turnover	Person	22,755		27,658		31,756		28,382		
		12,571	10,184	14,213	13,445	17,132	14,624	15,388	12,994	
Rate of turnover	Percent	26.10		34.78		0.00		33.36		
		14.42	11.68	17.87	16.91	16.91	0.00	18.09	15.27	
By age										
- Under 30 years old	Person	4,162	3,594	7,998	6,959	9,501	7,379	8,230	6,486	
	Percent	4.77	4.12	10.11	8.75	7.17	5.57	9.67	7.62	
- 30-50 years old	Person	3,128	3,064	5,620	5,921	6,944	6,635	6,380	5,853	
	Percent	3.59	3.51	7.07	7.44	5.24	5.00	7.50	6.88	
- Over 50 years old	Person	348	279	595	565	687	610	778	655	
	Percent	0.40	0.32	0.75	0.72	0.52	0.46	0.91	0.77	
Open Positions Filled by Internal Candidates										
Thailand Operations										
Hiring	Number of total open positions filled by internal candidates	Person	3,667		3,431		2,759		2,761	
			2,288	1,379	2,144	1,287	1,596	1,163	1,556	1,205
Rate of total open positions filled by internal candidates	Percent	55.78		65.44		44.77		47.32		
		34.80	20.98	40.89	24.55	25.90	18.87	26.67	20.65	
By age										
- Under 30 years old	Person	636	436	671	596	523	646	528	649	
	Percent	9.67	6.63	12.80	11.37	8.49	10.48	9.05	11.12	
- 30-50 years old	Person	1,486	873	1,310	629	913	482	891	494	
	Percent	22.60	13.28	24.99	12.00	14.81	7.82	15.27	8.47	
- Over 50 years old	Person	166	70	163	62	160	35	137	62	
	Percent	2.53	1.06	3.11	1.18	2.60	0.57	2.35	1.06	
By nationality										
- Thai	Person	2,287	1,379	2,141	1,287	1,596	1,163	1,555	1,204	
	Percent	34.79	20.98	40.83	24.55	25.90	18.87	26.65	20.63	
- Foreigners	Person	1	0	3	0	0	0	1	1	
	Percent	0.01	0.00	0.06	0.00	0.00	0.00	0.02	0.02	
By level										
- Top management	Person	0	0	42	3	42	8	34	7	
	Percent	0.00	0.00	0.80	0.06	0.68	0.13	0.58	0.12	
- Middle management	Person	191	48	221	48	195	37	172	62	
	Percent	2.90	0.73	4.21	0.92	3.16	0.60	2.95	1.06	
- Entry-level Management	Person	441	116	454	126	344	141	332	124	
	Percent	6.71	1.77	8.66	2.40	5.58	2.29	5.69	2.13	
- Staff	Person	1,656	1,215	1,427	1,110	1,015	977	1,018	1,012	
	Percent	25.19	18.48	27.22	21.17	16.47	15.85	17.45	17.34	
Others										
- Employees with disability	Person	3		1		1		0		
	Percent	0.05		0.02		0.02		0.00		

GRI Standards	Performance	Unit	2020		2021		2022		2023	
			Male	Female	Male	Female	Male	Female	Male	Female
Open Positions Filled by Internal Candidates										
Thailand Operations										
Average Hiring Cost										
		Baht/								
	Average Hiring Cost	person/	6,155		2,412		2,635		2,731	
		year								

Human Capital Development										
Thailand Operations										
GRI 404-1	Employee Training and Development Hours									
Average hours of training for all employees	Hour/	39.33		14.37		22.32		22.91		
	person/									
	year	35.10	43.22	16.16	12.69	23.15	21.55	24.14	21.79	
By type										
Average hours of mandatory training	Hour/	30.61		4.75		1.75		2.56		
	person/									
	year	24.93	36.30	5.71	3.86	2.03	1.49	2.70	2.44	
Average hours of non-mandatory training	Hour/	8.55		9.61		20.56		20.35		
	person/									
	year	10.17	6.92	10.45	8.83	21.11	20.06	21.44	19.35	
By age										
- Under 30 years old	Hour/	36.85		11.13		17.31		18.20		
	person/									
	year	34.63	38.95	11.42	10.85	16.84	17.74	20.27	16.29	
- 30-50 years old	Hour/	40.20		15.43		25.32		25.22		
	person/									
	year	34.77	45.18	17.70	13.29	27.39	23.39	26.25	24.28	
- Over 50 years old	Hour/	43.98		18.89		21.71		28.87		
	person/									
	year	39.96	47.18	23.66	14.97	18.94	23.92	27.58	29.93	
By level										
- Top Management	Hour/	95.34		60.61		57.32		37.35		
	person/									
	year	101.74	72.65	62.86	52.83	59.71	50.34	34.96	44.27	
- Middle Management	Hour/	44.80		38.94		52.52		36.20		
	person/									
	year	49.79	33.63	38.32	40.30	41.87	74.10	33.97	40.51	
- Entry-level Management	Hour/	32.56		36.34		60.03		38.80		
	person/									
	year	29.98	36.82	35.86	37.16	58.35	62.66	38.04	39.95	
- Staff	Hour/	45.36		30.88		47.67		34.12		
	person/									
	year	41.23	50.45	30.94	30.81	43.75	52.36	33.68	34.65	
- Worker	Hour/	37.15		5.55		9.84		17.33		
	person/									
	year	31.05	41.79	5.25	5.79	9.54	10.07	18.00	16.81	

GRI Standards	Performance	Unit	2020		2021		2022		2023	
			Male	Female	Male	Female	Male	Female	Male	Female
Human Capital Development										
Thailand and Overseas Operations										
GRI 404-1	Employee Training and Development Hours									
	Average hours of FTEs Globally	Hour/ person/ year	24		10.34		13.22		13.93	
			19	29	10.48	10.21	12.12	14.32	13.21	14.81
	By age									
	- Under 30 years old		22.4		5.94		6.70		12.01	
		Hour/ person/ year	20.2	25.6	5.90	5.98	6.02	7.51	11.62	12.51
	- 30-50 years old		25.2		7.15		9.83		15.06	
		Hour/ person/ year	23.1	27.9	7.75	6.51	10.03	9.62	14.43	15.82
	- Over 50 years old		22.3		7.97		8.49		14.25	
		Hour/ person/ year	18.5	27.6	9.02	6.88	7.21	9.82	11.98	17.17
	By level									
	- Top Management		52.2		23.57		37.07		19.65	
		Hour/ person/ year	49.9	49.2	23.70	23.07	36.44	39.48	19.65	26.04
	- Middle Management		29.7		15.91		32.67		22.80	
		Hour/ person/ year	27.3	26.5	15.25	17.55	25.25	51.17	20.47	28.55
	- Entry-level Management		21.0		16.40		38.58		27.03	
		Hour/ person/ year	13.0	26.5	15.87	17.41	35.19	45.18	25.37	30.15
	- Staff		20.1		11.79		20.80		17.85	
		Hour/ person/ year	11.1	26.9	11.00	13.07	16.70	28.04	15.59	21.73
	- Worker		23.1		3.38		6.47		10.64	
		Hour/ person/ year	17.7	28.5	3.32	3.43	5.86	7.06	10.01	11.26

Employee Training and Development Average Amount Spent										
Training & Development Inputs	FTEs Globally	Baht/ person/ year	18,045		1,380		1,773		1,707	
	By level									
	- Top Management		34,297		6,348		31,463		16,264	
		Baht/ person/ year	8,715		2,214		11,489		10,095	
	- Middle Management		6,290		1,837		7,499		6,728	
		Baht/ person/ year	11,357		1,069		2,305		2,334	
	- Staff		421		182		399		489	
		Baht/ person/ year								
	- Worker									

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 the Company, nor the training courses that continue during 2017-2020. (GRI 404-1)
- In 2021, the Company has no data for employee training and development hours by age in Germany.