

CENTRAL **RETAIL**

NEW HEIGHTS, NEXT GROWTH

Performance Data 2025



GRI Standards	Data	Unit	Data Collection Period				Data Coverage
			2022	2023	2024	2025	2025
Business Ethics							
	Reported Breaches of Business Ethics	Cases	48	63	81	94	Thailand
	- Corruption/Bribery	Cases	0	0	0	0	Thailand
	- Fraud	Cases	11	14	17	9	Thailand
	- Money Laundering and Insider Trading	Cases	0	0	0	0	Thailand
	- Conflict of Interest	Cases	0	3	1	1	Thailand
	- Internal Regulatory Non-Compliance	Cases	37	46	63	84	Thailand
	- Anti-Competitive Practices	Cases	0	0	0	0	Thailand
	Reported Other Types of Breaches of Business Ethics	Cases	2	3	2	8	Thailand
	- Society and Community	Cases	0	2	1	1	Thailand
	- Environment, Occupational Health and Safety	Cases	1	1	1	3	Thailand
	- Products and Packaging	Cases	0	0	0	0	Thailand
	- Human Rights Violations	Cases	0	0	0	1	Thailand
	- Discrimination & All Types of Harassment	Cases	0	0	0	2	Thailand
	- Others	Cases	1	0	0	1	Thailand
	Breaches of Business Ethics under Investigation	Cases	2	1	1	3	Thailand
	- Corruption/Bribery	Cases	0	0	0	0	Thailand
	- Fraud	Cases	1	0	0	0	Thailand
	- Money Laundering and Insider Trading	Cases	0	0	0	0	Thailand
	- Conflict of Interest	Cases	0	0	0	0	Thailand
	- Internal Regulatory Non-Compliance	Cases	1	1	1	3	Thailand
	- Anti-Competitive Practices	Cases	0	0	0	0	Thailand
	Other Types of Breaches of Business Ethics under Investigation	Cases	0	0	0	0	Thailand
	- Society and Community	Cases	0	0	0	0	Thailand
	- Environment, Occupational Health and Safety	Cases	0	0	0	0	Thailand
	- Products and Packaging	Cases	0	0	0	0	Thailand
	- Human Rights Violations	Cases	0	0	0	0	Thailand
	- Discrimination & All Types of Harassment	Cases	0	0	0	0	Thailand
	- Others	Cases	0	0	0	0	Thailand

GRI Standards	Data	Unit	Data Collection Period				Data Coverage
			2022	2023	2024	2025	2025
Business Ethics							
205-3 (2016)	Confirmed Breaches of Business Ethics	Cases	28	33	33	26	Thailand
	- Corruption/Bribery	Cases	0	0	0	0	Thailand
	- Fraud	Cases	8	13	11	5	Thailand
	- Money Laundering and Insider Trading	Cases	0	0	0	0	Thailand
	- Conflict of Interest	Cases	0	1	0	1	Thailand
	- Internal Regulatory Non-Compliance	Cases	20	19	22	20	Thailand
-	- Conviction of Business Ethics *	Cases	0	0	0	0	Thailand
	- The Amount of Fines related to Business Ethics Breaches and Conviction **	Cases	0	0	0	0	Thailand
206-1 (2016)	- Anti-Competitive Practices	Cases	0	0	0	0	Thailand
-	Confirmed Other Types of Breaches of Business Ethics	Cases	0	3	2	6	Thailand
2-27 (2021)	- Society and Community	Cases	0	2	1	1	Thailand
2-27 (2021)	- Environment, Occupational Health and Safety	Cases	0	1	1	3	Thailand
-	- Products and Packaging	Cases	0	0	0	0	Thailand
2-27 (2021)	- Human Rights Violations	Cases	0	0	0	1	Thailand
-	- Discrimination & All Types of Harassment	Cases	0	0	0	1	Thailand
	- Others	Cases	0	0	0	0	Thailand
-	Provisions for fines and settlements specified for ESG issues in audited accounts						
	- Fines	Baht	0	0	0	0	Thailand
	- Settlements	Baht	0	0	0	0	Thailand
	Provisions for fines and penalties specified for Environmental issues						
	- Fines	Baht	0	0	0	0	Thailand
	- Penalties	Baht	0	0	0	0	Thailand
205-3 (2016)	Actions Taken against Confirmed Breaches of Business Ethics for Employees	Cases	26	35	34	32	Thailand
	- Termination of Contract/ Dismissed	Cases	13	16	7	8	Thailand
	- Warning/Disciplinary Actions	Cases	8	12	19	15	Thailand
	- Transfer	Cases	0	0	0	1	Thailand
	- Send Back	Cases	4	4	7	4	Thailand
	- Corrective Actions as Complaint/Suggestion	Cases	1	3	1	4	Thailand
	- No Action	Cases	0	0	0	0	Thailand

GRI Standards	Data	Unit	Data Collection Period				Data Coverage
			2022	2023	2024	2025	2025
Business Ethics							
205-3 (2016)	Actions Taken against Confirmed Breaches of Business Ethics for Business Partners (i.e. Suppliers, Contractors, etc.)	Cases	2	1	1	0	Thailand
	- Termination of Contract/ Not Renew Contract	Cases	1	1	1	0	Thailand
	- Warning/Disciplinary Actions	Cases	0	0	0	0	Thailand
	- Corrective Actions as Complaint/Suggestion	Cases	1	0	0	0	Thailand
	- No Action	Cases	0	0	0	0	Thailand
	Public legal cases regarding corruption brought against the organization or its employees	Cases	0	0	0	0	Thailand
-	Training on Codes of Conduct						
	- Employees	%	100	99	98	99	Thailand, Vietnam and Italy
	- Contractors/ Suppliers/ Service Providers	%	N/A	N/A	N/A	N/A	No Data
	- Subsidiaries	%	100	99	98	99	Thailand, Vietnam and Italy
	- Joint ventures (including stakes above 10%)	%	N/A	N/A	N/A	N/A	No Data
205-2 (2016)	Communication on Anti-Corruption Policies and Procedures						
	- Board of Director*	%	100	100	100	100	Thailand, Vietnam and Italy
	- Employees	%	69	100	100	100	Thailand
	- Employee Category						
	- Executive/Top Management	%	73	100	100	100	Thailand, Vietnam and Italy
	- Middle Management	%	90	100	100	100	Thailand, Vietnam and Italy
	- Senior Employees and Junior Management	%	95	100	100	100	Thailand, Vietnam and Italy
	- Non-Management (including Part-Time Employees)	%	67	98	99	100	Thailand, Vietnam and Italy
	- Region						
	-Thailand	%	58	100	100	100	Thailand = Communication = Training
-Vietnam	%	96	N/A	98	100	No data	
-Italy	%	N/A	100	100	100	Italy	

GRI Standards	Data	Unit	Data Collection Period				Data Coverage
			2022	2023	2024	2025	2025
Business Ethics							
205-2 (2016)	- Business Partners	%	N/A	100	100	100	Thailand and Italy
	- Type of Business Partners						
	- Contractors	%	N/A	100	100	100	Thailand and Italy
	- Suppliers	%	N/A	100	100	100	Thailand and Italy
	- Service Providers	%	N/A	100	100	100	Thailand and Italy
	- Region						
	-Thailand	%	N/A	100	100	100	Thailand
	-Vietnam	%	N/A	N/A	98	100	No data
	-Italy	%	N/A	100	100	100	Italy
	Training on Anti-Corruption Policies and Procedures						
	- Board of Director*	%	100	100	100	100	Thailand
	- Employees	%	69	91	87	71	Thailand
	- Employee Category						
	- Executive/Top Management	%	73	72	91	75	Thailand, Vietnam and Italy
	- Middle Management	%	90	93	96	92	Thailand, Vietnam and Italy
	- Senior Employees and Junior Management	%	95	96	97	94	Thailand, Vietnam and Italy
	- Non-Management (including Part-Time Employees)	%	67	94	87	70	Thailand, Vietnam and Italy
	- Region						
	- Thailand	%	58	91	63	61	Thailand
- Vietnam	%	96	98	98	100	Vietnam	
- Italy	%	N/A	100	100	100	Italy	

Remarks

* Conviction of Business Ethics including Corruption/Bribery, Fraud, Money Laundering and Insider Trading, Conflict of Interest, and Internal Regulatory Non-Compliance

** The Amount of Fines related to Business Ethics Breaches and Conviction including Corruption/Bribery, Fraud, Money Laundering and Insider Trading, Conflict of Interest, and Internal Regulatory Non-Compliance

The Company governance body members consists only of the Board of Director that oversees business operations in all regions including Thailand, Vietnam and Italy.

GRI Standards	Data	Unit	Data Collection Period				Data Coverage
			2022	2023	2024	2025	2025
Customer Relationship Management							
2-29	Customer Satisfaction Score	%	89	89	90	91	Thailand and Vietnam
	- Percentage of Revenues	%	69	92	93	100	Thailand and Vietnam
	- Customer using Online Platform	%	8.6	18.5	18.3	31.5	Thailand and Vietnam
-	- Revenue Generated from Online Sales	%	n/a	7	7	8	Thailand

GRI Standards	Data	Unit	Data Collection Period				Data Coverage 2025
			2022	2023	2024	2025	
Supply Chain Management							
	Supplier Screening and Selection						
	Total Suppliers	Numbers	12,698	9,435	9,154	7,242	Thailand
	Total Significant Suppliers	Numbers	1,136	572	2,119	2,178	Thailand
-	- Tier 1 Suppliers	Numbers	12,698	9,435	9,154	7,242	Thailand
	- Significant Tier-1 Suppliers*	Numbers	1,136	572	2,119	2,178	Thailand
	- Percentage of Total Spending on Significant Tier-1 Suppliers	%	65*	63*	65	69.4	Thailand
	- Non Tier-1 Suppliers	Numbers	N/A	N/A	N/A	N/A	-
	- Significant Non Tier-1 Suppliers	Numbers	N/A	N/A	N/A	N/A	-
	- Geographic Location						
	- Thailand	%	85.9	88.4	86.9	89.1	Thailand
	- Outside of Thailand	%	14.1	11.6	13.1	10.9	Thailand
	- Business Category						
	- Food	%	36	37	35.5	32.4	Thailand
	- Fashion	%	38	34	30.0	30.3	Thailand
	- Hardline	%	20	19	29.1	29	Thailand
	- Property	%	6	6	2.2	4	Thailand
	- Health & Wellness	%	N/A	3	N/A	N/A	-
	- Business Category	Million THB	134,995	152,176	109,162	123,719	Thailand
	- Food	%	24	21	32.8	36	Thailand
	- Fashion	%	32	38	9.9	10.3	Thailand
	- Hardline	%	42	39	52.4	46.2	Thailand
	- Property	%	2	1	0.3	0.2	Thailand
	- Health & Wellness	%	N/A	1	N/A	N/A	-

GRI Standards	Data	Unit	Data Collection Period				Data Coverage
			2022	2023	2024	2025	2025
Supply Chain Management							
	Supplier Assessment						
	- Total suppliers assessed	Numbers	2,737	1,986	1,014	1256	Thailand
	- Total number of significant tier-1 and non tier-1 suppliers assessed **	Numbers	10	77	317	408	Thailand
	- Percentage of significant suppliers assessed	%	0.9	13.5	14.9	9.2	Thailand
-	- Suppliers assessed with substantial actual/potential negative impacts/risks	Numbers	0	0	5	8	Thailand
	- Percentage of suppliers with substantial actual/potential negative impacts/risks with agreed corrective action plan	%	0	0	5	100	Thailand
	- Suppliers with substantial actual/potential negative impacts/risks terminated	Numbers	0	0	0	0	Thailand
308-1 (2016)	New Suppliers screened using Environmental Criteria	%	100	100	100	100	Thailand
414-1 (2016)	New Suppliers screened using Social Criteria	%	100	100	100	100	Thailand
	Supplier Development						
	- Total suppliers supported in corrective action plan implementation	Numbers	0	0	5	8	Thailand
	- Percentage of suppliers assessed with substantial actual/potential negative impacts supported in corrective action plan implementation	%	0	0	100	100	Thailand
	- Total suppliers in capacity building programs ***	Numbers	0	0	267	0	Thailand
	- Percentage of significant suppliers in capacity building programs	%	0	0	12.6	0	Thailand

Remarks

* Only for suppliers of Food, Fashion and Hardline business categories in Thailand for FY2021.

** In 2022-2023, the total number of significant tier-1 and non tier-1 suppliers represent on-site assessment. In 2024, the total number of significant tier-1 and non tier-1 suppliers represent desk assessment

*** The total suppliers in capacity building includes both significant and non-significant suppliers.

GRI Standards	Data	Unit	Data Collection Period				Data Coverage
			2022	2023	2024	2025	2025
Cybersecurity							
-	Cases of Information Security Breached Incidents¹ or Other Cybersecurity Incidents²	Cases	4	3	3	2	Thailand
418-1 (2016)	- Cases of Data Breaches Incidents ³ , which consist of Data Breaches, Data Thefts, or Losses of Customer Data	Cases	1	0	3	2	Thailand
-	- Customers and Employees Affected by Company's Data Breach	Persons	0	0	0	0	Thailand
-	- Fines/Penalties Paid in Relation to Information Security Breaches or other Cybersecurity Incidents	THB	0	0	0	0	Thailand
Privacy Protection							
418-1 (2016)	Substantiated Complaints⁴ regarding Breaches of Customer's Personal Data	Cases	0	0	0	0	Thailand
	- Complaints Received from Third Parties	Cases	0	0	0	0	Thailand
	- Complaints Received from Regulatory Bodies	Cases	0	0	1	0	Thailand
	Identified Leaks, Thefts, or Losses of Customer Data*	Cases	1	6	3	2	Thailand

Remarks

¹ Information security breaches is defined as unauthorized access to computer data, applications, networks, devices, and data security systems.

² Other cybersecurity incidents is defined as a cybersecurity breach other than unauthorized data access or disclosure, e.g. a perpetrator taking control of an information system that controls the organization's power generation or transport system.

³ Data breach is defined as a consequences of a cybersecurity breach leading to an unwanted situation or unlawful action, data leakage, unauthorized change or disclosure of personal information as well as sorting and processing of personal or confidential information which affects cybersecurity.

⁴ Substantiated complaints is defined as a complaint letter drafted by a customer or a government regulatory body related to a breach of customer personal data, or a third-party complaint, which is consistent with the Company's personal data criteria or policy.

⁵ Secondary purposes are defined as the use of customer data different from the purpose previously notified to the data subject.

GRI Standards	Data	Unit	Data Collection Period				Data Coverage
			2022	2023	2024	2025	2025
Packaging							
301-1 (2016)	Total Weight of Packaging Materials	Metric Tons	2,769	6,480	7,724	8,903	Thailand, Vietnam, and Italy
301-2 (2016)	- Total Weight of Non-Renewable Packaging Materials	Metric Tons	2,608	4,640	6,888	7,715	Thailand, Vietnam, and Italy
		% of Total Weight	94.2	71.6	84.5	86.7	Thailand, Vietnam, and Italy
	- Total Weight of Renewable Packaging Materials	Metric Tons	161	1,840	836	1,188	Thailand, Vietnam, and Italy
		% of Total Weight	5.8	28.4	15.5	13.3	Thailand, Vietnam, and Italy
-	Total Weight of Paper fiber Packaging	Metric Tons	ND	1,811	2,838	3,825	Thailand, Vietnam, and Italy
	- Recycled and/or Certified Material	% of Total Weight	ND	20.5	11.7	13.9	Thailand, Vietnam, and Italy
	Total Weight of Plastic Packaging	Metric Tons	2,769	4,669	4,885	5,078	Thailand, Vietnam, and Italy
	- Recycled Content within Plastic Packaging	% of Total Weight	0	9.4	11.2	8.7	Thailand, Vietnam, and Italy
	- Recyclable Plastic Packaging	% of Total Weight	3.0	12.5	6.5	2.2	Thailand, Vietnam, and Italy
	- Compostable Plastic Packaging	% of Total Weight	2.8	9.5	2.7	2.0	Thailand, Vietnam, and Italy
	Total Weight of Metal Packaging	% of Total Weight	0	0	0	0	Thailand, Vietnam, and Italy
	Total Weight of Glass Packaging	% of Total Weight	0	0	0	0	Thailand, Vietnam, and Italy

Remarks:

- ND refers to no data

GRI Standards	Data	Unit	Data Collection Period				Data Coverage
			2022	2023	2024	2025	2025
Energy Consumption							
302-1 (2016)	Total Energy Consumption (Within the Organization)	MWh	1,031,482	1,167,878	1,413,630	1,326,215	Thailand, Vietnam, and Italy
		GJ	3,713,332	4,204,358	5,089,067	4,774,373	Thailand, Vietnam, and Italy
	Total Non-Renewable Energy Consumption	MWh	952,014	1,033,468	1,240,634	1,115,298	Thailand, Vietnam, and Italy
		GJ	3,427,250	3,720,479	4,466,280	4,015,072	Thailand, Vietnam, and Italy
	- Total Non-Renewable Fuels Consumption	MWh	64,681	112,516	106,604	102,167	Thailand, Vietnam, and Italy
		GJ	232,848	405,053	383,771	367,800	Thailand, Vietnam, and Italy
	- Diesel	MWh	9,656	63,208	61,424	59,913	Thailand, Vietnam, and Italy
		GJ	34,761	227,547	221,125	215,687	Thailand, Vietnam, and Italy
	- LPG	MWh	20,382	10,438	11,141	10,684	Thailand, Vietnam, and Italy
		GJ	73,374	37,574	40,106	38,463	Thailand, Vietnam, and Italy
	- Gasoline	MWh	34,643	38,870	34,039	31,570	Thailand, Vietnam, and Italy
		GJ	124,714	139,931	122,540	113,650	Thailand, Vietnam, and Italy
	- Total Non-Renewable Energy Purchased for Consumption	MWh	887,334	920,952	1,134,030	1,013,131	Thailand, Vietnam, and Italy
		GJ	3,194,402	3,315,427	4,082,509	3,647,272	Thailand, Vietnam, and Italy
	- Electricity	MWh	887,334	920,952	1,134,030	1,013,131	Thailand, Vietnam, and Italy
		GJ	3,194,402	3,315,427	4,082,509	3,647,272	Thailand, Vietnam, and Italy
	- Total Non-Renewable Energy Sold	MWh	0	0	0	0	Thailand, Vietnam, and Italy
		GJ	0	0	0	0	Thailand, Vietnam, and Italy
	- Electricity	MWh	0	0	0	0	Thailand, Vietnam, and Italy
		GJ	0	0	0	0	Thailand, Vietnam, and Italy
	Total Renewable Energy Consumption	MWh	79,467	134,411	172,996	210,917	Thailand, Vietnam, and Italy
		GJ	286,081	483,879	622,787	759,301	Thailand, Vietnam, and Italy
	- Total Renewable Fuels Consumption	MWh	3,338	6,584	6,405	6,099	Thailand, Vietnam, and Italy
		GJ	12,015	23,702	23,056	21,955	Thailand, Vietnam, and Italy
	- Biodiesel	MWh	694	3,875	3,791	3,683	Thailand, Vietnam, and Italy
		GJ	2,500	13,950	13,648	13,257	Thailand, Vietnam, and Italy
	- Bioethanol	MWh	2,643	2,709	2,613	2,416	Thailand, Vietnam, and Italy
		GJ	9,515	9,751	9,408	8,698	Thailand, Vietnam, and Italy
- Total Renewable Energy Purchased for Consumption	MWh	76,129	127,827	166,592	204,818	Thailand, Vietnam, and Italy	
	GJ	274,066	460,177	599,730	737,346	Thailand, Vietnam, and Italy	
- Electricity (Solar PV)	MWh	76,129	127,827	166,592	204,818	Thailand, Vietnam, and Italy	
	GJ	274,066	460,177	599,730	737,346	Thailand, Vietnam, and Italy	
- Total Renewable Energy Sold	MWh	0	0	0	0	Thailand, Vietnam, and Italy	
- Electricity	MWh	0	0	0	0	Thailand, Vietnam, and Italy	
302-3 (2016)	Energy Intensity Ratio	GJ/Baht	1.57E-05	1.69E-05	1.94E-05	1.78E-05	Thailand, Vietnam, and Italy
302-4 (2016)	Energy Consumption Reduction from Conservation or Efficiency Initiatives	J	ND	ND	ND	ND	Thailand, Vietnam, and Italy

Remarks:

- ND refers to no data

Definitions and Calculation Guidelines**Energy**

- Total energy consumption includes fossil fuels, electricity and renewable energy.
- Energy fuel consumption is calculated as the total amount of fuel consumed for each type multiplied by the calorific value for each type.
- The amount of electrical energy consumption (gigajoules) is equal to the sum of the amount of electrical energy consumed (megawatt hours) multiplied by 3.6.
- The conversion factor is based on Thailand Energy Efficiency Situation Report (Department of Alternative Energy Development) and Efficiency and The Engineering ToolBox from https://www.engineeringtoolbox.com/fuels-higher-calorific-values-d_169.html

Intensity

- The energy intensity value is calculated by the company's total revenue.

Base year

The base year for comparing environmental data efficiency is 2023, which has been thoroughly collected and validated by an external verifier.

GRI Standards	Area	Data	Unit	Data Collection Period				Data Coverage 2025
				2022	2023	2024	2025	
Water Withdrawal								
303-3 (2018)	All Areas	- Water Withdrawal: Third-party water (Municipal Water Suppliers)	Million Cubic Metre	7.36	7.11	10.34	9.11	Thailand, Vietnam, and Italy
			Megalitre	7,364	7,110	10,343	9,110	Thailand, Vietnam, and Italy
		- Freshwater (≤1,000 mg/L TDS)	Million Cubic Metre	7.36	7.11	10.34	9.11	Thailand, Vietnam, and Italy
			Megalitre	7,364	7,110	10,343	9,110	Thailand, Vietnam, and Italy
		- Other water (>1,000 mg/L TDS)	Million Cubic Metre	0	0	0	0	Thailand, Vietnam, and Italy
			Megalitre	0	0	0	0	Thailand, Vietnam, and Italy
		- Water Withdrawal: Fresh Surface Water	Million Cubic Metre	0	0	0	0	Thailand, Vietnam, and Italy
			Megalitre	0	0	0	0	Thailand, Vietnam, and Italy
		- Freshwater (≤1,000 mg/L TDS)	Million Cubic Metre	0	0	0	0	Thailand, Vietnam, and Italy
			Megalitre	0	0	0	0	Thailand, Vietnam, and Italy
		- Other water (>1,000 mg/L TDS)	Million Cubic Metre	0	0	0	0	Thailand, Vietnam, and Italy
			Megalitre	0	0	0	0	Thailand, Vietnam, and Italy
		- Water Withdrawal: Fresh Groundwater	Million Cubic Metre	0	0	0	0	Thailand, Vietnam, and Italy
			Megalitre	0	0	0	0	Thailand, Vietnam, and Italy
		- Freshwater (≤1,000 mg/L TDS)	Million Cubic Metre	0	0	0	0	Thailand, Vietnam, and Italy
			Megalitre	0	0	0	0	Thailand, Vietnam, and Italy
		- Other water (>1,000 mg/L TDS)	Million Cubic Metre	0	0	0	0	Thailand, Vietnam, and Italy
			Megalitre	0	0	0	0	Thailand, Vietnam, and Italy
		- Water Withdrawal: Seawater (>1,000 mg/L TDS)	Million Cubic Metre	0	0	0	0	Thailand, Vietnam, and Italy
			Megalitre	0	0	0	0	Thailand, Vietnam, and Italy
		- Water Withdrawal: Produce water	Million Cubic Metre	0	0	0	0	Thailand, Vietnam, and Italy
			Megalitre	0	0	0	0	Thailand, Vietnam, and Italy
		- Freshwater (≤1,000 mg/L TDS)	Million Cubic Metre	0	0	0	0	Thailand, Vietnam, and Italy
			Megalitre	0	0	0	0	Thailand, Vietnam, and Italy
	- Other water (>1,000 mg/L TDS)	Million Cubic Metre	0	0	0	0	Thailand, Vietnam, and Italy	
		Megalitre	0	0	0	0	Thailand, Vietnam, and Italy	
	Areas with Water Stress	Water Withdrawal: Municipal Water Suppliers	Million Cubic Metre	5.33	4.06	5.28	5.53	Thailand, Vietnam, and Italy
			Megalitre	5,329	4,060	5,277	5,528	Thailand, Vietnam, and Italy
- Freshwater (≤1,000 mg/L TDS)		Million Cubic Metre	5.33	4.06	5.28	5.53	Thailand, Vietnam, and Italy	
		Megalitre	5,329	4,060	5,277	5,528	Thailand, Vietnam, and Italy	
- Other water (>1,000 mg/L TDS)		Million Cubic Metre	0	0	0	0	Thailand, Vietnam, and Italy	
		Megalitre	0	0	0	0	Thailand, Vietnam, and Italy	

GRI Standards	Area	Data	Unit	Data Collection Period			Data Coverage	
				2022	2023	2024	2024	
Water Discharge								
303-4 (2018)	All Areas	- Water Discharge: Municipal Water Treatment	Million Cubic Metre	5.89	5.69	8.27	7.29	Thailand, Vietnam, and Italy
			Megalitre	5,891	5,691	8,274	7,288	Thailand, Vietnam, and Italy
		- Freshwater (≤1,000 mg/L TDS)	Million Cubic Metre	5.89	5.69	8.27	7.29	Thailand, Vietnam, and Italy
			Megalitre	5,891	5,691	8,274	7,288	Thailand, Vietnam, and Italy
		- Other water (>1,000 mg/L TDS)	Million Cubic Metre	0	0	0	0	Thailand, Vietnam, and Italy
			Megalitre	0	0	0	0	Thailand, Vietnam, and Italy
Water Consumption								
303-5 (2018)	All Areas	- Total water consumption	Million Cubic Metre	1.47	1.42	2.07	1.82	Thailand, Vietnam, and Italy
			Megalitre	1,473	1,419	2,069	1,822	Thailand, Vietnam, and Italy
	Areas with Water Stress	- Total water consumption	Million Cubic Metre	1.07	0.81	1.06	1.11	Thailand, Vietnam, and Italy
			Megalitre	1,066	814	1,055	1,106	Thailand, Vietnam, and Italy
The Number of Incidents of Non-Compliance with Water Quality/Quantity Permits, Standards and Regulations								
-	All Areas	- Incidents of Non-Compliance with Water Quality/Quantity Permits, Standards and Regulations	Cases	0	0	0	0	Thailand, Vietnam, and Italy

Remarks:

- ND refers to no data
- The operation does not have water storage.

Definitions and Calculation Guidelines

- Water withdrawal is defined as the amount of water collected from various water sources for the activities of the organization, calculated as the water rate (baht) / water price (baht per unit).
- Water consumption is defined as the water used in all processes or operations, including water for consumption and recirculating water that is recovered but not recirculated back to the original water source, including evaporation, dehydration, and more, calculated from 20% of the water drawn up for use.
- Water discharge is defined as the water that has been treated and discharged into public water sources.
- A water stress area is where water consumption is unsustainable to supply long-term sustainable water demand, which is located in a high-level water stress area.
- Water Intensity is calculated from water consumption with reference to the total revenue of the company.

Base year

The base year used in the calculation for comparison of environmental data performance is 2023 when the data has been collected completely comprehensive and validated by external verifiers.

GRI Standards	Data	Unit	Data Collection Period				Data Coverage
			2022	2023	2024	2025	
GHG Emissions							
-	Total GHG Emissions	Metric Tons CO ₂ e	571,781	1,028,346	1,464,163	2,518,687	Thailand, Vietnam, and Italy
305-1 (2016)	Total Direct GHG Emissions (Scope 1)	Metric Tons CO ₂ e	53,772	62,505	111,397	112,050	Thailand, Vietnam, and Italy
	- Biogenic CO ₂ Emission	Metric Tons CO ₂ e	851	7,149	22,996	25,568	Thailand, Vietnam, and Italy
305-2 (2016)	Total Indirect GHG Emissions (Scope 2 Location-Based)	Metric Tons CO ₂ e	435,910	479,478	593,038	531,828	Thailand, Vietnam, and Italy
305-3 (2016)	Total Other Indirect GHG Emissions (Scope 3)	Metric Tons CO ₂ e	82,099	486,894	759,728	1,874,809	Thailand, Vietnam, and Italy
	- Purchased goods and services (Purchased goods)	Metric Tons CO ₂ e	ND	ND	ND	1,139,857	Thailand, Vietnam, and Italy
	- Purchased goods and services (Water)	Metric Tons CO ₂ e	ND	3,701	9,268	5,091	Thailand, Vietnam, and Italy
	- Purchased goods and services (Packaging use)	Metric Tons CO ₂ e	ND	16,601	22,263	24,249	Thailand, Vietnam, and Italy
	- Fuel and energy-related activities	Metric Tons CO ₂ e	ND	69,137	111,989	103,107	Thailand, Vietnam, and Italy
	- Upstream Transportation and distribution	Metric Tons CO ₂ e	ND	ND	46,324	49,997	Thailand, Vietnam, and Italy
	- Waste Generated in Operations	Metric Tons CO ₂ e	ND	45,734	145,280	138,635	Thailand, Vietnam, and Italy
	- Business Travel by Airplane	Metric Tons CO ₂ e	591	1,269	1,592	1,269	Thailand, Vietnam, and Italy
	- Employee Commuting	Metric Tons CO ₂ e	49,474	196,062	245,288	191,438	Thailand, Vietnam, and Italy
	- Downstream Transportation and Distribution	Metric Tons CO ₂ e	32,034	68,610	78,667	87,382	Thailand, Vietnam, and Italy
	- Downstream Leased Assets	Metric Tons CO ₂ e	ND	85,780	99,057	133,784	Thailand, Vietnam, and Italy
	- Biogenic CO ₂ Emission	Metric Tons CO ₂ e	ND	ND	ND	ND	Thailand, Vietnam, and Italy
	305-4 (2016)	GHG Emission Intensity (Scope 1&2)	Metric Tons CO ₂ e	2.07E-06	2.18E+00	2.68E-03	2.40E-03
305-5 (2016)	Total Direct Reduction of GHG Emission from Reduction Initiatives	Metric Tons CO ₂ e	ND	ND	ND	ND	Thailand, Vietnam, and Italy

Remarks:

- ND refers to no data
- Total Indirect GHG Emissions (Scope 2) presented Location-Based and Market-Based

Definitions and Calculation Guidelines

Greenhouse gas emission

Greenhouse gas emissions reporting covers CO₂, CH₄, N₂O, HFCs, PFCs, SF₆ and NF₃ and is shown in terms of the CO₂ equivalent to Global Warming Potential (GWP).

1. Reporting Scope

Identifying the organization's scope for collecting sources of greenhouse gas emissions covering affiliates, subsidiaries, joint ventures, and other companies under operational control of Central Retail with the following details:

- 1.1 Direct GHG emissions (Scope 1) are processes and activities that generate greenhouse gas emissions directly from the organization's operations, such as fuel combustion of the organization's machinery and vehicles, leakage (fugitive emissions) in air conditioning and refrigeration systems, CO₂ and FM200 fire extinguisher chemicals, as well as septic tank methane emissions.
- 1.2 Indirect GHG emissions Energy consumption (Scope 2) is the use of energy obtained from outside sources for the Company's operations, such as electricity from other projects (Without Bundle).
- 1.3 Other Indirect GHG emissions (Scope 3) are indirect emissions that occur as a result of a company's activities, but are from sources not owned or controlled by the company. The scope 3 of the Company include purchased goods and services, waste generated in operations, business travel, employee commuting, downstream distribution and transportation.

2. Quantity Reporting

2.1 Calculation of Scope 1 GHG emissions from the combustion process based on fuel consumption (by weight or volume) and greenhouse gas emission values referred to Intergovernment Panel on Climate Change 2006 (IPCC)

2.2 Calculation of greenhouse gas emissions produced indirectly Scope 2 will be reported from a total of external acquired electrical energy with the reference of the emission value from the producer or seller using the following methods:

- The location-based approach calculates the quantity of indirect GHG emissions from energy based on the average value of GHG emissions to categorize electrical generation based on its geographical location at the local, regional, and national levels.

- The market-based approach is a method for calculating indirect GHG emissions from energy for organizations that wish to report greenhouse gas emissions on their output through a Power Purchase Agreement (PPA) or through their own contract.

This includes the acquisition of a Renewable Energy Certificate (REC) credit certificate.

2.3 Other indirect greenhouse gas emissions (Scope 3) can be calculated in line with the Greenhouse Gas Protocol standard and classified into 6 categories for the Company's operations in 2023:

Category 1: Purchased goods and services, including

1) Purchased goods (Own Brand products only), which is calculated based on both a weight-based approach (kg) and a spend-based approach (USD), multiplied by emission factors referenced from TGO and IPCC.

2) Water consumption, which is calculated based on the amount of water used (m3) and the emission factor referred to by TGO.

3) Packaging use, which is calculated based on the amount of Packaging used (kg) and the emission factor referred to by TGO.

- Category 3: Fuel- and Energy-Related Activities, including emissions related to the production of fuels and energy purchased and consumed and the emission factor referred to by TGO.

- Category 4: Upstream Distribution and Transportation, calculated based on the total distance of the Supplier's product delivery to Own operation (km) operated by Supplier and the emission factor referred to by TGO.

- Category 5: Waste generated in operations, including general waste, recycled waste, and hazardous waste, which is calculated based on the amount of waste (kg) and the emission factor referred to by TGO.

- Category 6: Business travel, including travel by plane, which is calculated based on the distance (km) and the emission factor referred to by Defra.

- Category 7: Employee commuting, calculated based on the total employee commuting distance (km) and the emission factor referred to by TGO.

- Category 9: Downstream Distribution and Transportation, calculated based on the total distance of the company's product delivery to customers (km) operated by outsourcing and the emission factor referred to by TGO.

- Category 13: Downstream leased assets, calculated based on the total electricity consumption (kWh), water consumption (m3), and cooking gas consumption (kg) of the company's tenants and the emission factor referred to by TGO.

3. Assessment method

- Corresponding to The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard Revised Edition and the Carbon Footprint Assessment Guidelines of the Thailand Greenhouse Gas Management Organization (TGO).

- The conversion factor is based on the annual energy report of Thailand Department of Alternative Energy Development and Efficiency and The Engineering Tool Box (https://www.engineeringtoolbox.com/fuels-higher-calorific-values-d_169.html)

- Emission Factor based on Intergovernmental Panel on Climate Change (IPCC) and Thailand Greenhouse Gas Management Organization (TGO).

- Global Warming Potential (GWP) according to Intergovernmental Panel on Climate Change (IPCC: Intergovernment Panel on Climate Change 2006).

Intensity

- Greenhouse Gas Emission Intensity is calculated by using the company's entire revenue.

- Intensity values include scope 1 and 2.

Base year

-The base year used in the calculation for comparison of environmental data performance is 2023 when the data has been collected completely comprehensive and validated by external verifiers.

GRI Standards	Data	Unit	Data Collection Period				Data Coverage
			2022	2023	2024	2025	
Waste Management							
306-3 (2020)	Total Waste Generated	Metric Tons	98,007	98,201	71,913	74,860	Thailand, Vietnam, and Italy
	- Hazardous Waste	Metric Tons	45	67	390	335	Thailand, Vietnam, and Italy
	- Non-Hazardous Waste	Metric Tons	97,962	98,134	71,522	74,525	Thailand, Vietnam, and Italy
306-4 (2020)	Total Waste Diverted from Disposal	Metric Tons	10,273	7,993	9,152	16,237	Thailand, Vietnam, and Italy
	- Total Hazardous Waste Diverted from Disposal	Metric Tons	13	3	5	13	Thailand, Vietnam, and Italy
	- Preparation for reuse	Metric Tons	0	0	5	6	Thailand, Vietnam, and Italy
	- Recycling	Metric Tons	13	3	0	7	Thailand, Vietnam, and Italy
	- Other recovery operations	Metric Tons	0	0	0	0	Thailand, Vietnam, and Italy
	- Total Non-Hazardous Waste Diverted from Disposal	Metric Tons	10,260	7,990	9,147	16,224	Thailand, Vietnam, and Italy
	- Preparation for reuse	Metric Tons	0	0	262	344	Thailand, Vietnam, and Italy
	- Recycling	Metric Tons	10,260	7,990	8,579	14,117	Thailand, Vietnam, and Italy
	- Other recovery operations	Metric Tons	0	0	305	1,763	Thailand, Vietnam, and Italy
306-5 (2020)	Total Waste Disposed	Metric Tons	87,735	90,208	62,761	58,623	Thailand, Vietnam, and Italy
	- Total Hazardous Waste Disposed	Metric Tons	32	64	385	322	Thailand, Vietnam, and Italy
	- Incineration with energy recovery	Metric Tons	0	0	0	0	Thailand, Vietnam, and Italy
	- Incineration without energy recovery	Metric Tons	2	0	0	0	Thailand, Vietnam, and Italy
	- Landfilling	Metric Tons	0	0	0	303	Thailand, Vietnam, and Italy
	- Other disposal operations	Metric Tons	30	64	385	19	Thailand, Vietnam, and Italy
	- Total Non-Hazardous Waste Disposed	Metric Tons	87,703	90,144	62,376	58,301	Thailand, Vietnam, and Italy
	- Incineration with energy recovery	Metric Tons	0	0	0	0	Thailand, Vietnam, and Italy
	- Incineration without energy recovery	Metric Tons	0	-	0	0	Thailand, Vietnam, and Italy
	- Landfilling	Metric Tons	87703	90,144	62,376	58,272	Thailand, Vietnam, and Italy
	- Other disposal operations	Metric Tons	0	0	0	29	Thailand, Vietnam, and Italy

GRI Standards	Data	Unit	Data Collection Period				Data Coverage
			2022	2023	2024	2025	
Food Loss & Waste							
306-3 (a) (2020)	Total Food Loss & Waste Generated	Metric Tons	4,717	4,567	5,170	4,089	Thailand, Vietnam, and Italy
	- Bakery	Metric Tons	173	172	770	41	Thailand, Vietnam, and Italy
	- Deli	Metric Tons	214	209	0	190	Thailand, Vietnam, and Italy
	- Fresh Meat	Metric Tons	170	186	191	75	Thailand, Vietnam, and Italy
	- Fresh Packaged	Metric Tons	107	86	119	370	Thailand, Vietnam, and Italy
	- Fresh Seafood	Metric Tons	41	55	117	86	Thailand, Vietnam, and Italy
	- Produce	Metric Tons	1,020	1,054	1	1,751	Thailand, Vietnam, and Italy
	- Snack	Metric Tons	44	52	1	46	Thailand, Vietnam, and Italy
	- Other: (Ex. Organic waste from stores, canteen)	Metric Tons	2,948	2,753	3,971	1,530	Thailand, Vietnam, and Italy
306-4 (a) (2020)	Food loss & Waste to utilization	Metric Tons	1,006	1,526	568	810	Thailand, Vietnam, and Italy
	- Used for Alternative Purposes	Metric Tons	1,006	1,526	568	810	Thailand, Vietnam, and Italy
306-5 (a) (2020)	Total food Loss & Waste directed to disposal	Metric Tons	3,711	3,041	4,602	3,279	Thailand, Vietnam, and Italy
	- Landfilling	Metric Tons	3,711	3,041	4,602	3,279	Thailand, Vietnam, and Italy
-	Food Loss & Waste Value	Baht	10,922,114	402,598,246	392,916,707	561,035,488	Thailand, Vietnam, and Italy

Remarks:

- ND refers to no data
- Boundary of waste related data does not include wastes arising from maintenance activities done by outsourced service providers.

Definitions and Calculation Guidelines

- Waste refers to garbage and waste occurred from company's operations and activities. The total amount of waste generated in this report is calculated by weight and estimation.
- Waste diverted from disposal: offsite refers to garbage and waste that are recycled through the recycling process or reused by external organizations
- Waste directed to disposal offsite refers to garbage and waste that is taken through the process of disposal such as landfill, incineration by external organizations

Base year

- The base year used in the calculation for comparison of environmental data performance is 2023 when the data has been collected completely comprehensive and validated by external verifiers.

GRI Standards	Data	Unit	Data Collection Period				Data Coverage
			2022	2023	2024	2025	2025
Responsible Sourcing							
-	Sales of Organic Products	THB	365,054,246	457,339,496	450,337,485	480,459,057	Thailand
	Sales of OTOP Products	THB	143,726,710	213,530,390	233,966,093	202,203,654	Thailand
	Sale of Occupational Health & Safety Products	THB	68,281,541	84,373,108	98,698,621	127,849,742	Thailand
416-1 (2016)	Percentage of Significant Product/Service Categories Assessed for Health and Safety Impact Improvement	%	100	100	100	100	Thailand
416-2 (2016)	Incidents Concerning Health and Safety Impacts of Products/Services	Cases	0	0	0	39	Thailand
	- Non-Compliance with Regulations resulting in a Fine or	Cases	0	1	7	9	Thailand
	- Non-Compliance with Regulations resulting in a Warning	Cases	0	2	0	0	Thailand
	- Non-Compliance with Voluntary Codes	Cases	0	0	0	0	Thailand
-	Number of recalls issued	Cases	0	0	0	0	Thailand
	Quantity of products recalled	Units	0	0	0	0	Thailand
	Expenses incurred due to recalls issued in the corresponding fiscal year	THB	0	0	0	0	Thailand
	Revenues (as provided in Company Information section)	Million Baht	236,245	248,688	262,804	268,675	Thailand
	Cost of recalls as a percentage of annual revenues	%	0	0	0	0	Thailand

Remark

- The scope of Responsible Sourcing include Thailand (Central Food Retail Company Limited (CFR) and Central Food Minimarket Company Limited (CFM))

Definitions

- Sales of Organic and Health Products refer to the sale of organic foods and health-focused items made with natural ingredients, free from harmful chemicals, and designed to support consumer health and environmental sustainability.
- Sales of OTOP Products refer to the sale of community-based products that reflect local craftsmanship, culture, and resources, developed under the "One Tambon One Product" (OTOP) initiative.
- Incidents concerning health and safety impacts of products and services refer to cases where non-compliance with applicable laws, regulations, or internal standards related to health and safety has been identified.
- Non-Compliance with Regulations resulting in a Fine or Penalty refers to cases where the company has been found at fault for violating regulations, leading to fines or penalties being imposed. Incidents where suppliers are at fault and receive penalties should not be included in the company's performance data.
- Non-Compliance with Regulations resulting in a Warning refers to cases where the company has been found at fault for violating regulations, leading to an official warning issued by a regulatory body. Incidents where suppliers are at fault and receive warnings should not be included in the company's performance data.
- Non-Compliance with Voluntary Codes refers to complaints or incidents related to the health and safety impacts of products and/or services where the company has failed to adhere to voluntary codes or standards. These incidents specifically involve non-compliance with health and safety regulations or internal protocols that may impact customer well-being.
- Recall refers to actions taken by a company to remove a product from the market. Recalls may be initiated voluntarily by the company or mandated by relevant government agencies.
- Quantity of products recalled (units) refers to the total count of the number of product (in units) involved in a recall.

GRI Standards	Data	Unit	Data Collection Period				Data Coverage
			2022	2023	2024	2025	2025
Occupational Health and Safety							
403-9 (2018)	Hours Worked						
	- Employees	Hours	154,823,759	131,866,123	140,813,606	135,698,403	Thailand, Vietnam and Italy
	- Contractors	Hours	34,591,037	197,915,356	195,500,811	195,404,937	Thailand, Vietnam and Italy
	Fatalities from Work-Related Injuries						
	- Employees	Cases	0	0	0	0	Thailand, Vietnam and Italy
		Cases/1 million hours worked	0	0	0	0	Thailand, Vietnam and Italy
	- Contractors	Cases	0	0	1	0	Thailand, Vietnam and Italy
		Cases/1 million hours worked	0	0	0.00000001	0	Thailand, Vietnam and Italy
	High-Consequence Work-Related Injuries						
	- Employees	Cases	0	0	1	0	Thailand, Vietnam and Italy
		Cases/1 million hours worked	0	0	0.00000001	0	Thailand, Vietnam and Italy
	- Contractors	Cases	0	0	1	0	Thailand, Vietnam and Italy
		Cases/1 million hours worked	0	0	0.00000001	0	Thailand, Vietnam and Italy
	Recordable Work-Related Injuries						
	- Employees	Cases	87	173	191	229	Thailand, Vietnam and Italy
		Cases/1 million hours worked	0.00000056	0.00000131	0.00000136	0.00000169	Thailand, Vietnam and Italy
	- Contractors	Cases	7	62	136	158	Thailand, Vietnam and Italy
		Cases/1 million hours worked	0.00000020	0.00000031	0.00000070	0.00000081	Thailand, Vietnam and Italy
Lost Time Injury Frequency Rate (LTIFR)							
- Employees	Cases/1 million hours worked	0.562	0.780	0.830	1.030	Thailand, Vietnam and Italy	
- Contractors	Cases/1 million hours worked	0.202	0.130	0.380	0.379	Thailand, Vietnam and Italy	
403-10 (2018)	Fatalities from Work-Related Ill-Health						
	- Employees	Cases	0	0	0	0	Thailand, Vietnam and Italy
	- Contractors	Cases	0	0	0	0	Thailand, Vietnam and Italy
	Recordable Work-Related Ill-Health						
	- Employees	Cases	18	0	0	0	Thailand, Vietnam and Italy
- Contractors	Cases	0	0	0	0	Thailand, Vietnam and Italy	

Definitions and calculation guidelines

Hours Worked is the total number of working hours including regular working hours and overtime

Work-Related Injuries as a result of injuries that occur from work or activity of the Company

Recordable work-related injuries Medical Injuries: MTIs

High-Consequence Work-Related Injuries Work-related injuries that result in time away from work where a full recovery cannot be made within 180 days.

Remark

For the year 2022-2023, contractor data reporting does not include transportation workers and salesperson of the fashion and hardline groups, and contractors of the property group because the data has not yet been collected.

Method for Calculating Work-Hours

Number of employee work-hours

= Working hours (hour) = Number of worker x scheduled workday x number of working hour per day

Calculation Guidelines

Rate of fatalities as a result of work-related injuries

= number of fatalities as a result of work - related injuries [200,000 or 1,000,000] / number of hour worked

Rate of high-consequence work-related injuries

= number of high - consequence work - related injuries x [200,000 or 1,000,000] / number of hour worked

Rate of recordable work-related injuries

= number of recordable work - related injuries x [200,000 or 1,000,000] / number of hour worked

Lost Time Injury Frequency Rate (LTIFR)

= number of lost - time injuries frequency x [200,000 or 1,000,000] / number of hour worked

Fatalities from Work-Related Ill-Health

=number of lost - time occupational illness frequency x [200,000 or 1,000,000] / nnumber of hour worked

GRI Standards	Data	Unit	Data Collection Period												Data Coverage 2025
			2022			2023			2024			2025			
			Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	
Labor Practice and Human Rights															
	Total Workforce	FTEs	23,429	37,905	61,334	22,942	37,565	60,507	24,382	40,437	64,819	23,114	38,881	61,995	Thailand, Vietnam and Italy
	- Percentage of Total Workforce	%	38	62	100	38	62	100	38	62	100	37	63	100	Thailand, Vietnam and Italy
	Total Workforce - Full-Time Employees	FTEs	21,443	33,666	55,109	21,595	33,885	55,480	22,186	35,484	57,670	21,566	35,072	56,638	Thailand, Vietnam and Italy
	- Percentage of Total Full-Time Employees	%	39	61	100	39	61	100	38	62	100	38	62	100	Thailand, Vietnam and Italy
	- Percentage of Total Workforce	%			90			92			89			91	Thailand, Vietnam and Italy
	Total Workforce - Part-Time Employees	FTEs	1,986	4,239	6,225	1,347	3,680	5,027	2,196	4,953	7,149	1,548	3,809	5,357	Thailand, Vietnam and Italy
	- Percentage of Total Part-Time Employees	%	32	68	100	27	73	100	31	69	100	29	71	100	Thailand, Vietnam and Italy
	- Percentage of Total Workforce	%			10			8			11			9	Thailand, Vietnam and Italy
	Total Workforce - Areas of Operation														
	- Thailand	FTEs	15,831	26,385	42,216	16,837	27,685	44,522	17,640	28,993	46,633	17,338	28,592	45,930	Thailand, Vietnam and Italy
	- Percentage of Total Workforce in Thailand	%	38	63	100	38	62	100	38	62	100	38	62	100	Thailand, Vietnam and Italy
	- Percentage of Total Workforce	%			69			74			72			74	Thailand, Vietnam and Italy
	- Vietnam	FTEs	7,240	10,391	17,631	5,715	8,674	14,389	6,360	10,235	16,595	5,395	9,059	14,454	Thailand, Vietnam and Italy
	- Percentage of Total Workforce in Vietnam	%	41	59	100	40	60	100	38	62	100	37	63	100	Thailand, Vietnam and Italy
	- Percentage of Total Workforce	%			29			24			26			23	Thailand, Vietnam and Italy
	- Italy	FTEs	358	1,129	1,487	390	1,206	1,596	382	1,209	1,591	381	1,230	1,611	Thailand, Vietnam and Italy
	- Percentage of Total Workforce in Italy	%	24	76	100	24	76	100	24	76	100	24	76	100	Thailand, Vietnam and Italy
	- Percentage of Total Workforce	%			2			3			2			3	Thailand, Vietnam and Italy
	Total Workforce - Employee Category														
	- Management Workforce (Senior Employees and Junior Management, and Higher)	FTEs	1,950	2,358	4,308	782	943	1,725	788	959	1,747	734	951	1,685	Thailand, Vietnam and Italy
	- Percentage of Total Management Workforce	%	45	55	100	45	55	100	45	55	100	44	56	100	Thailand, Vietnam and Italy
	- Executive/Top Management	FTEs	50	42	92	61	36	97	61	40	101	47	31	78	Thailand, Vietnam and Italy
	- Percentage of Total Executive/Top Management	%	54	46	100	63	37	100	60	40	100	60	40	100	Thailand, Vietnam and Italy
	- Middle Management	FTEs	243	272	515	165	189	354	164	200	364	140	193	333	Thailand, Vietnam and Italy
	- Percentage of Total Middle Management Positions	%	47	53	100	47	53	100	45	55	100	42	58	100	Thailand, Vietnam and Italy
	- Senior Employees and Junior Management	FTEs	1,657	2,044	3,701	556	718	1,274	563	719	1,282	547	727	1,274	Thailand, Vietnam and Italy
	- Percentage of Total Senior Employee/Junior Management	%	45	55	100	44	56	100	44	56	100	43	57	100	Thailand, Vietnam and Italy
	- Non-Management (including Part-Time Employees)	FTEs	21,479	35,547	57,026	22,160	36,622	58,782	23,594	39,478	63,072	22,380	37,930	60,310	Thailand, Vietnam and Italy
	- Percentage of Total Non-Management	%	38	62	100	38	62	100	37	63	100	37	63	100	Thailand, Vietnam and Italy
	- Management in Revenue-Generating Functions**	FTEs	23,059	37,171	60,230	369	510	879	451	604	1,055	487	673	1,160	Thailand, Vietnam and Italy
	- Percentage of Total Management Position in Revenue-Generating Functions	%	38	62	100	42	58	100	43	57	100	42	58	100	Thailand, Vietnam and Italy
	- STEM-Related Positions	FTEs	601	976	1,577	1,549	1,190	2,739	1,589	1,327	2,916	1,596	1,347	2,943	Thailand, Vietnam and Italy
	- Percentage of Total STEM-Related Positions	%	38	62	100	57	43	100	54	46	100	54	46	100	Thailand, Vietnam and Italy

405-1 (2016)

GRI Standards	Data	Unit	Data Collection Period												Data Coverage 2025
			2022			2023			2024			2025			
			Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	
Labor Practice and Human Rights															
Total Workforce - Nationalities															
- Thai		FTEs	15,653	26,344	41,997	16,708	27,653	44,361	17,518	28,961	46,479	17,245	28,566	45,811	Thailand, Vietnam and Italy
- Percentage of Total Thai Workforce		%	37	63	100	38	62	100	38	62	100	38	62	100	Thailand, Vietnam and Italy
- Percentage of Total Workforce		%			68			73			72			74	Thailand, Vietnam and Italy
- Vietnamese		FTEs	7,206	10,381	17,587	5,687	8,664	14,351	6,331	10,224	16,555	5,364	9,053	14,417	Thailand, Vietnam and Italy
- Percentage of Total Vietnamese Workforce		%	41	59	100	40	60	100	38	62	100	37	63	100	Thailand, Vietnam and Italy
- Percentage of Total Workforce		%			29			24			26			23	Thailand, Vietnam and Italy
- Italian		FTEs	344	1,059	1,403	280	985	1,265	368	1,131	1,499	371	1,158	1,529	Thailand, Vietnam and Italy
- Percentage of Total Italian Workforce		%	25	75	100	22	78	100	25	75	100	24	76	100	Thailand, Vietnam and Italy
- Percentage of Total Workforce		%			2			2			2			2	Thailand, Vietnam and Italy
- French		FTEs	48	10	58	37	10	47	38	10	48	33	5	38	Thailand, Vietnam and Italy
- Percentage of Total French Workforce		%	83	17	100	79	21	100	79	21	100	87	13	100	Thailand, Vietnam and Italy
- Percentage of Total Workforce		%			0			0.1			0.07			0.06	Thailand, Vietnam and Italy
- Indian		FTEs	38	7	45	30	6	36.0	22	6	28	11	4	15	Thailand, Vietnam and Italy
- Percentage of Total Indian Workforce		%	84	16	100	83	17	100	79	21	100	73	27	100	Thailand, Vietnam and Italy
- Percentage of Total Workforce		%			0			0.1			0.04			0.02	Thailand, Vietnam and Italy
- Burmese		FTEs	41	9	50	25	8	33	24	7	31	19	6	25	Thailand, Vietnam and Italy
- Percentage of Total Burmese Workforce		%	82	18	100	76	24	100	77	23	100	76	24	100	Thailand, Vietnam and Italy
- Percentage of Total Workforce		%			0			0			0.05			0.04	Thailand, Vietnam and Italy
- Other Nationalities		FTEs	137	102	239	175	239	414	81	98	179	71	89	160	Thailand, Vietnam and Italy
- Percentage of Total Other Nationalities Workforce		%	57	43	100	42	58	100	45	55	100	44	56	100	Thailand, Vietnam and Italy
- Percentage of Total Workforce		%			0			1			0.3			0.3	Thailand, Vietnam and Italy
Total Management Workforce - Nationalities															
- Thai		FTEs	464	572	1,036	458	595	1,053	489	616	1,105	469	612	1,081	Thailand, Vietnam and Italy
- Percentage of Total Thai Management Workforce		%	45	55	100	43	57	100	44	56	100	43	57	100	Thailand, Vietnam and Italy
- Percentage of Total Management Workforce		%			24			61			63			64	Thailand, Vietnam and Italy
- Vietnamese		FTEs	1,241	1,620	2,861	110	175	285	99	173	272	97	170	267	Thailand, Vietnam and Italy
- Percentage of Total Vietnamese Management Workforce		%	43	57	100	39	61	100	36	64	100	36	64	100	Thailand, Vietnam and Italy
- Percentage of Total Management Workforce		%			66			17			16			16	Thailand, Vietnam and Italy
- Italian		FTEs	92	129	129	98	144	242	96	145	241	92	148	240	Thailand, Vietnam and Italy
- Percentage of Total Italian Management Workforce		%	71	100	171	40	60	100	40	60	100	38	62	100	Thailand, Vietnam and Italy
- Percentage of Total Management Workforce		%			3			14			14			14	Thailand, Vietnam and Italy
- Indian		FTEs	35	4	39	29	4	33	21	5	26	10	4	14	Thailand, Vietnam and Italy
- Percentage of Total Indian Management Workforce		%	90	10	100	88	12	100	81	19	100	71	29	100	Thailand, Vietnam and Italy
- Percentage of Total Management Workforce		%			1			2			1.5			0.8	Thailand, Vietnam and Italy
- French		FTEs	47	7	54	35	7	42	33	6	39	27	5	32	Thailand, Vietnam and Italy
- Percentage of Total French Management Workforce		%	87	13	100	83	17	100	85	15	100	84	16	100	Thailand, Vietnam and Italy
- Percentage of Total Management Workforce		%			1			2			2			2	Thailand, Vietnam and Italy
- Other Nationalities		FTEs	71	26	97	52	18	70	51	15	66	39	12	51	Thailand, Vietnam and Italy
- Percentage of Total Other Nationalities Workforce		%	73	27	100	74	26	100	77	23	100	76	24	100	Thailand, Vietnam and Italy
- Percentage of Total Management Workforce		%			2			4			4			3	Thailand, Vietnam and Italy

GRI Standards	Data	Unit	Data Collection Period												Data Coverage 2025
			2022			2023			2024			2025			
			Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	
Labor Practice and Human Rights															
Total Workforce - Religions*															
	- Buddhist	FTEs	14,023	23,242	37,265	14,548	23,731	38,279	16,728	27,780	44,508	16,517	27,479	43,996	Thailand
	- Percentage of Total Buddhist Workforce	%	38	62	100	38	62	100	38	62	100	38	62	100	Thailand
	- Percentage of Total Workforce	%			61			63			69			71	Thailand
	- Muslim	FTEs	666	922	1,588	683	1010	1,693	622	926	1,548	586	868	1,454	Thailand
	- Percentage of Total Muslim Workforce	%	42	58	100	40	60	100	40	60	100	40	60	100	Thailand
	- Percentage of Total Workforce	%			3			3			2.4			2.3	Thailand
	- Christian	FTEs	159	189	348	141	204	345	150	203	353	124	186	310	Thailand
	- Percentage of Total Christian Workforce	%	46	54	100	41	59	100	42	58	100	40	60	100	Thailand
	- Percentage of Total Workforce	%			1			1			0.5			0.5	Thailand
	- Other Religions	FTEs	983	2,032	3,015	1465	2,740	4,205	140	84	224	111	59	170	Thailand
	- Percentage of Total Other Religions Workforce	%	33	67	100	35	65	100	63	37	100	65	35	100	Thailand
	- Percentage of Total Workforce	%			5			7			0.4			0.3	Thailand
Total Workforce - Age Group															
	- Age <30 Years	FTEs	9,386	15,574	24,960	8,867	14,452	23,319	9,649	15,685	25,334	8,000	12,831	20,831	Thailand, Vietnam and Italy
	- Percentage of Total Workforce Age <30 Years	%	38	62	100	38	62	100	38	62	100	38	62	100	Thailand, Vietnam and Italy
	- Percentage of Total Workforce	%			41			39			39			34	Thailand, Vietnam and Italy
	- Age 30-50 Years	FTEs	12,880	20,089	32,969	12,567	20,250	32,817	13,074	21,608	34,682	13,029	22,180	35,209	Thailand, Vietnam and Italy
	- Percentage of Total Workforce Age 30-50 Years	%	39	61	100	38	62	100	38	62	100	37	63	100	Thailand, Vietnam and Italy
	- Percentage of Total Workforce	%			54			54			54			57	Thailand, Vietnam and Italy
	- Age >50 Years	FTEs	1,163	2,242	3,405	1,508	2,863	4,371	1,659	3,144	4,803	2,085	3,870	5,955	Thailand, Vietnam and Italy
	- Percentage of Total Workforce Age >50 Years	%	34	66	100	35	65	100	35	65	100	35	65	100	Thailand, Vietnam and Italy
	- Percentage of Total Workforce	%			6			7			7			10	Thailand, Vietnam and Italy
Total Workforce -- Other Diversity Indicators															
	- Disabilities	FTEs			130			242	138	121	259	133	127	260	Thailand and Italy
	- Percentage Total Workforce	%			0.21			0.40			0.40			0.42	Thailand and Italy
Ratio Between Average Compensation of Female to Male Employees															
	- Executive/Top Management														
	- Base Salary Only	-			0.85			0.88			0.97			0.91	Thailand, Vietnam and Italy
	- Base Salary + Other Cash Incentives	-			0.64			0.87			0.99			0.96	Thailand, Vietnam and Italy
	- Senior Employees and Junior Management, and Middle Management														
	- Base Salary Only	-			0.77			0.92			0.93			0.94	Thailand, Vietnam and Italy
	- Base Salary + Other Cash Incentives	-			0.76			0.92			1.01			0.94	Thailand, Vietnam and Italy
	- Non-Management														
	- Base Salary Only	-			1.08			1.06			1.05			1.05	Thailand, Vietnam and Italy
	- Base Salary + Other Cash Incentives	-			1.03			1.02			1.02			1.02	Thailand, Vietnam and Italy
	Total Hours of Human Rights Training	Hours			41.79			10			1.0			1.0	Thailand, Vietnam and Italy
	Shares of Employees that Received Human Rights Training	%			99			100			96			100	Thailand, Vietnam and Italy
New Employee Hires and Rate*															
	- Percentage of Total New Employee Hires	%	40	60	100	38	62	100	37	63	100	37	63	100	Thailand, Vietnam and Italy
	- Percentage of Total Workforce	%	19.50	29.73	49.23	21.42	34.87	56.29	20	33	53	17	28	45	Thailand, Vietnam and Italy

GRI Standards	Data	Unit	Data Collection Period												Data Coverage 2025
			2022			2023			2024			2025			
			Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	
Labor Practice and Human Rights															
New Employee Hires and Rate-- Areas of Operation															
- Thailand		FTEs	7,741	11,729	19,470	10,823	17,639	28,462	10,139	16,703	26,842	8,493	13,841	22,334	Thailand, Vietnam and Italy
- Percentage of Total New Hires in Thailand		%	40	60	100	38	62	100	38	62	100	38	62	100	Thailand, Vietnam and Italy
- Percentage of Total Workforce		%	12.62	19.12	31.74	17.89	29.15	47.04	16	26	41	14	22	36	Thailand, Vietnam and Italy
- Vietnam		FTEs	4,120	6,286	10,406	2,024	3,224	5,248	2,725	4,629	7,354	1,844	3,403	5,247	Thailand, Vietnam and Italy
- Percentage of Total New Hires in Vietnam		%	40	60	100	39	61	100	37	63	100	35	65	100	Thailand, Vietnam and Italy
- Percentage of Total Workforce		%	6.72	10.25	16.97	3.35	5.33	8.67	4	7	11	3	5	8	Thailand, Vietnam and Italy
- Italy		FTEs	99	218	317	103	203	306	85	261	346	80	268	348	Thailand, Vietnam and Italy
- Percentage of Total New Hires in Italy		%	31	69	100	34	66	100	25	75	100	23	77	100	Thailand, Vietnam and Italy
- Percentage of Total Workforce		%	0.16	0.36	0.52	0.17	0.34	0.51	0.13	0.40	0.53	0.13	0.43	0.56	Thailand, Vietnam and Italy
New Employee Hires and Rate - Employee Category*															
- Executive/Top Management		FTEs	9	4	13	7	6	13	6	1	7	3	1	4	Thailand, Vietnam and Italy
- Percentage of Total New Executive/Top Management Hires		%	69	31	100	54	46	100	86	14	100	75	25	100	Thailand, Vietnam and Italy
- Percentage of Total Workforce		%	0.01	0.01	0.02	0.01	0.01	0.02	0.01	0.00	0.01	0.01	0.00	0.01	Thailand, Vietnam and Italy
- Middle Management		FTEs	72	63	135	24	13	37	8	14	22	5	12	17	Thailand, Vietnam and Italy
- Percentage of Total New Middle Management Hires		%	53	47	100	65	35	100	36	64	100	29	71	100	Thailand, Vietnam and Italy
- Percentage of Total Workforce		%	0.12	0.10	0.22	0.04	0.02	0.06	0.01	0.02	0.03	0.01	0.02	0.03	Thailand, Vietnam and Italy
- Senior Employee and Junior Management		FTEs	630	816	1,446	72	99	171	62	67	129	32	48	80	Thailand, Vietnam and Italy
- Percentage of Total New Senior Employee and Junior Management		%	44	56	100	42	58	100	48	52	100	40	60	100	Thailand, Vietnam and Italy
- Percentage of Total Workforce		%	1.03	1.33	2.36	0.12	0.16	0.28	0.10	0.10	0.20	0.05	0.08	0.13	Thailand, Vietnam and Italy
- Non-Management Employees		FTEs	11,249	17,350	28,599	12,859	20,979	33,838	12,873	21,511	34,384	10,377	17,451	27,828	Thailand, Vietnam and Italy
- Percentage of Total New Non-Management Hires		%	39	61	100	38	62	100	37	63	100	37	63	100	Thailand, Vietnam and Italy
- Percentage of Total Workforce		%	18.34	28.29	46.63	21.25	34.67	55.92	19.86	33.19	53.05	16.74	28.15	44.89	Thailand, Vietnam and Italy
New Employee Hires and Rate - Age Group*															
- Age <30 Years		FTEs	7,713	11,693	19,406	9,266	14,737	24,003	9,087	14,784	23,871	7,296	11,868	19,164	Thailand, Vietnam and Italy
- Percentage of Total New Age <30 Years Hires		%	40	60	100	39	61	100	38	62	100	38	62	100	Thailand, Vietnam and Italy
- Percentage of Total Workforce		%	12.58	19.06	31.64	15.11	24.03	39.13	14.0	22.8	36.8	11.8	19.1	30.9	Thailand, Vietnam and Italy
- Age 30-50 Years		FTEs	4,158	6,442	10,600	3,615	6,245	9,860	3,806	6,669	10,475	3,045	5,479	8,524	Thailand, Vietnam and Italy
- Percentage of Total New Age 30-50 Years Hires		%	39	61	100	37	63	100	36	64	100	36	64	100	Thailand, Vietnam and Italy
- Percentage of Total Workforce		%	6.78	10.50	17.28	5.89	10.18	16.08	5.9	10.3	16.2	4.9	8.8	13.7	Thailand, Vietnam and Italy
- Age >50 Years		FTEs	89	98	187	81	115	196	56	140	196	76	165	241	Thailand, Vietnam and Italy
- Percentage of Total New Age >50 Years Hires		%	48	52	100	41	59	100	29	71	100	32	68	100	Thailand, Vietnam and Italy
- Percentage of Total Workforce		%	0.15	0.16	0.30	0.13	0.19	0.32	0.1	0.2	0.3	0.1	0.3	0.4	Thailand, Vietnam and Italy
New Employee Hires and Rate - Nationality*															
- Thai		FTEs	7,691	11,712	19,403	10,792	17,629	28,421	10,124	16,690	26,814	8,471	13,832	22,303	Thailand, Vietnam and Italy
- Percentage of Total New Thai Hires		%	40	60	100	38	62	100	38	62	100	38	62	100	Thailand, Vietnam and Italy
- Percentage of Total Workforce		%	12.54	19.10	31.63	17.60	28.74	46.34	-	-	41.4	-	-	36.0	Thailand, Vietnam and Italy
- Vietnamese		FTEs	4,113	6,284	10,397	2,022	3,225	5,247	2,725	4,635	7,360	1,842	3,408	5,250	Thailand, Vietnam and Italy
- Percentage of Total New Vietnamese Hires		%	40	60	100	39	61	100	37	63	100	35	65	100	Thailand, Vietnam and Italy
- Percentage of Total Workforce		%	6.71	10.25	16.95	3.30	5.26	8.55	-	-	11.4	-	-	8.5	Thailand, Vietnam and Italy
- Italian		FTEs	92	202	294	103	203	306	79	239	318	80	251	331	Thailand, Vietnam and Italy
- Percentage of Total New Italian Hires		%	31	69	100	34	66	100	25	75	100	24	76	100	Thailand, Vietnam and Italy
- Percentage of Total Workforce		%	0.15	0.33	0.48	0.17	0.33	0.50	-	-	0.5	-	-	0.5	Thailand, Vietnam and Italy
- Indian		FTEs	11	2	13	13	5	18	-	1	1	0	0	0	Thailand, Vietnam and Italy
- Percentage of Total New Indian Hires		%	85	15	100	72	28	100	-	100	100	0	0	0	Thailand, Vietnam and Italy
- Percentage of Total Workforce		%	0.02	0.00	0.02	0.02	0.01	0.03	-	0	0	0	0	0	Thailand, Vietnam and Italy

GRI Standards	Data	Unit	Data Collection Period												Data Coverage 2025
			2022			2023			2024			2025			
			Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	
Labor Practice and Human Rights															
401-1 (2016)	- Other Nationalities	FTEs	53	33	86	32	35	67	13	22	35	24	21	45	Thailand, Vietnam and Italy
	- Percentage of Total New Other Nationalities Hires	%	62	38	100	48	52	100	37	63	100	53	47	100	Thailand, Vietnam and Italy
	- Percentage of Total Workforce	%	0.09	0.05	0.14	0.05	0.06	0.11	-	-	0.05			0.07	Thailand, Vietnam and Italy
	Internal Hires (Open Positions Filled by Internal Candidates)*	FTEs	2,836	4,956	7,792	926	1,612	2,538	741	1,234	1,975	864	1,246	2,110	Thailand, Vietnam and Italy
	- Percentage of Total Internal Hires	%	36	64	100	36	64	100	38	62	100	41	59	100	Thailand, Vietnam and Italy
	- Percentage of Total New Employee Hires	%	4.6	8.1	25.8	2.7	4.7	7.5	2.1	3.6	5.7	3.1	4.5	7.6	Thailand, Vietnam and Italy
	Internal Hires - Employee Category*														
	- Executive/Top Management	FTEs	4	3	7	3	4	7	5	3	8	4	3	7	Thailand, Vietnam and Italy
	- Percentage of Total New Employee Hires	%			0.0			0.0	0.01	0.01	0.02	0.02	0.01	0.03	Thailand, Vietnam and Italy
	- Middle Management	FTEs	28	21	49	13	20	33	11	11	22	10	10	20	Thailand, Vietnam and Italy
	- Percentage of Total New Employee Hires	%			0.2			0.1	0.03	0.03	0.06	0.03	0.04	0.07	Thailand, Vietnam and Italy
	- Senior Employee and Junior Management	FTEs	243	236	479	46	54	100	34	43	77	30	45	75	Thailand, Vietnam and Italy
	- Percentage of Total New Employee Hires	%			1.6			0.3	0.10	0.12	0.22	0.11	0.16	0.27	Thailand, Vietnam and Italy
	- Non-Management Employees	FTEs	2,561	4,696	7,257	864	1,534	2,398	691	1,177	1,868	820	1,188	2,008	Thailand, Vietnam and Italy
	- Percentage of Total New Employee Hires	%			24.0			7.0	2.0	3.4	5.4	2.9	4.3	7.2	Thailand, Vietnam and Italy
	Internal Hires - Age Group*														
	- Age <30 Years	FTEs	884	1,696	2,580	402	721	1,123	319	494	813	337	456	793	Thailand, Vietnam and Italy
	- Percentage of Total New Employee Hires	%			8.5			3.3	0.9	1.4	2.4	1.2	1.6	2.8	Thailand, Vietnam and Italy
	- Age 30-50 Years	FTEs	1,825	3,039	4,864	498	838	1,336	387	691	1,078	476	725	1,201	Thailand, Vietnam and Italy
	- Percentage of Total New Employee Hires	%			16.1			3.9	1.1	2.0	3.1	1.7	2.6	4.3	Thailand, Vietnam and Italy
	- Age >50 Years	FTEs	127	221	348	26	53	79	35	49	84	51	65	116	Thailand, Vietnam and Italy
	- Percentage of Total New Employee Hires	%			1.2			0.2	0.1	0.1	0.2	0.2	0.2	0.4	Thailand, Vietnam and Italy
	Internal Hires - Nationality*														
	- Thai	FTEs	1,934	3,367	5,301	400	851	1,251	256	408	664	238	440	678	Thailand, Vietnam and Italy
	- Percentage of Total New Employee Hires	%			17.6			3.7	0.7	1.2	1.9	0.9	1.6	2.4	Thailand, Vietnam and Italy
	- Vietnam	FTEs	862	1,562	2,424	510	739	1,249	469	793	1,262	613	791	1,404	Thailand, Vietnam and Italy
	- Percentage of Total New Employee Hires	%			8.0			3.7	1.4	2.3	3.7	2.2	2.8	5.0	Thailand, Vietnam and Italy
	-Italy	FTEs	19	23	42	11	21	32	11	28	39	12	15	27	Thailand, Vietnam and Italy
	- Percentage of Total New Employee Hires	%			0.1			0.1	0.03	0.08	0.11	0.04	0.05	0.10	Thailand, Vietnam and Italy
	- French	FTEs	8	1	9	2	-	2	1	1	2	0	0	0	Thailand, Vietnam and Italy
	- Percentage of Total New Employee Hires	%			0.0			0.0	0.00	0.00	0.01	-	-	-	Thailand, Vietnam and Italy
	- Other Nationalities	FTEs	13	3	16	3	1	4	4	4	8	1	0	1	Thailand, Vietnam and Italy
	- Percentage of Total New Employee Hires	%			0.1			0.0	0.01	0.01	0.02	0.00	-	0.00	Thailand, Vietnam and Italy
	Average Hiring Cost per New Hire*	THB/FTE			3,357			7,290	-	-	3,767	-	-	3,143	Thailand, Vietnam and Italy
	Employee Performance Appraisal														
404-3 (2016)	- Management by Objectives: Systematic use of Agreed Measurable Targets by Line Superior	%			100			100			100			100	Thailand, Vietnam and Italy
	- Multidimensional Performance Appraisal (E.g. 360 Degree Feedback)*	%			-			100			100			100	Thailand, Vietnam and Italy
	- Formal Comparative Ranking of Employees	%			100			100			100			100	Thailand, Vietnam and Italy

GRI Standards	Data	Unit	Data Collection Period												Data Coverage 2025
			2022			2023			2024			2025			
			Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	
Labor Practice and Human Rights															
	Employee Turnover and Rate	FTEs	9,892	16,029	25,921	8,664	15,238	23,902	9,946	15,434	25,380	11,948	19,217	31,165	Thailand, Vietnam and Italy
	- Percentage of Total Employee Turnover	%	38.16	61.84	100	36.25	63.75	100.00	39	61	100	38	62	100	Thailand, Vietnam and Italy
	- Percentage of Total Workforce	%	16.13	26.13	42.26	14.32	25.18	39.50	15	24	39	19	31	50	Thailand, Vietnam and Italy
	Employee Turnover and Rate - Areas of Operation														
	- Thailand	FTEs	6,324	10,503	16,827	6,008	10,218	16,226	6,477	10,439	16,916	8,272	13,485	21,757	Thailand, Vietnam and Italy
	- Percentage of Total Turnover in Thailand	%	38	62	100	37	63	100	38	62	100	38	62	100	Thailand, Vietnam and Italy
	- Percentage of Total Workforce	%	10.31	17.12	27.44	9.93	16.89	26.82	10	16	26	13	22	35	Thailand, Vietnam and Italy
	- Vietnam	FTEs	3,533	5,437	8,970	2,627	4,958	7,585	3,440	4,912	8,352	3,648	5,665	9,313	Thailand, Vietnam and Italy
	- Percentage of Total Turnover in Vietnam	%	39	61	100	35	65	100	41	59	100	39	61	100	Thailand, Vietnam and Italy
	- Percentage of Total Workforce	%	5.76	8.86	14.62	4.34	8.19	12.54	5	8	13	6	9	15	Thailand, Vietnam and Italy
	- Italy	FTEs	35	89	124	29	62	91	29	83	112	28	67	95	Thailand, Vietnam and Italy
	- Percentage of Total Turnover in Italy	%	28	72	100	32	68	100	26	74	100	29	71	100	Thailand, Vietnam and Italy
	- Percentage of Total Workforce	%	0.06	0.15	0.20	0.05	0.10	0.15	0.04	0.13	0.17	0.04	0.11	0.15	Thailand, Vietnam and Italy
	Employee Turnover and Rate - Employee Category														
	- Executive/Top Management	FTEs	8	1	9	4	7	11	8	-	8	8	2	10	Thailand, Vietnam and Italy
	- Percentage of Total Executive/Top Management Turnover	%	88.9	11.1	100	36.4	63.6	100	100	-	100	80	20	100	Thailand, Vietnam and Italy
	- Percentage of Total Workforce	%	0.01	0.00	0.015	0.01	0.01	0.02	0.01	-	0.01	0.01	0.00	0.02	Thailand, Vietnam and Italy
	- Middle Management	FTEs	70	47	117	15	20	35	18	16	34	33	22	55	Thailand, Vietnam and Italy
	- Percentage of Total Middle Management Turnover	%	59.83	40.17	100	42.86	57.14	100	53	47	100	60	40	100	Thailand, Vietnam and Italy
	- Percentage of Total Workforce	%	0.11	0.08	0.19	0.02	0.03	0.06	0.03	0.02	0.05	0.05	0.04	0.09	Thailand, Vietnam and Italy
	- Senior Employee and Junior Management	FTEs	506	672	1,178	133	140	273	73	88	161	70	96	166	Thailand, Vietnam and Italy
	- Percentage of Total Senior Employee and Junior Management	%	42.95	57.05	100	48.72	51.28	100	45	55	100	42	58	100	Thailand, Vietnam and Italy
	- Percentage of Total Workforce	%	0.82	1.10	1.92	0.22	0.23	0.45	0.11	0.14	0.25	0.11	0.15	0.27	Thailand, Vietnam and Italy
401-I (2016)	- Non-Management Employees	FTEs	9,308	15,309	24,617	8,512	15,071	23,583	9,847	15,330	25,177	11,837	19,097	30,934	Thailand, Vietnam and Italy
	- Percentage of Total Non-Management Turnover	%	37.81	62.19	100	36.09	63.91	100	39	61	100	38	62	100	Thailand, Vietnam and Italy
	- Percentage of Total Workforce	%	15.18	24.96	40.68	14.07	24.91	38.45	15.19	24	38.8	19.1	30.8	49.9	Thailand, Vietnam and Italy
	Employee Turnover and Rate - Age Group														
	- Age <30 Years	FTEs	5,848	9,436	15,284	5,296	9,088	14,384	6,364	9,739	16,103	7,680	12,244	19,924	Thailand, Vietnam and Italy
	- Percentage of Total Age <30 Years Turnover	%	38	62	100	37	63	100	40	60	100	39	61	100	Thailand, Vietnam and Italy
	- Percentage of Total Workforce	%	9.53	15.38	25	8.75	15.02	24	10	15	25	12	20	32	Thailand, Vietnam and Italy
	- Age 30-50 Years	FTEs	3,897	6,346	10,243	3,249	5,969	9,218	3,465	5,523	8,988	4,043	6,544	10,587	Thailand, Vietnam and Italy
	- Percentage of Total Age 30-50 Years Turnover	%	38	62	100	35	65	100	39	61	100	38	62	100	Thailand, Vietnam and Italy
	- Percentage of Total Workforce	%	6.35	10.35	17	5.37	9.86	15	5	9	14	7	11	17	Thailand, Vietnam and Italy
	- Age >50 Years	FTEs	147	247	394	119	181	300	117	172	289	225	429	654	Thailand, Vietnam and Italy
	- Percentage of Total Age >50 Years Turnover	%	37	63	100	40	60	100	40	60	100	34	66	100	Thailand, Vietnam and Italy
	- Percentage of Total Workforce	%	0.24	0.40	0.64	0.20	0.30	0.50	0.18	0.27	0.45	0.36	0.69	1.05	Thailand, Vietnam and Italy
	Employee Turnover and Rate - Nationality														
	- Thai	FTEs	6,278	10,492	16,770	5,973	10,210	16,183	6,463	10,436	16,899	8,221	13,469	21,690	Thailand, Vietnam and Italy
	- Percentage of Total Thai Turnover	%	37.44	62.56	100	36.91	63.09	100	38	62	100	38	62	100	Thailand, Vietnam and Italy
	- Percentage of Total Workforce	%	10.24	17.11	27.34	9.87	16.87	26.75	10	16	26	13	22	35	Thailand, Vietnam and Italy
	- Vietnamese	FTEs	3,525	5,437	8,962	2,625	4,956	7,581	3,437	4,911	8,348	3,648	5,666	9,314	Thailand, Vietnam and Italy
	- Percentage of Total Vietnamese Turnover	%	39.33	60.67	100	34.63	65.37	100	41	59	100	39	61	100	Thailand, Vietnam and Italy
	- Percentage of Total Workforce	%	5.75	8.86	14.61	4.34	8.19	12.53	5	8	13	6	9	15	Thailand, Vietnam and Italy
	- Italian	FTEs	33	82	115	27	56	83	26	74	100	25	63	88	Thailand, Vietnam and Italy
	- Percentage of Total Italian Turnover	%	28.70	71.30	100	32.53	67.47	100	26	74	100	28	72	100	Thailand, Vietnam and Italy
	- Percentage of Total Workforce	%	0.05	0.13	0.19	0.04	0.09	0.14	0.04	0.11	0.15	0.04	0.10	0.14	Thailand, Vietnam and Italy

GRI Standards	Data	Unit	Data Collection Period												Data Coverage 2025
			2022			2023			2024			2025			
			Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	
Labor Practice and Human Rights															
401-1 (2016)	- French	FTEs	14	3	17	6	2	8	4	2	6	11	1	12	Thailand, Vietnam and Italy
	- Percentage of Total French Turnover	%	82.35	17.65	100	75.00	25.00	100	67	33	100	92	8	100	Thailand, Vietnam and Italy
	- Percentage of Total Workforce	%	0.02	0.00	0.03	0.01	0.00	0.01	0.01	0.00	0.01	0.02	0.00	0.02	Thailand, Vietnam and Italy
	-Burmese	FTEs	8	0	8	9	1	10	3	1	4	5	1	6	Thailand, Vietnam and Italy
	- Percentage of Total Burmese Turnover	%	100	0	100	90	10	100	75	25	100	83	17	100	Thailand, Vietnam and Italy
	- Percentage of Total Workforce	%	0.01	0	0.01	0.01	0.00	0.02	0.00	0.00	0.01	0.01	0.00	0.01	Thailand, Vietnam and Italy
	- Other Nationalities	FTEs	34	15	49	24	13	37	13	10	23	38	17	55	Thailand, Vietnam and Italy
	- Percentage of Total Other Nationalities Turnover	%	69.39	30.61	100	64.86	35.14	100	57	43	100	69	31	100	Thailand, Vietnam and Italy
	- Percentage of Total Workforce	%	0.06	0.02	0.08	0.04	0.02	0.06	0.02	0.02	0.04	0.06	0.03	0.09	Thailand, Vietnam and Italy
	Total Voluntary Employee Turnover and Rate	FTEs	8,589	13,791	22,380	8,233	14,441	22,674	9,262	14,603	23,865	8,692	14,079	22,771	Thailand, Vietnam and Italy
	- Percentage of Total Voluntary Employee Turnover	%	38	62	100	36	64	100	39	61	100	38	62	100	Thailand, Vietnam and Italy
	- Percentage of Total Workforce	%	14.00	22.49	36.49	13.61	23.87	37.47	14	23	36.82	14.02	22.71	36.73	Thailand, Vietnam and Italy
	Total Voluntary Employee Turnover and Rate - Employee Category														
	- Executive/Top Management	FTEs			8.00			9.00	8	-	8	2	2	4	Thailand, Vietnam and Italy
	- Percentage of Total Workforce	%			0.01			0.01	0.01	-	0.01	0.01	0.00	0.01	Thailand, Vietnam and Italy
- Middle Management	FTEs			97			30	17	16	33	14	15	29	Thailand, Vietnam and Italy	
- Percentage of Total Workforce	%			0.16			0.05	0.03	0.02	0.05	0.02	0.03	0.05	Thailand, Vietnam and Italy	
- Senior Employee and Junior Management	FTEs			1,059			251	72	83	155	48	73	121	Thailand, Vietnam and Italy	
- Percentage of Total Workforce	%			1.73			0.41	0.11	0.13	0.24	0.08	0.12	0.20	Thailand, Vietnam and Italy	
- Non-Management Employees	FTEs			20,880			22,384	9,165	14,504	23,669	8,628	13,989	22,617	Thailand, Vietnam and Italy	
- Percentage of Total Workforce	%			34.04			36.99	14.14	22.38	36.52	13.92	22.56	36.48	Thailand, Vietnam and Italy	
Employee Engagement Score*	%	73	72	72	73	72	76	0	0	82	86	88	87	Thailand, Vietnam and Italy	
Employee Engagement Score - Employee Category*															
- Executive/Top Management	%			82			76	87	81	85	75	87	80	Thailand, Vietnam and Italy	
- Middle Management	%			61			65	71	69	70	80	74	77	Thailand, Vietnam and Italy	
- Senior Employee and Junior Management	%			60			60	76	74	75	79	76	77	Thailand, Vietnam and Italy	
- Non-Management Employees	%			73			73	82	81	81	87	88	88	Thailand, Vietnam and Italy	
Employee Engagement Score - Nationality*															
- Thai	%			72			76	-	-	82	86	88	87	Thailand, Vietnam and Italy	
- Non-Thai	%			58			52	-	-	72	77	71	75	Thailand, Vietnam and Italy	
Parental Leave															
- Employees entitled to parental leave	FTEs	463	25,973	26,436	1625	30,868	32,493	1,885	32,696	34,581	1,287	31,154	32,441	Thailand, Vietnam and Italy	
- Employees that took parental leave	FTEs	3	1,198	1,201	35	1,488	1,523	24	1,315	1,339	102	1,104	1,206	Thailand, Vietnam and Italy	
- Employees returned to work after parental leave ended	FTEs	0	992	992	31	1,242	1,273	20	1,129	1,149	100	924	1,024	Thailand, Vietnam and Italy	
- Return to work rate of employees that took parental leave (Percentage of employees that took parental leave)	%	0	82.80	82.60	88.57	83.47	83.59	83	86	86	98	84	85	Thailand, Vietnam and Italy	
- Employees returned to work after parental leave ended and still employ	FTEs	0	776	776	31	1,198	1,229	10	776	786	91	485	576	Thailand, Vietnam and Italy	
- Retention rate of employees that took parental leave (Percentage of employees returned to work after parental leave ended)	%	0	78.23	78.23	100	96.46	96.54	50	69	68	91	52	56	Thailand, Vietnam and Italy	
Freedom of Association and Collective Bargaining															
- Percentage of employees represented by Welfare Committee, Collective Bargaining Agreements, or similar	%			100			100			100			100	Thailand, Vietnam and Italy	

Remark

* Only for employees in Thailand or data coverage of 72% of revenue for FY2019-2021.

** Only for employees in Thailand and Vietnam or data coverage of 94% of revenue for FY2019-2021.

GRI Standards	Data	Unit	Data Collection Period												Data Coverage 2025
			2022			2023			2024			2025			
			Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	
Human Capital Development															
404-I (2016)	Average Hours of Training per Employee - Total Workforce	Hours/FTE/Year	14.4	15.3	14.9	19.5	17.3	18.1	25.3	21.6	23.0	32.0	24.0	27.1	Thailand, Vietnam and Italy
	Average Hours of Training per Employee - Employee Category														
	- Executive/Top Management	Hours/FTE/Year	4.6	6.3	5.4	11.6	21.1	14.3	27.8	19.8	25.2	11.0	12.7	12.6	Thailand, Vietnam and Italy
	- Middle Management	Hours/FTE/Year	10.7	12.7	11.7	24.2	26.9	25.4	27.4	28.9	28.6	25.6	23.0	23.9	Thailand, Vietnam and Italy
	- Senior Employee and Junior Management	Hours/FTE/Year	11.1	12.9	12.0	34.5	31.1	32.4	32.3	30.9	32.0	27.3	24.7	25.8	Thailand, Vietnam and Italy
	- Non-Management Employees	Hours/FTE/Year	14.3	15.0	14.6	19.1	16.9	17.8	24.9	20.9	21.4	32.3	24.0	27.1	Thailand, Vietnam and Italy
-	Average Cost of Training per Employee	THB/FTE/Year			2,133			3,602			3,307			3,307	Thailand, Vietnam and Italy
-	Human Capital Return On Investment (HCROI)	-			1.5			1.6			1.6			1.6	Thailand, Vietnam and Italy



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