People Performance 2020 - 2023

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

People Performance 2020 - 2023

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	1149	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 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

People Performance 2020 - 2023

GRI Standards	Performance	Unit	2020		2021		2022		2023	
			Male	Female	Male	Female	Male	Female	Male	Female
Hiring										
Thailand Operations										
GRI 401-1	**Worker**									
	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	14,673		4,991		5,832		6,598	
			10,050	4,623	3,304	1,687	3,821	2,011	3,905	2,693
	Rate of new hires	Percent	27.06		13.54		16.55		13.10	
			18.19	8.87	8.39	5.15	9.98	6.57	7.75	5.35
	By age									
	- Under 30 years old	Person	7,076	3,211	2,739	1,701	3,575	2,430	2,666	2,008
		Percent	11.79	5.35	5.59	3.47	7.02	4.77	5.29	3.99
	- 30-50 years old	Person	3,553	1,931	1,200	745	1,413	869	1,174	636
		Percent	5.92	3.22	2.45	1.52	2.77	1.71	2.33	1.26
	- Over 50 years old	Person	283	182	173	77	95	47	65	49
		Percent	0.47	0.30	0.35	0.16	0.19	0.09	0.13	0.10
	By level									
	- Top management	Person	ND	ND	24	14	17	4	22	12
		Percent	ND	ND	0.05	0.03	0.03	0.01	0.04	0.02
	- Middle management	Person	ND	ND	120	91	102	73	115	84
		Percent	ND	ND	0.24	0.19	0.20	0.14	0.23	0.17
	- Entry-level Management	Person	ND	ND	193	127	206	198	228	185
		Percent	ND	ND	0.39	0.26	0.40	0.39	0.45	0.37
	- Staff	Person	ND	ND	3,775	2,291	4,758	3,071	3,540	2,412
		Percent	ND	ND	7.70	4.67	9.34	6.03	7.03	4.79
GRI 401-1	**Worker**									
	Number of new hires	Person	11,108		30,768		46,514		35,746	
			12,248	10,858	15,580	15,188	24,263	22,251	17,619	18,127
	Rate of new hires	Percent	26.50		38.69		55.15		42.01	
			14.05	12.45	19.59	19.10	28.77	26.38	20.71	21.30

People Performance 2020 - 2023

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**									
	By age									
	- Under 30 years old	Person	6,711	5,203	9,315	8,400	14,091	12,348	10,450	9,844
		Percent	7.70	5.97	11.71	10.56	16.71	14.64	12.28	11.57
	- 30-50 years old	Person	4,954	5,337	5,772	6,274	9,471	9,426	6,558	7,673
		Percent	5.68	6.12	7.26	7.89	11.23	11.18	7.71	9.02
	- Over 50 years old	Person	583	318	567	514	683	477	611	610
		Percent	0.67	0.36	0.71	0.65	0.81	0.57	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	1014
		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 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

People Performance 2020 - 2023

GRI Standards	Performance	Unit	2020		2021		2022		2023	
			Male	Female	Male	Female	Male	Female	Male	Female
Total Turnover										
Thailand Operations										
GRI 401-1	**Worker**									
	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
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 401-1	**Worker**									
	Number of turnover	Person	34,863		36,365		42,105		39,969	
			18,101	16,762	18,091	18,274	21,733	20,372	20,474	19,495
	Rate of turnover	Percent	39.98		45.72		31.76		46.98	
			20.76	19.22	22.75	22.98	16.39	15.37	24.06	22.91

People Performance 2020 - 2023

GRI Standards	Performance	Unit	2020		2021		2022		2022	
			Male	Female	Male	Female	Male	Female	Male	Female
Total Turnover										
Thailand and Overseas Operations										
GRI 401-1	**Worker**									
	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
Volantary 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
	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

People Performance 2020 - 2023

GRI Standards	Performance	Unit	2020		2021		2022		2023	
			Male	Female	Male	Female	Male	Female	Male	Female
Volantary Turnover										
Thailand Operations										
	Worker									
	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	
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		14.05		11.57	
			7.31	2.68	7.68	4.65	9.17	4.88	7.14	4.43
	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	3.78	2.67
	- 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	3.08	1.61
	- 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	0.28	0.16
	By level									
	- Top management	Person	ND	ND	19	8	30	6	16	12
		Percent	ND	ND	0.04	0.02	0.06	0.01	0.03	0.02
	- Middle management	Person	ND	ND	107	52	116	69	126	71
		Percent	ND	ND	0.22	0.11	0.23	0.14	0.25	0.14
	- Entry-level Management	Person	ND	ND	262	120	293	158	291	170
		Percent	ND	ND	0.53	0.24	0.58	0.31	0.58	0.34
	- 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	6.28	3.93
	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		37.65		33.36	
			14.42	11.68	17.87	16.91	20.31	17.34	18.09	15.27

People Performance 2020 - 2023

GRI Standards	Performance	Unit	2020		2021		2022		2023	
			Male	Female	Male	Female	Male	Female	Male	Female
Volantary Turnover										
Thailand and Overseas Operations										
	Worker									
	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**	Person	3,667		3,431		2,759		2,761	
	filled by internal candidates		2,288	1,379	2,144	1,287	1,596	1,163	1,556	1,205
	Rate of total open positions filled	Percent	55.78		65.44		44.77		47.32	
	by internal candidates		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	
	Average Hiring Cost									
	Average Hiring Cost	Baht/ person/ year	6,155		2,412		2,635		2,731	

People Performance 2020 - 2023

GRI Standards	Performance	Unit	2020		2021		2022		2023	
			Male	Female	Male	Female	Male	Female	Male	Female
Human Capital Development										
Thailand Operations										
GRI 404-1	**Employee Training and Development Hours**									
	Average hours of training for all employees	Hour/ person/ year	39.33		14.37		22.32		22.91	
			35.10	43.22	16.16	12.69	23.15	21.55	24.14	21.79
	By type									
	Average hours of mandatory training	Hour/ person/ year	30.61		4.75		1.75		2.56	
			24.93	36.30	5.71	3.86	2.03	1.49	2.70	2.44
	Average hours of non-mandatory training		8.55		9.61		20.56		20.35	
			10.17	6.92	10.45	8.83	21.11	20.06	21.44	19.35
	By age									
	- Under 30 years old	Hour/ person/ year	36.85		11.13		17.31		18.20	
			34.63	38.95	11.42	10.85	16.84	17.74	20.27	16.29
	- 30-50 years old		40.20		15.43		25.32		25.22	
			34.77	45.18	17.70	13.29	27.39	23.39	26.25	24.28
	- Over 50 years old		43.98		18.89		21.71		28.87	
			39.96	47.18	23.66	14.97	18.94	23.92	27.58	29.93
	By level									
	- Top Management	Hour/ person/ year	95.34		60.61		57.32		37.35	
			101.74	72.65	62.86	52.83	59.71	50.34	34.96	44.27
	- Middle Management		44.80		38.94		52.52		36.20	
			49.79	33.63	38.32	40.30	41.87	74.10	33.97	40.51
	- Entry-level Management		32.56		36.34		60.03		38.80	
			29.98	36.82	35.86	37.16	58.35	62.66	38.04	39.95
	- Staff		45.36		30.88		47.67		34.12	
			41.23	50.45	30.94	30.81	43.75	52.36	33.68	34.65
	- Worker		37.15		5.55		9.84		17.33	
			31.05	41.79	5.25	5.79	9.54	10.07	18.00	16.81
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	Hour/ person/ year	22.4		5.94		6.70		12.01	
			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	
			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	
			18.5	27.6	9.02	6.88	7.21	9.82	11.98	17.17

People Performance 2020 - 2023

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**									
	By level									
	- Top Management	Hour/ person/ year	52.2		23.57		37.07		19.65	
			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	
			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	
			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	
			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	
			17.7	28.5	3.32	3.43	5.86	7.06	10.01	11.26
Employee Training and Development Average Amount Spent During 2020 - 2022										
Training & Development Inputs	**FTEs Globally**	Baht/ person/ year	18,045		1,380		1,773		1,786	
	By level									
	- Top Management	Baht/ person/ year	34,297		6,348		31,463		28,080	
	- Middle Management		8,715		2,214		11,489		10,095	
	- Entry-level Management		6,290		1,837		7,499		6,728	
	- Staff		11,357		1,069		2,305		2,334	
	- Worker		421		182		399		489	

People Performance 2020 - 2023

Workforce Breakdown during 2021 - 2023

Workforce Breakdown: Gender	Thailand Operations		2030 Target	2021	2022	2023
	Share of women in all management positions, including junior, middle and top management, of total management position	Percent	37	34.26	35.96	36.95
	Share of women in junior management positions of total junior management positions	Percent	40	37.19	38.83	39.84
	Share of women in top management positions of total top management positions	Percent	30	22.44	25.58	25.70
	Share of women in management positions in revenue-generating functions (e.g. sales) of total management positions	Percent	30	24.80	30.89	31.96
	Share of women in STEM related positions of total STEM positions	Percent	37	34.58	37.54	41.63
	Thailand + Overseas Operations					
	Share in Total Workforce					
	Thai	Percent		47.04	44.64	45.36
	Vietnamese			22.17	22.65	22.98
	Chinese			7.64	6.56	6.33
	Cambodian			4.65	6.35	6.22
	Others			18.50	19.80	19.11
	Share in All Management Positions					
	Thai	Percent		67.32	62.14	61.77
	Vietnamese			12.22	14.92	12.14
	Chinese			3.55	8.28	6.57
	Cambodian			1.30	1.08	0.99
	Others			15.61	13.58	18.53

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.