

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.

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

^a Other nationality includes Philippine, Chinese, Malaysian, Colombian, and French

^b Other nationality includes Philippine, Chinese, and Colombian

^c Other nationality includes Chinese and Colombian

^d Other nationality includes Philippine and Colombian

^e Other nationality includes British

^f Other nationality includes Chinese

^g 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 ^A	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	1,862	1,532	227	1,759	1,864	287	2,151	1,805	253	2,058
	%	85.18	14.82	100	87.09	12.91	100	86.66	13.34	100	87.71	12.29	100
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
Total Employees Based on Nationality													
Thai	Persons	5,469	1,845	7,314	5,588	2,477	8,065	5,765	2,635	8,400	5,860	2,096	7,956
	% of total employee	74.69	25.20	99.89	69.23	30.69	99.91	68.57	31.34	99.92	73.62	26.33	99.95

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 ^a	2	3	5 ^b	3	2	5 ^b	2	1	3 ^{*d}
	% 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
Management Employees Based on Nationality													
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 ^g	0	1	1 ^f	1	1	2 ^c	2	0	2 ^{**d}
	% 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
Women in All Management Positions													
Women in all management positions	% of total management employee		36.77			38.06			39.51			39.8	
Women in Management Positions in Revenue-generating Functions													
Women in management positions in revenue-generating functions	% of total management employee		36.39			17.84			25.11			30.59	
Women in Science, Technology, Engineering and Mathematics (STEM)-related Positions													
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 (persons)	%	Number (persons)	%	Number (persons)	%	Number (persons)	%
GRI 401-1 (2016) New Employee Hires								
Rate of new employee hires								
Male		5.22		11.49		7.22		6.94
Female		1.94		12.03		3.25		3.31
Total		7.16		23.53		10.47		10.25
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
Total	524	100	1,930	100	880	100	712	100
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
Total	524	100	1,930	100	880	100	712	100

Data	2021*		2022**		2023**		2024**	
	Number (persons)	%	Number (persons)	%	Number (persons)	%	Number (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
Total	524	100	1,930	100	880	100	712	100
By level								
Top level management	3	0.57	4	0.21	6	0.68	2	0.28
Middle level 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
Total	524	100	1,930	100	880	100	712	100

Data	2021*		2022**		2023**		2024**	
	Number (persons)	%	Number (persons)	%	Number (persons)	%	Number (persons)	%
By Nationality								
Thai	522	99.62	1928	99.90	880	100	712	100
American	0	0	0	0	0	0	0	0
Others ^d	2	0.38	2	0.1	0	0	0	0
Total	524	100	1,930	100	880	100	712	100
% 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 (persons)	%	Number (persons)	%	Number (persons)	%	Number (persons)	%
GRI 401-1 (2016) Employee Turnover								
Rate of employee turnover								
Male		13.15		12.18		9.09		7.58
Female		12.80		11.46		11.28		2.88
Total		25.95		23.63		20.36		10.46

Data	2021*		2022**		2023**		2024**	
	Number (persons)	%	Number (persons)	%	Number (persons)	%	Number (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
Total	1,900	100	1,939	100	1,712	100	727	100
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
Total	1,900	100	1,939	100	1,712	100	727	100
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
Total	1,900	100	1,939	100	1,712	100	727	100
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 (persons)	%	Number (persons)	%	Number (persons)	%	Number (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
Total	1,900	100	1939	100	1,712	100	727	77.99
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 ^e	0.21	3 ^e	0.15	1 ^f	0.06	1 ^f	0.14
Total	NA	NA	1,900	100	1939	100	727	100
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**
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	2021*		2022**		2023**		2024**	
		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	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**
GRI 404-1 (2016) Average Hours of Training per Year per Employee						
Average training hours of employees in Mitr Phol Group		hours/person/year	19.93	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**
Type of training					
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	9.75	7.97

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.