

## Sustainable Performance – Information on Human Resources

The performance regarding to human resource in this report is aligned with the GRI Standards 2021 reporting guidelines;

Additionally, the following details are important to highlight:

1. In 2021, data were gathered from November 1 of the preceding year to October 31 of the reporting year. Starting in 2022, the data collection period was adjusted to span from January 1 to December 31 of the reporting year.
2. The data was compiled from human resources database of Mitr Phol Group.
3. Employees categorized by level refer to monthly permanent employees from operational level to top level management.
4. NA refer to not available or no data was collected.

NR (Not Relevant) refer to not relevant.

<sup>A</sup> 2024 Target for share of women in total workforce is equal to 34%

<sup>a</sup> Other nationality includes Philippine, Chinese, Malaysian, Colombian, and French

<sup>b</sup> Other nationality includes Philippine, Chinese, and Colombian

<sup>c</sup> Other nationality includes Chinese and Colombian

<sup>d</sup> Other nationality includes Philippine and Colombian

<sup>e</sup> Other nationality includes British

<sup>f</sup> Other nationality includes Chinese

<sup>g</sup> Other nationality includes Philippine

| Data   | Unit    | 2021* |        |       | 2022** |        |       | 2023** |        |       | 2024** |                    |       |
|--|---------|-------|--------|-------|--------|--------|-------|--------|--------|-------|--------|--------------------|-------|
|  |         | Male  | Female | Total | Male   | Female | Total | Male   | Female | Total | Male   | Female             | Total |
| GRI 2-7 (2021) Total Number of Employees         |         |       |        |       |        |        |       |        |        |       |        |                    |       |
| Total number of employees by gender              |         |       |        |       |        |        |       |        |        |       |        |                    |       |
| Total number of employees                        | Persons | 5,473 | 1,849  | 7,322 | 5,666  | 2,538  | 8,204 | 5,770  | 2,637  | 8,407 | 5,815  | 2,083              | 7,898 |
|  | %       | 74.75 | 25.25  | 100   | 69.06  | 30.94  | 100   | 68.63  | 31.37  | 100   | 73.63  | 26.37 <sup>A</sup> | 100   |
| Total number of employees by employment contract |         |       |        |       |        |        |       |        |        |       |        |                    |       |
| Permanent employees                              | Persons | 5,390 | 1,822  | 7,212 | 5,416  | 1,868  | 7,284 | 5,564  | 1,954  | 7,518 | 5,793  | 2,062              | 7,855 |
|  | %       | 73.61 | 24.88  | 98.50 | 66.02  | 22.77  | 88.79 | 66.18  | 23.24  | 89.43 | 73.35  | 26.11              | 99.46 |
| Temporary employees                              | Persons | 83    | 27     | 110   | 250    | 670    | 920   | 206    | 683    | 889   | 22     | 21                 | 43    |
|  | %       | 1.13  | 0.37   | 1.50  | 3.05   | 8.17   | 11.21 | 2.45   | 8.12   | 10.57 | 0.28   | 0.27               | 0.54  |
| Total number of employees by employment type     |         |       |        |       |        |        |       |        |        |       |        |                    |       |
| Full-time employees                              | Persons | 5,457 | 1,845  | 7,302 | 5,631  | 2,534  | 8,165 | 5,770  | 2,637  | 8,407 | 5,815  | 2,083              | 7,898 |
|  | %       | 74.53 | 25.20  | 99.73 | 68.64  | 30.89  | 99.52 | 68.63  | 31.37  | 100   | 73.63  | 26.37              | 100   |
| Part-time employees                              | Persons | 16    | 4      | 20    | 35     | 4      | 39    | 0      | 0      | 0     | 0      | 0                  | 0     |
|  | %       | 0.22  | 0.05   | 0.27  | 0.43   | 0.05   | 0.48  | 0      | 0      | 0     | 0      | 0                  | 0     |
| Non-guaranteed hours employees                   | Persons | 0     | 0      | 0     | 0      | 0      | 0     | 0      | 0      | 0     | 0      | 0                  | 0     |
|  | %       | 0     | 0      | 0     | 0      | 0      | 0     | 0      | 0      | 0     | 0      | 0                  | 0     |

| Data   | Unit    | 2021* |        |       | 2022** |        |       | 2023** |        |       | 2024** |        |       |
|--|---------|-------|--------|-------|--------|--------|-------|--------|--------|-------|--------|--------|-------|
|  |         | Male  | Female | Total | Male   | Female | Total | Male   | Female | Total | Male   | Female | Total |
| GRI 2-7 (2021) Total Number of Employees by Location |         |       |        |       |        |        |       |        |        |       |        |        |       |
| Bangkok  | Persons | 817   | 293    | 447   | 305    | 499    | 804   | 436    | 551    | 987   | 303    | 550    | 853   |
|  | %       | 10.78 | 4.00   | 6.10  | 3.72   | 6.08   | 9.80  | 5.19   | 6.55   | 11.74 | 3.84   | 6.96   | 10.80 |
| - Permanent employees                                | Persons | NA    | 279    | 443   | 273    | 483    | 756   | 427    | 531    | 958   | 301    | 546    | 847   |
| - Temporary employees                                | Persons | NA    | 14     | 4     | 32     | 16     | 48    | 9      | 20     | 29    | 2      | 4      | 6     |
| Other area   | Persons | 6,763 | 5,180  | 1,402 | 5,361  | 2,040  | 7,401 | 5,293  | 2,069  | 7,362 | 5,512  | 1,533  | 7,045 |
|  | %       | 89.22 | 70.75  | 19.15 | 65.35  | 24.87  | 90.21 | 62.96  | 24.61  | 87.57 | 69.79  | 19.41  | 89.20 |
| - Permanent employees                                | Persons | NA    | 5,120  | 1,393 | 5,143  | 1,386  | 6,529 | 5,096  | 1,404  | 6,500 | 5,492  | 1,516  | 7,008 |
| - Temporary employees                                | Persons | NA    | 60     | 9     | 218    | 654    | 872   | 197    | 665    | 862   | 20     | 17     | 37    |
| Bangkok  | Persons | 817   | 289    | 447   | 292    | 480    | 772   | 436    | 551    | 987   | 303    | 550    | 853   |
|  | %       | 10.78 | 3.95   | 6.10  | 3.56   | 5.85   | 9.41  | 5.19   | 6.55   | 11.74 | 3.84   | 6.96   | 10.80 |
| - Full-time employees                                | Persons | NA    | 277    | 443   | 262    | 475    | 737   | 436    | 551    | 987   | 303    | 550    | 853   |
| - Part-time employees                                | Persons | NA    | 12     | 4     | 30     | 5      | 35    | 0      | 0      | 0     | 0      | 0      | 0     |
| - Non-guaranteed hours employees                     | Persons | NA    | 0      | 0     | 0      | 0      | 0     | 0      | 0      | 0     | 0      | 0      | 0     |
| Other area   | Persons | 6,763 | 5,184  | 1,402 | 5,318  | 2,022  | 7,340 | 5,293  | 2,069  | 7,362 | 5,512  | 1,533  | 7,045 |
|  | %       | 89.22 | 70.80  | 19.15 | 64.82  | 24.65  | 89.47 | 62.96  | 24.61  | 87.57 | 69.79  | 19.41  | 89.20 |
| - Full-time employees                                | Persons | NA    | 5,180  | 1,402 | 5,313  | 2,022  | 7,335 | 5,293  | 2,069  | 7,362 | 5,512  | 1,533  | 7,045 |
| - Part-time employees                                | Persons | NA    | 4      | 0     | 5      | 0      | 5     | 0      | 0      | 0     | 0      | 0      | 0     |
| - Non-guaranteed hours employees                     | Persons | 0     | 0      | 0     | 0      | 0      | 0     | 0      | 0      | 0     | 0      | 0      | 0     |

| Data   | Unit    | 2021*  |        |        | 2022** |        |       | 2023** |        |       | 2024** |        |       |
|--|---------|--------|--------|--------|--------|--------|-------|--------|--------|-------|--------|--------|-------|
|  |         | Male   | Female | Total  | Male   | Female | Total | Male   | Female | Total | Male   | Female | Total |
| GRI 2-8 (2021) Workers Who Are Not Employees |         |        |        |        |        |        |       |        |        |       |        |        |       |
| Total of workers who are not employees       | Persons | 16,855 | 1,907  | 18,762 | 175    | 97     | 272   | 4      | 0      | 4     | 4      | 0      | 4     |
| - Interns                                    | Persons | 144    | 70     | 214    | 171    | 97     | 268   | 0      | 0      | 0     | 0      | 0      | 0     |
| - Contractors                                | Persons | 16,712 | 1,837  | 18,549 | 4      | 0      | 4     | 4      | 0      | 4     | 4      | 0      | 4     |
| GRI 405-1 (2016) Diversity of Employees      |         |        |        |        |        |        |       |        |        |       |        |        |       |
| Top management level                         | Persons | 22     | 4      | 26     | 32     | 2      | 34    | 27     | 2      | 29    | 30     | 2      | 32    |
|  | %       | 84.62  | 15.38  | 100    | 94.12  | 5.88   | 100   | 93.10  | 6.90   | 100   | 93.75  | 6.25   | 100   |
| Age > 50 years                               | Persons | 19     | 2      | 21     | 26     | 2      | 28    | 18     | 2      | 20    | 23     | 2      | 25    |
|  | %       | 73.08  | 7.69   | 80.77  | 76.47  | 5.88   | 82.35 | 62.07  | 6.9    | 68.97 | 71.88  | 6.25   | 78.13 |
| Age 30 - 50 years                            | Persons | 3      | 2      | 5      | 6      | 0      | 6     | 9      | 0      | 9     | 7      | 0      | 7     |
|  | %       | 11.54  | 7.69   | 19.23  | 17.65  | 0.00   | 17.65 | 31.03  | 0.00   | 31.03 | 21.88  | 0      | 21.88 |
| Age < 30 years                               | Persons | 0      | 0      | 0      | 0      | 0      | 0     | 0      | 0      | 0     | 0      | 0      | 0     |
|  | %       | 0      | 0      | 0      | 0      | 0      | 0     | 0      | 0      | 0     | 0      | 0      | 0     |

| Data                    | Unit    | 2021* |        |       | 2022** |        |       | 2023** |        |       | 2024** |        |       |
|-------------------------|---------|-------|--------|-------|--------|--------|-------|--------|--------|-------|--------|--------|-------|
|                         |         | Male  | Female | Total | Male   | Female | Total | Male   | Female | Total | Male   | Female | Total |
| Middle management level | Persons | 164   | 68     | 232   | 154    | 70     | 224   | 168    | 77     | 245   | 182    | 85     | 267   |
|                         | %       | 70.69 | 29.31  | 100   | 68.75  | 31.25  | 100   | 68.57  | 31.43  | 100   | 68.16  | 31.84  | 100   |
| Age > 50 years          | Persons | 61    | 16     | 77    | 70     | 17     | 87    | 64     | 20     | 84    | 77     | 19     | 96    |
|                         | %       | 26.29 | 6.90   | 33.19 | 31.25  | 7.59   | 38.84 | 26.12  | 8.16   | 34.29 | 28.84  | 7.12   | 35.96 |
| Age 30 - 50 years       | Persons | 103   | 52     | 155   | 83     | 53     | 136   | 103    | 57     | 160   | 105    | 66     | 171   |
|                         | %       | 44.40 | 22.41  | 66.81 | 37.05  | 23.66  | 60.71 | 42.04  | 23.27  | 65.31 | 39.33  | 24.72  | 64.04 |
| Age < 30 years          | Persons | 0     | 0      | 0     | 1      | 0      | 1     | 1      | 0      | 1     | 0      | 0      | 0     |
|                         | %       | 0     | 0      | 0     | 0.45   | 0      | 0.45  | 0.41   | 0.00   | 0.41  | 0      | 0      | 0     |
| Line managers           | Persons | 476   | 313    | 789   | 491    | 344    | 835   | 520    | 388    | 908   | 582    | 440    | 1,022 |
|                         | Percent | 60.33 | 39.67  | 100   | 58.80  | 41.20  | 100   | 57.27  | 42.73  | 100   | 56.95  | 43.05  | 100   |
| Age > 50 years          | Persons | 87    | 25     | 112   | 83     | 35     | 118   | 81     | 38     | 119   | 70     | 39     | 109   |
|                         | %       | 11.03 | 3.17   | 14.20 | 9.94   | 4.19   | 14.13 | 8.92   | 4.19   | 13.11 | 6.85   | 3.82   | 10.67 |
| Age 30 - 50 years       | Persons | 387   | 286    | 673   | 404    | 305    | 709   | 438    | 345    | 783   | 509    | 391    | 900   |
|                         | %       | 49.05 | 36.25  | 85.30 | 48.38  | 36.53  | 84.91 | 48.24  | 38.00  | 86.23 | 49.80  | 38.26  | 88.06 |
| Age < 30 years          | Persons | 2     | 2      | 4     | 4      | 4      | 8     | 1      | 5      | 6     | 3      | 10     | 13    |
|                         | %       | 0.25  | 0.25   | 0.50  | 0.48   | 0.48   | 0.96  | 0.11   | 0.55   | 0.66  | 0.29   | 0.98   | 1.27  |
| Officers                | Persons | 2,131 | 925    | 3,056 | 2,220  | 937    | 3,157 | 2,461  | 1,071  | 3,532 | 2,904  | 1,188  | 4,092 |
|                         | %       | 6.73  | 30.27  | 100   | 70.32  | 29.68  | 100   | 69.68  | 30.32  | 100   | 70.97  | 29.03  | 100   |

| Data  | Unit                | 2021* |        |              | 2022** |        |              | 2023** |        |              | 2024** |        |              |
|---|---------------------|-------|--------|--------------|--------|--------|--------------|--------|--------|--------------|--------|--------|--------------|
|   |                     | Male  | Female | Total        | Male   | Female | Total        | Male   | Female | Total        | Male   | Female | Total        |
| Age > 50 years                              | Persons             | 234   | 40     | 274          | 255    | 42     | 297          | 258    | 44     | 302          | 268    | 46     | 314          |
|   | %                   | 7.66  | 1.31   | 8.97         | 8.08   | 1.33   | 9.41         | 7.30   | 1.25   | 8.55         | 6.55   | 1.12   | 7.67         |
| Age 30 - 50 years                           | Persons             | 1,510 | 525    | 2,035        | 1,562  | 558    | 2,120        | 1,749  | 658    | 2,407        | 2,043  | 766    | 2,809        |
|   | %                   | 49.41 | 17.18  | 66.59        | 49.48  | 17.68  | 67.15        | 49.52  | 18.63  | 68.15        | 49.93  | 18.72  | 68.65        |
| Age < 30 years                              | Persons             | 387   | 360    | 747          | 403    | 337    | 740          | 454    | 369    | 823          | 593    | 376    | 969          |
|   | %                   | 12.66 | 11.78  | 24.44        | 12.77  | 10.67  | 23.44        | 12.85  | 10.45  | 23.30        | 14.49  | 9.19   | 23.68        |
| Operational level                           | Persons             | 1,586 | 276    | <b>1,862</b> | 1,532  | 227    | <b>1,759</b> | 1,864  | 287    | <b>2,151</b> | 1,805  | 253    | <b>2,058</b> |
|   | %                   | 85.18 | 14.82  | <b>100</b>   | 87.09  | 12.91  | <b>100</b>   | 86.66  | 13.34  | <b>100</b>   | 87.71  | 12.29  | <b>100</b>   |
| Age > 50 years                              | Persons             | 108   | 21     | 129          | 105    | 21     | 126          | 134    | 26     | 160          | 125    | 18     | 143          |
|   | %                   | 5.80  | 1.13   | 6.93         | 5.97%  | 1.19   | 7.16         | 6.23   | 1.21   | 7.44         | 6.07   | 0.87   | 6.95         |
| Age 30 - 50 years                           | Persons             | 896   | 182    | 1,078        | 806    | 151    | 957          | 907    | 201    | 1,108        | 792    | 185    | 977          |
|   | %                   | 48.12 | 9.77   | 57.89        | 45.82  | 8.58   | 54.41        | 42.17  | 9.34   | 51.51        | 38.48  | 8.99   | 47.47        |
| Age < 30 years                              | Persons             | 582   | 73     | 655          | 621    | 55     | 676          | 823    | 60     | 883          | 888    | 50     | 938          |
|   | %                   | 31.26 | 3.92   | 35.18        | 35.30  | 3.13   | 38.43        | 38.26  | 2.79   | 41.05        | 43.15  | 2.43   | 45.58        |
| <b>Total Employees Based on Nationality</b> |                     |       |        |              |        |        |              |        |        |              |        |        |              |
| Thai  | Persons             | 5,469 | 1,845  | <b>7,314</b> | 5,588  | 2,477  | <b>8,065</b> | 5,765  | 2,635  | <b>8,400</b> | 5,860  | 2,096  | <b>7,956</b> |
|   | % of total employee | 74.69 | 25.20  | <b>99.89</b> | 69.23  | 30.69  | <b>99.91</b> | 68.57  | 31.34  | <b>99.92</b> | 73.62  | 26.33  | <b>99.95</b> |

| Data   | Unit                           | 2021* |        |                | 2022** |        |                | 2023** |        |                | 2024** |        |                 |
|--|--------------------------------|-------|--------|----------------|--------|--------|----------------|--------|--------|----------------|--------|--------|-----------------|
|  |                                | Male  | Female | Total          | Male   | Female | Total          | Male   | Female | Total          | Male   | Female | Total           |
| American   | Persons                        | 1     | 0      | 1              | 1      | 0      | 1              | 1      | 0      | 1              | 0      | 0      | 0               |
|  | % of total employee            | 0.01  | 0      | 0.01           | 0.01   | 0      | 0.01           | 0.01   | 0      | 0.01           | 0      | 0      | 0               |
| Pakistani  | Persons                        | 1     | 0      | 1              | 1      | 0      | 1              | 1      | 0      | 1              | 1      | 0      | 1               |
|  | % of total employee            | 0.01  | 0      | 0.01           | 0.01   | 0      | 0.01           | 0.01   | 0      | 0.01           | 0.01   | 0.00   | 0.01            |
| Others   | Persons                        | 2     | 4      | 6 <sup>a</sup> | 2      | 3      | 5 <sup>b</sup> | 3      | 2      | 5 <sup>b</sup> | 2      | 1      | 3 <sup>*d</sup> |
|  | % of total employee            | 0.03  | 0.05   | 0.08           | 0.02   | 0.04   | 0.07           | 0.04   | 0.02   | 0.06           | 0.03   | 0.01   | 0.04            |
| <b>Management Employees Based on Nationality</b> |                                |       |        |                |        |        |                |        |        |                |        |        |                 |
| Thai   | Persons                        | 660   | 385    | 1,045          | 0      | 1,093  | 1,093          | 708    | 460    | 1,168          | 792    | 526    | 1,318           |
|  | % of total management employee | 63.04 | 36.77  | 99.81          | 0.00   | 99.82  | 99.82          | 60.46  | 39.28  | 99.74          | 59.95  | 39.82  | 99.77           |
| American   | Persons                        | 0     | 0      | 0              | 0      | 0      | 0              | 0      | 0      | 0              | 0      | 0      | 0               |
|  | % of total management employee | 0     | 0      | 0              | 0      | 0      | 0              | 0      | 0      | 0              | 0      | 0      | 0               |

Remark: \*In 2024, the "Others" nationality group consists of 2 Filipinos and 1 Colombian.

| Data  | Unit                           | 2021* |        |                | 2022** |        |                | 2023** |        |                | 2024** |        |                  |
|---|--------------------------------|-------|--------|----------------|--------|--------|----------------|--------|--------|----------------|--------|--------|------------------|
|   |                                | Male  | Female | Total          | Male   | Female | Total          | Male   | Female | Total          | Male   | Female | Total            |
| Pakistani   | Persons                        | 1     | 0      | 1              | 1      | 0      | 1              | 1      | 0      | 1              | 1      | 0      | 1                |
|   | % of total management employee | 0.09  | 0      | 0.09           | 0.09   | 0      | 0.09           | 0      | 0.085  | 0.085          | 0      | 0      | 0.08             |
| Others  | Persons                        | 0     | 1      | 1 <sup>g</sup> | 0      | 1      | 1 <sup>f</sup> | 1      | 1      | 2 <sup>c</sup> | 2      | 0      | 2 <sup>**d</sup> |
|   | % of total management employee | 0.09  | 0      | 0.09           | 0.09   | 0      | 0.09           | 0.085  | 0.085  | 0.17           | 0.151  | 0      | 0.15             |
| <b>Women in All Management Positions</b>  |                                |       |        |                |        |        |                |        |        |                |        |        |                  |
| Women in all management positions   | % of total management employee |       | 36.77  |                |        | 38.06  |                |        | 39.51  |                |        | 39.8   |                  |
| <b>Women in Management Positions in Revenue-generating Functions</b>                      |                                |       |        |                |        |        |                |        |        |                |        |        |                  |
| Women in management positions in revenue-generating functions                             | % of total management employee |       | 36.39  |                |        | 17.84  |                |        | 25.11  |                |        | 30.59  |                  |
| <b>Women in Science, Technology, Engineering and Mathematics (STEM)-related Positions</b> |                                |       |        |                |        |        |                |        |        |                |        |        |                  |
| Women in science, technology, engineering and mathematics (STEM)- related positions       | % of total STEM positions      |       | 54.00  |                |        | 17.00  |                |        | 27.40  |                |        | 64.10  |                  |

Remark: \*\*In 2024, the "Others" nationality group consists of 1 Filipino and 1 Colombian.



**Information on New Employee Hires**

| Data                                       | 2021*               |             | 2022**              |              | 2023**              |              | 2024**              |              |
|--|---------------------|-------------|---------------------|--------------|---------------------|--------------|---------------------|--------------|
|  | Number<br>(persons) | %           | Number<br>(persons) | %            | Number<br>(persons) | %            | Number<br>(persons) | %            |
| <b>GRI 401-1 (2016) New Employee Hires</b> |                     |             |                     |              |                     |              |                     |              |
| Rate of new employee hires                 |                     |             |                     |              |                     |              |                     |              |
| Male                                       |                     | 5.22        |                     | 11.49        |                     | 7.22         |                     | 6.94         |
| Female                                     |                     | 1.94        |                     | 12.03        |                     | 3.25         |                     | 3.31         |
| <b>Total</b>                               |                     | <b>7.16</b> |                     | <b>23.53</b> |                     | <b>10.47</b> |                     | <b>10.25</b> |
| By gender                                  |                     |             |                     |              |                     |              |                     |              |
| Male                                       | 382                 | 72.90       | 943                 | 48.86        | 607                 | 68.98        | 482                 | 67.70        |
| Female                                     | 142                 | 27.10       | 987                 | 51.14        | 273                 | 31.02        | 230                 | 32.30        |
| <b>Total</b>                               | <b>524</b>          | <b>100</b>  | <b>1,930</b>        | <b>100</b>   | <b>880</b>          | <b>100</b>   | <b>712</b>          | <b>100</b>   |
| By age                                     |                     |             |                     |              |                     |              |                     |              |
| > 50 years                                 | 20                  | 3.82        | 26                  | 1.35         | 6                   | 0.68         | 5                   | 0.70         |
| 30 - 50 years                              | 124                 | 23.66       | 656                 | 33.99        | 271                 | 30.80        | 247                 | 34.69        |
| < 30 years                                 | 380                 | 72.52       | 1,248               | 64.66        | 603                 | 68.52        | 460                 | 64.61        |
| <b>Total</b>                               | <b>524</b>          | <b>100</b>  | <b>1,930</b>        | <b>100</b>   | <b>880</b>          | <b>100</b>   | <b>712</b>          | <b>100</b>   |

| Data                       | 2021*               |            | 2022**              |            | 2023**              |            | 2024**              |            |
|----------------------------|---------------------|------------|---------------------|------------|---------------------|------------|---------------------|------------|
|                            | Number<br>(persons) | %          | Number<br>(persons) | %          | Number<br>(persons) | %          | Number<br>(persons) | %          |
| By location                |                     |            |                     |            |                     |            |                     |            |
| Bangkok                    | 101                 | 19.27      | 186                 | 9.64       | 174                 | 19.77      | 152                 | 21.35      |
| Others                     | 423                 | 80.73      | 1,744               | 90.36      | 706                 | 80.23      | 560                 | 78.65      |
| <b>Total</b>               | <b>524</b>          | <b>100</b> | <b>1,930</b>        | <b>100</b> | <b>880</b>          | <b>100</b> | <b>712</b>          | <b>100</b> |
| By level                   |                     |            |                     |            |                     |            |                     |            |
| Top level management       | 3                   | 0.57       | 4                   | 0.21       | 6                   | 0.68       | 2                   | 0.28       |
| Middle level<br>management | 10                  | 1.91       | 11                  | 0.57       | 14                  | 1.59       | 8                   | 1.12       |
| Line managers              | 16                  | 3.05       | 60                  | 3.11       | 53                  | 6.02       | 57                  | 8.01       |
| Officers                   | 147                 | 28.05      | 308                 | 15.96      | 355                 | 40.34      | 327                 | 45.93      |
| Operational level          | 106                 | 20.23      | 199                 | 10.31      | 452                 | 51.36      | 240                 | 33.71      |
| No level                   | 242                 | 46.19      | 1348                | 71.10      | 0                   | 0          | 78                  | 10.95      |
| <b>Total</b>               | <b>524</b>          | <b>100</b> | <b>1,930</b>        | <b>100</b> | <b>880</b>          | <b>100</b> | <b>712</b>          | <b>100</b> |

| Data   | 2021*               |            | 2022**              |            | 2023**              |            | 2024**              |            |
|--|---------------------|------------|---------------------|------------|---------------------|------------|---------------------|------------|
|  | Number<br>(persons) | %          | Number<br>(persons) | %          | Number<br>(persons) | %          | Number<br>(persons) | %          |
| By Nationality   |                     |            |                     |            |                     |            |                     |            |
| Thai   | 522                 | 99.62      | 1928                | 99.90      | 880                 | 100        | 712                 | 100        |
| American   | 0                   | 0          | 0                   | 0          | 0                   | 0          | 0                   | 0          |
| Others <sup>d</sup>  | 2                   | 0.38       | 2                   | 0.1        | 0                   | 0          | 0                   | 0          |
| <b>Total</b>   | <b>524</b>          | <b>100</b> | <b>1,930</b>        | <b>100</b> | <b>880</b>          | <b>100</b> | <b>712</b>          | <b>100</b> |
| % of Open Positions Filled by Internal Candidates (Internal Hires) |                     |            |                     |            |                     |            |                     |            |
| % of open positions filled by internal candidates                  |                     | 43.19      |                     | 60.82      |                     | 34.84      |                     | 67.67      |

#### Information on Employee Turnover

| Data                                      | 2021*               |              | 2022**              |              | 2023**              |              | 2024**              |              |
|---|---------------------|--------------|---------------------|--------------|---------------------|--------------|---------------------|--------------|
|   | Number<br>(persons) | %            | Number<br>(persons) | %            | Number<br>(persons) | %            | Number<br>(persons) | %            |
| <b>GRI 401-1 (2016) Employee Turnover</b> |                     |              |                     |              |                     |              |                     |              |
| Rate of employee turnover                 |                     |              |                     |              |                     |              |                     |              |
| Male                                      |                     | 13.15        |                     | 12.18        |                     | 9.09         |                     | 7.58         |
| Female                                    |                     | 12.80        |                     | 11.46        |                     | 11.28        |                     | 2.88         |
| <b>Total</b>                              |                     | <b>25.95</b> |                     | <b>23.63</b> |                     | <b>20.36</b> |                     | <b>10.46</b> |

| Data                    | 2021*               |            | 2022**              |            | 2023**              |            | 2024**              |            |
|-------------------------|---------------------|------------|---------------------|------------|---------------------|------------|---------------------|------------|
|                         | Number<br>(persons) | %          | Number<br>(persons) | %          | Number<br>(persons) | %          | Number<br>(persons) | %          |
| By gender               |                     |            |                     |            |                     |            |                     |            |
| Male                    | 963                 | 50.68      | 999                 | 51.52      | 764                 | 44.63      | 527                 | 72.49      |
| Female                  | 937                 | 49.32      | 940                 | 48.48      | 948                 | 55.37      | 200                 | 27.51      |
| <b>Total</b>            | <b>1,900</b>        | <b>100</b> | <b>1,939</b>        | <b>100</b> | <b>1,712</b>        | <b>100</b> | <b>727</b>          | <b>100</b> |
| By age                  |                     |            |                     |            |                     |            |                     |            |
| > 50 years              | 184                 | 9.68       | 147                 | 7.58       | 72                  | 4.21       | 120                 | 16.51      |
| 30 - 50 years           | 749                 | 39.42      | 761                 | 39.25      | 761                 | 44.45      | 372                 | 51.17      |
| < 30 years              | 967                 | 50.89      | 1,031               | 53.17      | 879                 | 51.34      | 235                 | 32.32      |
| <b>Total</b>            | <b>1,900</b>        | <b>100</b> | <b>1,939</b>        | <b>100</b> | <b>1,712</b>        | <b>100</b> | <b>727</b>          | <b>100</b> |
| By location             |                     |            |                     |            |                     |            |                     |            |
| Bangkok                 | 169                 | 8.89       | 156                 | 8.05       | 168                 | 9.81       | 136                 | 18.71      |
| Others                  | 1,731               | 91.11      | 1,783               | 91.95      | 1,544               | 90.19      | 591                 | 81.29      |
| <b>Total</b>            | <b>1,900</b>        | <b>100</b> | <b>1,939</b>        | <b>100</b> | <b>1,712</b>        | <b>100</b> | <b>727</b>          | <b>100</b> |
| By Level                |                     |            |                     |            |                     |            |                     |            |
| Top management level    | 5                   | 0.26       | 7                   | 0.36       | 1                   | 0.06       | 5                   | 0.69       |
| Middle management level | 31                  | 1.63       | 30                  | 1.55       | 17                  | 0.99       | 24                  | 3.3        |

| Data                        | 2021*               |            | 2022**              |            | 2023**              |            | 2024**              |              |
|-----------------------------|---------------------|------------|---------------------|------------|---------------------|------------|---------------------|--------------|
|                             | Number<br>(persons) | %          | Number<br>(persons) | %          | Number<br>(persons) | %          | Number<br>(persons) | %            |
| Line managers               | 65                  | 3.42       | 75                  | 3.87       | 65                  | 3.80       | 81                  | 11.14        |
| Officers                    | 314                 | 16.53      | 298                 | 15.37      | 275                 | 16.06      | 270                 | 37.14        |
| Operational level           | 173                 | 9.11       | 184                 | 9.49       | 147                 | 8.59       | 187                 | 25.72        |
| No level                    | 1,312               | 69.05      | 1,345               | 69.37      | 1,207               | 70.50      | 160                 | 22.01        |
| <b>Total</b>                | <b>1,900</b>        | <b>100</b> | <b>1939</b>         | <b>100</b> | <b>1,712</b>        | <b>100</b> | <b>727</b>          | <b>77.99</b> |
| By nationality              |                     |            |                     |            |                     |            |                     |              |
| Thai                        | 1,894               | 99.68      | 1,936               | 99.85      | 1,711               | 99.94      | 726                 | 99.86        |
| American                    | 2                   | 0.11       | 0                   | 0          | 0                   | 0          | 0                   | 0            |
| Others                      | 4 <sup>e</sup>      | 0.21       | 3 <sup>e</sup>      | 0.15       | 1 <sup>f</sup>      | 0.06       | 1 <sup>f</sup>      | 0.14         |
| <b>Total</b>                | <b>NA</b>           | <b>NA</b>  | <b>1,900</b>        | <b>100</b> | <b>1939</b>         | <b>100</b> | <b>727</b>          | <b>100</b>   |
| By type of turnover         |                     |            |                     |            |                     |            |                     |              |
| Total employee turnover     |                     | 25.95      |                     | 23.63      |                     | 20.36      |                     | 10.46        |
| Voluntary employee turnover |                     | 24.65      |                     | 22.03      |                     | 18.48      |                     | 8.64         |

Remark: Voluntary employee turnover includes retirement, early retirement, end of contract, end of seasonal contract and resignation.

**Percentage of Employees Engaged in Negotiation (Labor Welfare Committee)**

| Data  | 2021* | 2022** | 2023** | 2024** |
|---|-------|--------|--------|--------|
| <b>GRI 2-30 (2021) Collective Bargaining Agreements</b>                     |       |        |        |        |
| Percentage of employees engaged in negotiation<br>(Labor Welfare Committee) | 100   | 100    | 100    | 100    |

**Maternity Leave or Parental Leave**

| Data  | Gender | 2021*               |       | 2022**              |       | 2023**              |       | 2024**              |       |
|---|--------|---------------------|-------|---------------------|-------|---------------------|-------|---------------------|-------|
|   |        | Number<br>(persons) | %     | Number<br>(persons) | %     | Number<br>(persons) | %     | Number<br>(persons) | %     |
| GRI 401-3 (2016) Maternity Leave or Parental Leave  |        |                     |       |                     |       |                     |       |                     |       |
| Employees that were entitled to maternity leave or parental leave   | Male   | 0                   | 0     | 0                   | 0     | 0                   | 0     | 0                   | 0     |
|   | Female | 1,822               | 100   | 2,517               | 100   | 2,637               | 100   | 1073                | 100   |
| Employees that took maternity leave or parental leave   | Male   | 0                   | 0     | 0                   | 0     | 0                   | 0     | 0                   | 0     |
|   | Female | 80                  | 4.39  | 64                  | 2.54  | 52                  | 1.97  | 75                  | 6.99  |
| Employees that returned to work in the reporting period after maternity leave or parental leave ended                                       | Male   | NR                  | NR    | NR                  | NR    | 0                   | 0     | 0                   | 0     |
|   | Female | 78                  | 97.50 | 63                  | 98.44 | 52                  | 100   | 72                  | 96.00 |
| Employees that returned to work after maternity leave or parental leave ended that were still employed 12 months after their return to work | Male   | NR                  | NR    | NR                  | NR    | NR                  | NR    | 0                   | 0     |
|   | Female | 67                  | 80.72 | 87                  | 70.11 | 59                  | 92.18 | 53                  | 89.83 |

## Employee Training and Development

| Data  |                         | Unit              | 2021*    | 2022**   | 2023**   | 2024**   |
|---|-------------------------|-------------------|----------|----------|----------|----------|
| <b>GRI 404-1 (2016) Average Hours of Training per Year per Employee</b> |                         |                   |          |          |          |          |
| Average training hours of employees in Mitr Phol Group                  |                         | hours/person/year | 19.93    | 19.23    | 18.36    | 43.19    |
| Gender  | Male                    | hours/person/year | 18.99    | 18.18    | 19.36    | 43.12    |
|   | Female                  | hours/person/year | 22.94    | 22.19    | 15.48    | 43.40    |
| Level of Employee   | Top management level    | hours/person/year | 16.38    | 17.46    | 18.79    | 49.14    |
|   | Middle management level | hours/person/year | 30.99    | 20.20    | 9.33     | 57.87    |
|   | Line managers           | hours/person/year | 35.97    | 34.84    | 24.27    | 54.33    |
|   | Officers                | hours/person/year | 21.67    | 20.15    | 14.81    | 43.59    |
|   | Operational level       | hours/person/year | 8.88     | 10.46    | 22.64    | 35.99    |
| Age   | > 50 years              | hours/person/year | 51.17    | 34.36    | 17.80    | 32.83    |
|   | 30 - 50 years           | hours/person/year | 16.06    | 17.36    | 16.85    | 40.93    |
|   | < 30 years              | hours/person/year | 18.49    | 18.66    | 22.74    | 53.02    |
| Nationality   | Thai                    | hours/person/year | 19.93    | 19.23    | 18.36    | 43.19    |
| Average amount spent on training per FTE                                |                         | THB/person/year   | 1,331.91 | 3,229.70 | 5,483.70 | 3,000.82 |

| Data   | Unit              | 2021* | 2022** | 2023** | 2024** |
|--|-------------------|-------|--------|--------|--------|
| <b>Type of training</b>  |                   |       |        |        |        |
| Compliance type e.g. Safety, ISO, Corporate                    | %                 | 33    | 30     | 8      | 27.9   |
| Governance   | hours/person/year | 6.64  | 4.50   | 1.75   | 12.03  |
| Functional type  | %                 | 22    | 32     | 28     | 18.5   |
|  | hours/person/year | 4.39  | 3.72   | 6.45   | 7.98   |
| Building leadership type                                       | %                 | 18    | 15     | 45     | 6.7    |
|  | hours/person/year | 3.69  | 3.52   | 5.76   | 2.88   |
| Other type of training to support Mitr Phol business operation | %                 | 26    | 23     | 19     | 46.9   |
|  | hours/person/year | 5.24  | 7.49   | 4.40   | 20.25  |

#### Human Capital Return on Investment

| Data                               | Unit        | 2021      | 2022       | 2023       | 2024       |
|------------------------------------|-------------|-----------|------------|------------|------------|
| Total revenue                      | Million THB | 59,872.42 | 103,367.16 | 147,402.21 | 155,256.67 |
| Total operating expenses           | Million THB | 45,437.86 | 70,941.98  | 107,766.40 | 118,955.25 |
| Total employee-related expenses    | Million THB | 4,964.58  | 4,702.60   | 4,529.81   | 5,209.67   |
| Human Capital Return on Investment | -           | 3.91      | 7.90       | 7.75       | 5.97       |



### Percentage of Employees Receiving Regular Performance and Career Development Reviews

| Data  | Unit    | 2021* |        |       | 2022** |        |       | 2023** |        |       | 2024** |        |       |
|---|---------|-------|--------|-------|--------|--------|-------|--------|--------|-------|--------|--------|-------|
|   |         | Male  | Female | Total | Male   | Female | Total | Male   | Female | Total | Male   | Female | Total |
| GRI 404-3 (2016) Percentage of Employees Receiving Regular Performance and Career Development Reviews by Gender and Level |         |       |        |       |        |        |       |        |        |       |        |        |       |
| Top level management  | Percent | 100   | 100    | 100   | 100    | 100    | 100   | 100    | 100    | 100   | 100    | 100    | 100   |
| Middle level management   | Percent | 100   | 100    | 100   | 100    | 100    | 100   | 100    | 100    | 100   | 100    | 100    | 100   |
| Line managers   | Percent | 100   | 100    | 100   | 100    | 100    | 100   | 100    | 100    | 100   | 100    | 100    | 100   |
| Officers  | Percent | 100   | 100    | 100   | 100    | 100    | 100   | 100    | 100    | 100   | 100    | 100    | 100   |
| Operational level   | Percent | 100   | 100    | 100   | 100    | 100    | 100   | 100    | 100    | 100   | 100    | 100    | 100   |
| Total   | Percent | 100   | 100    | 100   | 100    | 100    | 100   | 100    | 100    | 100   | 100    | 100    | 100   |

Remark: The annual KPIs of the Chief Executive Officer are set for long-term evaluation. They are aligned with the company's plans and budgets over a three-year period and are adjusted on an annual basis (rolling KPIs) to ensure suitability.

In 2024, the CEO's performance was evaluated based on the Economic Value Added (EVA) and Earnings before Taxes (EBT).

For the sugar business in Thailand, the energy business, and the wood substitute materials business, in addition to using the Economic Value Added, the Return on Asset (ROA) and Return on Invested Capital (ROIC) were also used.

Meanwhile, for the fertilizer business, the sugar business in the ASEAN region, the sugar business in Australia, and the sugar business in China, Earnings Before Taxes (EBT) were used as a KPI. The evaluation of the overall success takes into account whether businesses were able to deliver on their plans in line with growth ambitions as well as social and environmental responsibility. CEO is remunerated based on achievement of operational performance, e.g. % Completion of plan of key projects approved by Board, % Completion of successor development.

**Remuneration Ratio (Female/Male)**

| Data  | Ratio Female/Male |
|---|-------------------|
| Executive level (Base salary only)                    | 1.49              |
| Executive level (Base salary + other cash incentive)  | 1.28              |
| Management level (Base salary only)                   | 0.94              |
| Management level (Base salary + other cash incentive) | 0.91              |
| Non-management level (Base salary only)               | 1.29              |

In 2024, the CEO's performance was evaluated based on the Economic Value Added (EVA), EBITDA, EBT, labor cost/ EBITDA, EBITDA margin and %revenue from the new business. The evaluation of the overall success takes into account whether businesses were able to deliver on their plans in line with growth ambitions as well as social and environmental responsibility. CEO is remunerated based on achievement of financial and operational performance, e.g. % Completion of plan of key projects approved by Board, % Completion of successor development.