

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. The data covering the period from 2022 to 2025 were collected for the period of January 1 to December 31 of each 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.

^A 2024 Target for share of women in total workforce is equal to 34%

^a Other nationality includes British

^b Other nationality includes Chinese

^c Other nationality includes Philippine

Data	Unit	2022			2023			2024			2025		
		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	5,666	2,538	8,204	5,770	2,637	8,407	5,815	2,083	7,898	6,000	2,193	8,193
	%	69.06	30.94	100	68.63	31.37	100	73.63	26.37 ^A	100	73.23	26.77	100
Total number of employees by employment contract													
Permanent employees	Persons	5,416	1,868	7,284	5,564	1,954	7,518	5,793	2,062	7,855	5,995	2,184	8,179
	%	66.02	22.77	88.79	66.18	23.24	89.43	73.35	26.11	99.46	73.17	26.66	99.83
Temporary employees	Persons	250	670	920	206	683	889	22	21	43	5	9	14
	%	3.05	8.17	11.21	2.45	8.12	10.57	0.28	0.27	0.54	0.06	0.11	0.17
Total number of employees by employment type													
Full-time employees	Persons	5,631	2,534	8,165	5,770	2,637	8,407	5,815	2,083	7,898	6,000	2,193	8,020
	%	68.64	30.89	99.52	68.63	31.37	100	73.63	26.37	100	73.23	26.77	100
Part-time employees	Persons	35	4	39	0	0	0	0	0	0	0	0	0
	%	0.43	0.05	0.48	0	0	0	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	2022			2023			2024			2025		
		Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
GRI 2-7 (2021) Total Number of Employees by Location													
Bangkok	Persons	305	499	804	436	551	987	303	550	853	320	551	871
	%	3.72	6.08	9.80	5.19	6.55	11.74	3.84	6.96	10.80	3.91	6.73	10.63
- Permanent employees	Persons	273	483	756	427	531	958	301	546	847	318	551	869
- Temporary employees	Persons	32	16	48	9	20	29	2	4	6	2	0	0
Other area	Persons	5,361	2,040	7,401	5,293	2,069	7,362	5,512	1,533	7,045	5,680	1,642	7,322
	%	65.35	24.87	90.21	62.96	24.61	87.57	69.79	19.41	89.20	69.33	20.04	89.37
- Permanent employees	Persons	5,143	1,386	6,529	5,096	1,404	6,500	5,492	1,516	7,008	5,677	1,633	7,140
- Temporary employees	Persons	218	654	872	197	665	862	20	17	37	3	9	11
Bangkok	Persons	292	480	772	436	551	987	303	550	853	320	551	871
	%	3.56	5.85	9.41	5.19	6.55	11.74	3.84	6.96	10.80	3.91	6.73	10.63
- Full-time employees	Persons	262	475	737	436	551	987	303	550	853	320	551	869
- Part-time employees	Persons	30	5	35	0	0	0	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	2022			2023			2024			2025		
		Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Other area	Persons	5,318	2,022	7,340	5,293	2,069	7,362	5,512	1,533	7,045	5,680	1,642	7,322
	%	64.82	24.65	89.47	62.96	24.61	87.57	69.79	19.41	89.20	69.33	20.04	89.37
- Full-time employees	Persons	5,313	2,022	7,335	5,293	2,069	7,362	5,512	1,533	7,045	5,680	1,642	7,151
- Part-time employees	Persons	5	0	5	0	0	0	0	0	0	0	0	0
- Non-guaranteed hours employees	Persons	0	0	0	0	0	0	0	0	0	0	0	0
GRI 2-8 (2021) Workers Who Are Not Employees													
Total of workers who are not employees	Persons	175	97	272	4	0	4	4	0	4	360	790	1,150
- Interns	Persons	171	97	268	0	0	0	0	0	0	22	60	82
- Contractors	Persons	4	0	4	4	0	4	4	0	4	28	6	34
- Other workers	Persons	0	0	0	0	0	0	0	0	0	310	724	1,034
GRI 405-1 (2016) Diversity of Employees													
Top management level	Persons	32	2	34	27	2	29	30	2	32	58	9	67
	%	94.12	5.88	100	93.10	6.90	100	93.75	6.25	100	86.57	13.43	100
Age > 50 years	Persons	26	2	28	18	2	20	23	2	25	49	4	53
	%	76.47	5.88	82.35	62.07	6.9	68.97	71.88	6.25	78.13	73.13	5.97	79.10
Age 30 - 50 years	Persons	6	0	6	9	0	9	7	0	7	8	5	13
	%	17.65	0.00	17.65	31.03	0.00	31.03	21.88	0	21.88	11.94	7.46	19.40

Data	Unit	2022			2023			2024			2025		
		Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Age < 30 years	Persons	0	0	0	0	0	0	0	0	0	1	0	1
	%	0	0	0	0	0	0	0	0	0	1.49	0	1.49
Middle management level	Persons	154	70	224	168	77	245	182	85	267	196	97	293
	%	68.75	31.25	100	68.57	31.43	100	68.16	31.84	100	66.89	33.11	100
Age > 50 years	Persons	70	17	87	64	20	84	77	19	96	89	28	117
	%	31.25	7.59	38.84	26.12	8.16	34.29	28.84	7.12	35.96	30.38	9.56	39.93
Age 30 - 50 years	Persons	83	53	136	103	57	160	105	66	171	106	68	174
	%	37.05	23.66	60.71	42.04	23.27	65.31	39.33	24.72	64.04	36.18	23.21	59.39
Age < 30 years	Persons	1	0	1	1	0	1	0	0	0	1	1	2
	%	0.45	0	0.45	0.41	0.00	0.41	0	0	0	0.34	0.34	0.68
Line managers	Persons	491	344	835	520	388	908	582	440	1,022	587	452	1,039
	Percent	58.80	41.20	100	57.27	42.73	100	56.95	43.05	100	56.50	43.50	100
Age > 50 years	Persons	83	35	118	81	38	119	70	39	109	90	53	143
	%	9.94	4.19	14.13	8.92	4.19	13.11	6.85	3.82	10.67	8.66	5.10	13.76
Age 30 - 50 years	Persons	404	305	709	438	345	783	509	391	900	490	392	882
	%	48.38	36.53	84.91	48.24	38.00	86.23	49.80	38.26	88.06	47.16	37.73	84.89
Age < 30 years	Persons	4	4	8	1	5	6	3	10	13	7	7	14
	%	0.48	0.48	0.96	0.11	0.55	0.66	0.29	0.98	1.27	0.67	0.67	1.35

Data	Unit	2022			2023			2024			2025		
		Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Officers	Persons	2,220	937	3,157	2,461	1,071	3,532	2,904	1,188	4,092	2,904	1,238	4,142
	%	70.32	29.68	100	69.68	30.32	100	70.97	29.03	100	70.11	29.89	100
Age > 50 years	Persons	255	42	297	258	44	302	268	46	314	334	54	388
	%	8.08	1.33	9.41	7.30	1.25	8.55	6.55	1.12	7.67	8.06	1.30	9.37
Age 30 - 50 years	Persons	1,562	558	2,120	1,749	658	2,407	2,043	766	2,809	2,016	807	2,823
	%	49.48	17.68	67.15	49.52	18.63	68.15	49.93	18.72	68.65	48.67	19.48	68.16
Age < 30 years	Persons	403	337	740	454	369	823	593	376	969	554	377	931
	%	12.77	10.67	23.44	12.85	10.45	23.30	14.49	9.19	23.68	13.38	9.10	22.48
Operational level	Persons	1,532	227	1,759	1,864	287	2,151	1,805	253	2,058	1,904	247	2,151
	%	87.09	12.91	100	86.66	13.34	100	87.71	12.29	100	88.52	11.48	100
Age > 50 years	Persons	105	21	126	134	26	160	125	18	143	138	22	160
	%	5.97	1.19	7.16	6.23	1.21	7.44	6.07	0.87	6.95	6.42	1.02	7.44
Age 30 - 50 years	Persons	806	151	957	907	201	1,108	792	185	977	862	178	1,040
	%	45.82	8.58	54.41	42.17	9.34	51.51	38.48	8.99	47.47	40.07	8.28	48.35
Age < 30 years	Persons	621	55	676	823	60	883	888	50	938	904	47	951
	%	35.30	3.13	38.43	38.26	2.79	41.05	43.15	2.43	45.58	42.03	2.19	44.21

Data	Unit	2022			2023			2024			2025		
		Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
No level	Persons	NA	NA	NA	NA	NA	NA	NA	NA	NA	353	148	501
	%	NA	NA	NA	NA	NA	NA	NA	NA	NA	70.46	29.54	100
Age > 50 years	Persons	NA	NA	NA	NA	NA	NA	NA	NA	NA	80	27	107
	%	NA	NA	NA	NA	NA	NA	NA	NA	NA	15.97	5.39	21.36
Age 30-50 years	Persons	NA	NA	NA	NA	NA	NA	NA	NA	NA	180	67	247
	%	NA	NA	NA	NA	NA	NA	NA	NA	NA	35.93	13.37	49.30
Age < 30 years	Persons	NA	NA	NA	NA	NA	NA	NA	NA	NA	93	54	147
	%	NA	NA	NA	NA	NA	NA	NA	NA	NA	18.56	10.78	29.34
Total Employees Based on Nationality													
Thai	Persons	5,588	2,477	8,065	5,765	2,635	8,400	5,860	2,096	7,956	5,994	2,192	8,186
	% of total employee	69.23	30.69	99.91	68.57	31.34	99.92	73.62	26.33	99.95	73.16	26.75	99.91
Philippine	Persons	1	1	2	2	1	3	1	1	2	2	1	3
	% of total employee	0.01	0.01	0.02	0.02	0.01	0.04	0.01	0.01	0.03	0.02	0.01	0.04
Colombian	Persons	1	0	1	1	0	1	1	0	1	1	0	1
	% of total employee	0.01	0.00	0.01	0.01	0.00	0.01	0.01	0.00	0.01	0.01	0.00	0.01

Data	Unit	2022			2023			2024			2025		
		Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Malaysian	Persons	0	0	0	0	0	0	0	0	0	1	0	1
	% of total employee	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.01	0.00	0.01
Pakistanis	Persons	1	0	1	1	0	1	1	0	1	1	0	1
	% of total employee	0.01	0.00	0.01	0.01	0.00	0.01	0.01	0.00	0.01	0.01	0.00	0.01
French	Persons	0	0	0	0	0	0	0	0	0	1	0	1
	% of total employee	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.01	0.00	0.01
American	Persons	1	0	1	1	0	1	0	0	0	0	0	0
	% of total employee	0.01	0.00	0.01	0.01	0.00	0.01	0.00	0.00	0.00	0.00	0.00	0.00
Chinese	Persons	0	0	0	1	1	1	0	0	0	0	0	0
	% of total employee	0.00	0.00	0.00	0.01	0.01	0.01	0.00	0.00	0.00	0.00	0.00	0.00

Data	Unit	2022			2023			2024			2025		
		Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Management Employees Based on Nationality													
Thai	Persons	0	1,093	1,093	708	460	1,168	792	526	1,318	838	559	1,397
	% of total management employee	0.00	99.82	99.82	60.46	39.28	99.74	59.95	39.82	99.77	59.81	39.90	99.71
Colombian	Persons	0	0	0	1	0	1	1	0	1	1	0	1
	% of total management employee	0.00	0.00	0.00	0.09	0.00	0.09	0.08	0.00	0.08	0.07	0.00	0.07
Malaysia	Persons	0	0	0	0	0	0	0	0	0	1	0	1
	% of total management employee	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.07	0.00	0.07
Pakistanis	Persons	1	0	1	1	0	1	1	0	1	1	0	1
	% of total management employee	0.09	0	0.09	0.09	0.00	0.09	0.08	0	0.08	0.07	0.00	0.07

Data	Unit	2022			2023			2024			2025		
		Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
French	Persons	0	0	0	0	0	0	0	0	0	1	0	1
	% of total management employee	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.07	0.00	0.07
Others	Persons	0	1	1 ^b	0	1	1 ^b	1	0	1 ^c	0	0	0
	% of total management employee	0.00	0.09	0.09	0.00	0.09	0.09	0.08	0	0.08	0.00	0.00	0.00
Women in All Management Positions													
Women in all management positions	% of total management employee		38.06			39.51			39.8			26.77	
Women in Management Positions in Revenue-generating Functions													
Women in management positions in revenue-generating functions	% of total management employee		17.84			25.11			30.59			27.35	
Women in Science, Technology, Engineering and Mathematics (STEM)-related Positions													
Women in science, technology, engineering and mathematics (STEM)- related positions	% of total STEM positions		17.00			27.40			64.10			16.45	

Information on New Employee Hires

Data	2022		2023		2024		2025	
	Number (persons)	%	Number (persons)	%	Number (persons)	%	Number (persons)	%
GRI 401-1 (2016) New Employee Hires								
Rate of new employee hires								
Male		11.49		7.22		6.94		4.67
Female		12.03		3.25		3.31		2.72
Total		23.53		10.47		10.25		7.40
By gender								
Male	943	48.86	607	68.98	482	67.70	383	63.20
Female	987	51.14	273	31.02	230	32.30	223	36.80
Total	1,930	100	880	100	712	100	606	100
By age								
> 50 years	26	1.35	6	0.68	5	0.70	22	3.63
30 - 50 years	656	33.99	271	30.80	247	34.69	211	34.82
< 30 years	1,248	64.66	603	68.52	460	64.61	373	61.55
Total	1,930	100	880	100	712	100	606	100

Data	2022		2023		2024		2025	
	Number (persons)	%	Number (persons)	%	Number (persons)	%	Number (persons)	%
By location								
Bangkok	186	9.64	174	19.77	152	21.35	123	20.30
Others	1,744	90.36	706	80.23	560	78.65	483	79.70
Total	1,930	100	880	100	712	100	606	100
By level								
Top level management	4	0.21	6	0.68	2	0.28	16	2.64
Middle level management	11	0.57	14	1.59	8	1.12	21	3.47
Line managers	60	3.11	53	6.02	57	8.01	42	6.93
Officers	308	15.96	355	40.34	327	45.93	266	43.89
Operational level	199	10.31	452	51.36	240	33.71	168	27.72
No level	1348	71.10	0	0	78	10.95	93	15.35
Total	1,930	100	880	100	712	100	606	100

Data	2022		2023		2024		2025	
	Number (persons)	%	Number (persons)	%	Number (persons)	%	Number (persons)	%
By Nationality								
Thai	1928	99.90	880	100	712	100	605	99.83
Philippine	1	0.05	0	0	0	0	1	0.17
Colombian	1	0.05	0	0	0	0	0	0
Total	1,930	100	880	100	712	100	606	100
% of Open Positions Filled by Internal Candidates (Internal Hires)								
% of open positions filled by internal candidates		60.82		34.84		67.67		78.73

Information on Employee Turnover

Data	2022		2023		2024		2025	
	Number (persons)	%	Number (persons)	%	Number (persons)	%	Number (persons)	%
GRI 401-1 (2016) Employee Turnover								
Rate of employee turnover								
Male		12.18		9.09		7.58		4.97
Female		11.46		11.28		2.88		2.45
Total		23.63		20.36		10.46		7.42

Data	2022		2023		2024		2025	
	Number (persons)	%	Number (persons)	%	Number (persons)	%	Number (persons)	%
By gender								
Male	999	51.52	764	44.63	527	72.49	407	66.94
Female	940	48.48	948	55.37	200	27.51	201	33.06
Total	1,939	100	1,712	100	727	100	608	100
By age								
> 50 years	147	7.58	72	4.21	120	16.51	113	18.59
30 - 50 years	761	39.25	761	44.45	372	51.17	282	46.38
< 30 years	1,031	53.17	879	51.34	235	32.32	213	35.03
Total	1,939	100	1,712	100	727	100	608	100
By location								
Bangkok	156	8.05	168	9.81	136	18.71	145	23.85
Others	1,783	91.95	1,544	90.19	591	81.29	463	76.15
Total	1,939	100	1,712	100	727	100	608	100
By Level								
Top management level	7	0.36	1	0.06	5	0.69	11	1.81
Middle management level	30	1.55	17	0.99	24	3.3	27	4.44

Data	2022		2023		2024		2025	
	Number (persons)	%	Number (persons)	%	Number (persons)	%	Number (persons)	%
Line managers	75	3.87	65	3.80	81	11.14	67	11.02
Officers	298	15.37	275	16.06	270	37.14	265	43.59
Operational level	184	9.49	147	8.59	187	25.72	165	27.14
No level	1,345	69.37	1,207	70.50	160	22.01	73	12.01
Total	1939	100	1,712	100	727	77.99	608	100
By nationality								
Thai	1,936	99.85	1,711	99.94	726	99.86	606	99.67
American	0	0	0	0	0	0	2	0.33
Others	3 ^a	0.15	1 ^b	0.06	1 ^b	0.14	0	0
Total	1,900	100	1939	100	727	100	608	100
By type of turnover								
Total employee turnover		23.63		20.36		10.46		7.42
Voluntary employee turnover		22.03		18.48		8.64		7.42

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	2022**	2023**	2024**	2025**
GRI 2-30 (2021) Collective Bargaining Agreements				
Percentage of employees engaged in negotiation (Labor Welfare Committee)	100	100	100	100

Maternity Leave or Parental Leave

Data	Gender	2022		2023		2024		2025	
		Number (persons)	%	Number (persons)	%	Number (persons)	%	Number (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	6,000	100
	Female	2,517	100	2,637	100	1073	100	2,193	100
Employees that took maternity leave or parental leave	Male	0	0	0	0	0	0	188	3.13
	Female	64	2.54	52	1.97	75	6.99	67	3.06
Employees that returned to work in the reporting period after maternity leave or parental leave ended	Male	NR	NR	0	0	0	0	184	97.87
	Female	63	98.44	52	100	72	96.00	60	89.55
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	0	0	3	100
	Female	87	70.11	59	92.18	53	89.83	55	94.83

Employee Training and Development

Data		Unit	2022	2023	2024	2025
GRI 404-1 (2016) Average Hours of Training per Year per Employee						
Average training hours of employees in Mitr Phol Group		hours/person/year	19.23	18.36	43.19	86.55
Gender	Male	hours/person/year	18.18	19.36	43.12	72.84
	Female	hours/person/year	22.19	15.48	43.40	27.12
Level of Employee	Top management level	hours/person/year	17.46	18.79	49.14	65.51
	Middle management level	hours/person/year	20.20	9.33	57.87	86.09
	Line managers	hours/person/year	34.84	24.27	54.33	14.12
	Officers	hours/person/year	20.15	14.81	43.59	91.94
	Operational level	hours/person/year	10.46	22.64	35.99	73.86
Age	> 50 years	hours/person/year	34.36	17.80	32.83	95.49
	30 - 50 years	hours/person/year	17.36	16.85	40.93	86.73
	< 30 years	hours/person/year	18.66	22.74	53.02	81.73
Nationality	Thai	hours/person/year	19.23	18.36	43.19	96.92
Average amount spent on training per FTE		THB/person/year	3,229.70	5,483.70	3,000.82	3,060.85

Data	Unit	2022	2023	2024	2025
Type of training					
Compliance type e.g. Safety, ISO, Corporate Governance	%	30	8	27.9	22.7
	hours/person/year	4.50	1.75	12.03	9.2
Functional type	%	32	28	18.5	49.07
	hours/person/year	3.72	6.45	7.98	15.51
Building leadership type	%	15	45	6.7	11.65
	hours/person/year	3.52	5.76	2.88	0.8
Other type of training to support Mitr Phol business operation	%	23	19	46.9	16.57
	hours/person/year	7.49	4.40	20.25	74.5

Human Capital Return on Investment

Data	Unit	2022	2023	2024	2025
Total revenue	Million THB	103,367.16	147,402.21	155,256.67	137,156.47
Total operating expenses	Million THB	70,941.98	107,766.40	118,955.25	104,774.96
Total employee-related expenses	Million THB	4,702.60	4,529.81	5,209.67	5,651.16
Human Capital Return on Investment	-	7.90	9.75	7.97	6.73

Percentage of Employees Receiving Regular Performance and Career Development Reviews

Data	Unit	2022			2023			2024			2025		
		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 2025, the CEO's performance was evaluated based on the Economic Value Added (EVA) and Earnings before Taxes (EBT).

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)	0.41
Executive level (Base salary + other cash incentive)	0.41
Management level (Base salary only)	0.93
Management level (Base salary + other cash incentive)	0.93
Non-management level (Base salary only)	1.35

In 2025, 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.