

CENTRAL RETAIL



RESILIENCE REIMAGINED

PERFORMANCE DATA 2021

GRI Standard	Data	Unit	Data Collection Period			
			2018	2019	2020	2021
Business Ethics						
	Reported Breaches of Business Ethics	Cases	N/A	85	89	80
	- Corruption/Bribery	Cases	N/A	0	0	2
	- Fraud	Cases	N/A	42	35	22
	- Conflict of Interest	Cases	N/A	0	3	1
	- Internal Regulatory Non-Compliance	Cases	N/A	43	51	55
	- Anti-Competitive Practices	Cases	N/A	0	0	0
	Reported Other Types of Breaches of Business Ethics	Cases	N/A	3	8	7
	- Society and Community	Cases	N/A	0	0	0
	- Environment, Occupational Health and Safety	Cases	N/A	2	2	1
	- Products and Packaging	Cases	N/A	1	5	0
	- Human Rights Violations	Cases	N/A	0	0	1
	- Discrimination & All Types of Harassment	Cases	N/A	0	0	0
	- Others	Cases	N/A	0	1	5
	Breaches of Business Ethics under Investigation	Cases	N/A	0	1	0
	- Corruption/Bribery	Cases	N/A	0	0	0
	- Fraud	Cases	N/A	0	0	0
	- Conflict of Interest	Cases	N/A	0	0	0
	- Internal Regulatory Non-Compliance	Cases	N/A	0	1	0
	- Anti-Competitive Practices	Cases	N/A	0	0	0
	Other Types of Breaches of Business Ethics under Investigation	Cases	N/A	0	0	0
	- Society and Community	Cases	N/A	0	0	0
	- Environment, Occupational Health and Safety	Cases	N/A	0	0	0
	- Products and Packaging	Cases	N/A	0	0	0
	- Human Rights Violations	Cases	N/A	0	0	0
	- Discrimination & All Types of Harassment	Cases	N/A	0	0	0
	- Others	Cases	N/A	0	0	0

GRI Standard	Data	Unit	Data Collection Period			
			2018	2019	2020	2021
Business Ethics						
	Confirmed Breaches of Business Ethics	Cases	N/A	77	62	49
205-3	- Corruption/Bribery	Cases	N/A	0	0	1
	- Fraud	Cases	N/A	38	25	15
-	- Conflict of Interest	Cases	N/A	0	3	0
	- Internal Regulatory Non-Compliance	Cases	N/A	39	34	33
206-1	- Anti-Competitive Practices	Cases	N/A	0	0	0
-	Confirmed Other Types of Breaches of Business Ethics	Cases	N/A	3	6	1
419-1	- Society and Community	Cases	N/A	0	0	0
307-1	- Environment, Occupational Health and Safety	Cases	N/A	2	1	0
-	- Products and Packaging	Cases	N/A	1	5	0
307-1, 419-1	- Human Rights Violations	Cases	N/A	0	0	0
-	- Discrimination & All Types of Harassment	Cases	N/A	0	0	0
	- Others	Cases	N/A	0	0	1
	Actions Taken against Confirmed Breaches of Business Ethics for Employees	Cases	N/A	80	68	50
205-3	- Termination of Contract	Cases	N/A	40	31	16
	- Warning/Disciplinary Actions	Cases	N/A	27	22	21
	- Transfer	Cases	N/A	2	1	1
	- Send Back	Cases	N/A	7	2	3
	- Corrective Actions as Complaint/Suggestion	Cases	N/A	2	10	9
	- No Action	Cases	N/A	2	2	0
Supply Chain Management						
308-1	Percentage of New Suppliers that were Screened using Environmental Criteria	%	N/A	N/A	100	100
414-1	Percentage of New Suppliers that were Screened using Social Criteria	%	N/A	N/A	100	100

GRI Standard	Data	Unit	Data Collection Period			
			2018	2019	2020	2021
Cybersecurity						
-	Total Number of Cases of Information Security Breached Incidents¹ or Other Cybersecurity Incidents²	Cases	0	0	0	2
418-1	- Total Number of Cases of Data Breaches Incidents ³ , which consist of Data Breaches, Data Thefts, or Losses of Customer Data	Cases	0	0	0	0
-	- Total Number of Customers and Employees Affected by Company's Data Breach	Persons	0	0	0	0
-	- Total Amount of Fines/Penalties Paid in Relation to Information Security Breaches or other Cybersecurity Incidents	THB	0	0	0	0
Privacy Protection						
418-1	Total Number of Substantiated Complaints⁴ regarding Violation of Customer's Personal Data	Cases	0	0	0	1
	- Complaints Received from Third Parties	Cases	0	0	0	1
	- Complaints Received from Regulatory Bodies	Cases	0	0	0	0
Customer Relationship Management						
102-43	Customer Satisfaction Score	%	89	87	87	89
-	- Percentage of Responding Customers	%	100	100	100	100

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

² Other cybersecurity incidents are cases other than unauthorized access or disclosure of protected information, such as an intruder taking control of a power generation system or a transportation system, etc.

³ Data breaches are the consequences of a security breach leading to unwanted events or unlawful actions, information leak, unauthorized change or disclosure of personal information, as well as storing and processing of personal or confidential information, which affect integrity of the security system.

⁴ Substantiated complaints are written statement by regulatory authority (a government agency) with issues related to the violation of customer data privacy or complaints made by external parties (3rd party organization) that are recognized as legitimate in accordance with the Company's guidelines (or the Company's data privacy policy).

GRI Standard	Data	Unit	Data Collection Period			
			2018	2019	2020	2021
Greenhouse Gas Emissions						
305-1	Total Direct GHG Emissions (Scope 1)	Tons CO2e	4,427	6,522	6,898	39,527
305-2	Total Indirect GHG Emissions (Scope 2 Location-Based)	Tons CO2e	374,326	507,786	518,306	384,588
	Total Indirect GHG Emissions (Scope 2 Market-Based)	Tons CO2e	374,326	507,786	518,306	384,588
305-3	Total Other Indirect GHG Emissions (Scope 3)	Tons CO2e	N/A	65,029*	112,451*	37,183**
	- Downstream Transportation and Distribution	Tons CO2e	N/A	N/A	N/A	13,949
	- Employee Commuting	Tons CO2e	N/A	N/A	N/A	22,858
	- Business Travel by Airplane	Tons CO2e	N/A	N/A	N/A	376
Energy Consumption						
302-1	Total Energy Consumption	MWh	771,123	1,047,981	1,081,131	1,249,864
	Total Non-Renewable Energy Consumption	MWh	766,172	1,041,366	1,063,883	1,198,298
	- Total Non-Renewable Fuels Consumption	MWh	17,371	25,591	27,064	128,867
	- Mobile Combustion: Diesel	Liter	1,615,606	2,380,198	2,517,173	9,997,397
	- Mobile Combustion: LPG	Liter	N/A	N/A	N/A	387,802
	- Stationary Combustion: Diesel	Liter	N/A	N/A	N/A	30,356
	- Stationary Combustion: LPG	kg	N/A	N/A	N/A	1,328,016
	- Total Non-Renewable Electricity Consumption	MWh	748,801	1,015,775	1,036,819	1,069,431
	Total Renewable Energy Consumption	MWh	4,951	6,615	17,248	51,566
	- Total Solar PV Energy Consumed	MWh	4,951	6,615	17,248	51,566
Raw Material Sourcing						
-	Sales of Organic Produce (Vegetables and Fruits)	THB	181,940,931	228,425,974	215,951,015	208,864,421
	Sales of OTOP Products	THB	260,354,300	269,920,184	175,012,598	124,554,619

* Food Waste + General Waste + Upstream Transportation

** Downstream Transportation and Distribution + Employee Commuting + Business Travel by Airplane

GRI Standard	Data	Unit	Data Collection Period			
			2018	2019	2020	2021
Packaging Materials						
301-1	Total Weight of Renewable Packaging Materials	Tons	16,030	9,701	8,782	11,708
301-2	Total Weight of Wood/Paper Fiber Packaging	Tons	16,030	9,701	8,782	11,708
	- Recycled and/or Certified Material	% of Total Weight	N/A	N/A	N/A	9.65
301-1	Total Weight of Plastic Packaging	Tons	5,998	2,818	2,224	3,290
	- Recyclable Plastic Packaging	% of Total Weight	86.3	78.7	81.5	86.3
	- Compostable Plastic Packaging	% of Total Weight	8.7	4.6	4.4	5.1
	- Recycled Content within Plastic Packaging	% of Total Weight	0	0	0	0
301-2	Total Weight of All Packaging Materials	Tons	22,028	12,519	11,006	14,998
Waste Management						
306-3	Total Amount of Waste Generated	Tons	N/A	6,242	71,636	67,102
306-4	Total Amount of Waste Diverted from Disposal	Tons	N/A	3,414	3,705	5,318
	- Reused/Recycled	Tons	N/A	3,414	3,705	5,318
306-5	Total Amount of Waste Disposed	Tons	N/A	2,828	67,931	61,784
	- Landfill	Tons	N/A	2,828	67,931	61,784
Food Loss & Waste						
-	Total Food Loss & Waste Generated	Tons	1,375	2,366	3,441	3,785
	- Used for Alternative Purposes	Tons	0	54	598	759
	- Discarded	Tons	1,375	2,312	2,843	3,026
	Intensity as Food Loss & Waste Value	THB	136,516,752	142,355,348	120,765,634	320,938,706
	Data Coverage	% of Total Revenue	60	26	26	38
Water Consumption						
303-5	Total Net Fresh Water Consumption	Million m3	4.33	6.94	6.8	6.67
303-3	- Water Withdrawal: Municipal Water Suppliers	Million m3	4.33	6.94	6.8	6.67
	- Water Withdrawal: Fresh Surface Water	Million m3	0	0	0	0
	- Water Withdrawal: Fresh Groundwater	Million m3	0	0	0	0
	- Water Discharge	Million m3	0	0	0	0

GRI Standard	Data	Unit	Data Collection Period											
			2018			2019			2020			2021		
Healthy & Safe Products														
-	Total Products Lines for which Products were Recalled	Numbers	N/A			57			33			32		
	Costs incurred from Product Recalls	THB	N/A			2,026,796			2,587,139			800,972		
416-2	Total Complaints regarding Product Recalls	Numbers	N/A			N/A			2			53		
GRI Standard	Data	Unit	Data Collection Period											
			2018			2019			2020			2021		
			Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Labor Practice Indicators														
-	Total Workforce	FTEs	N/A	N/A	N/A	N/A	N/A	N/A	20,795	34,726	55,521	20,124	33,461	53,585
	- Percentage of Total Workforce	%	N/A	N/A	N/A	N/A	N/A	N/A	37	63	100	38	62	100
-	Total Workforce -- Full-Time Employees	FTEs	N/A	N/A	N/A	N/A	N/A	N/A	20,032	32,455	52,487	19,447	31,751	51,198
	- Percentage of Total Full-Time Employees	%	N/A	N/A	N/A	N/A	N/A	N/A	38	62	100	38	62	100
	- Percentage of Total Workforce	%			N/A			N/A			95			96
-	Total Workforce -- Part-Time Employees	FTEs	N/A	N/A	N/A	N/A	N/A	N/A	763	2,271	3,034	677	1,710	2,387
	- Percentage of Total Part-Time Employees	%	N/A	N/A	N/A	N/A	N/A	N/A	25	75	100	28	72	100
	- Percentage of Total Workforce	%			N/A			N/A			5			4
-	Total Workforce -- Areas of Operation													
	- Thailand	FTEs	N/A	N/A	N/A	N/A	N/A	N/A	13,566	25,044	38,610	14,402	24,818	39,220
	- Percentage of Total Workforce in Thailand	%	N/A	N/A	N/A	N/A	N/A	N/A	35	65	100	37	63	100
	- Percentage of Total Workforce	%			N/A			N/A			70			73
	- Vietnam	FTEs	N/A	N/A	N/A	N/A	N/A	N/A	6,914	8,618	15,532	5,414	7,576	12,990
	- Percentage of Total Workforce in Vietnam	%	N/A	N/A	N/A	N/A	N/A	N/A	45	55	100	42	58	100
	- Percentage of Total Workforce	%			N/A			N/A			28			24
	- Italy	FTEs	N/A	N/A	N/A	N/A	N/A	N/A	315	1,064	1,379	308	1,067	1,375
	- Percentage of Total Workforce in Italy	%	N/A	N/A	N/A	N/A	N/A	N/A	23	77	100	22	78	100
	- Percentage of Total Workforce	%			N/A			N/A			2			3

GRI Standard	Data	Unit	Data Collection Period												
			2018			2019			2020			2021			
			Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	
Labor Practice Indicators															
405-1	Total Workforce -- Employee Category														
	- Senior Employees and Junior Management, and Higher	FTEs	N/A	N/A	N/A	N/A	N/A	N/A	5,128	8,507	13,635	1,240	1,312	2,552	
	- Percentage of Total Management Workforce	%	N/A	N/A	N/A	N/A	N/A	N/A	38	62	100	49	51	100	
	- Executive/Top Management	FTEs	N/A	N/A	N/A	N/A	N/A	N/A	144	105	249	51	35	86	
	- Percentage of Total Executive/Top Management	%	N/A	N/A	N/A	N/A	N/A	N/A	58	42	100	59	41	100	
	- Middle Management	FTEs	N/A	N/A	N/A	N/A	N/A	N/A	612	824	1,436	391	322	713	
	- Percentage of Total Middle Management Positions	%	N/A	N/A	N/A	N/A	N/A	N/A	43	57	100	55	45	100	
	- Senior Employees and Junior Management	FTEs	N/A	N/A	N/A	N/A	N/A	N/A	4,372	7,578	11,950	798	955	1,753	
	- Percentage of Total Senior Employee/Junior Management	%	N/A	N/A	N/A	N/A	N/A	N/A	37	63	100	46	54	100	
	- Non-Management (including Part-Time Employees)	FTEs	N/A	N/A	N/A	N/A	N/A	N/A	15,667	26,219	41,886	18,884	32,149	51,033	
	- Percentage of Total Non-Management	%	N/A	N/A	N/A	N/A	N/A	N/A	37	63	100	37	63	100	
	- Management in Revenue-Generating Functions**	FTEs	N/A	N/A	N/A	N/A	N/A	N/A	4,191	6,856	11,047	723	807	1,530	
	- Percentage of Total Management in Revenue-Generating Functions	%	N/A	N/A	N/A	N/A	N/A	N/A	38	62	100	47	53	100	
	- STEM-Related Positions	FTEs	N/A	N/A	N/A	N/A	N/A	N/A	1,157	1,257	2,414	1,282	1,425	2,707	
	- Percentage of Total STEM-Related Positions	%	N/A	N/A	N/A	N/A	N/A	N/A	48	52	100	47	53	100	
	-	Total Workforce -- Nationalities													
		- Thai	FTEs	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	38,423	14,233	24,788	39,021
		- Percentage of Total Thai Workforce	%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	36	64	100
		- Percentage of Total Workforce	%			N/A			N/A			69			73
- Vietnamese		FTEs	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	15,519	5,390	7,565	12,955	
- Percentage of Total Vietnamese Workforce		%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	42	58	100	
- Percentage of Total Workforce		%			N/A			N/A			28			24	
- Italian		FTEs	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	1,253	1,077	215	1,292	
- Percentage of Total Italian Workforce		%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	83	17	100	
- Percentage of Total Workforce		%			N/A			N/A			2			2	
- Myanmar		FTEs	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	66	43	8	51	
- Percentage of Total Myanmar Workforce		%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	84	16	100	
- Percentage of Total Workforce		%			N/A			N/A			0.1			0.1	

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

GRI Standard	Data	Unit	Data Collection Period											
			2018			2019			2020			2021		
			Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Labor Practice Indicators														
- French	FTEs	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	42	50	8	58
- Percentage of Total French Workforce	%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	86	14	100
- Percentage of Total Workforce	%			N/A			N/A				0.1			0.1
- Other Nationalities	FTEs	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	218	179	29	208
- Percentage of Total Other Nationalities Workforce	%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	86	14	100
- Percentage of Total Workforce	%			N/A			N/A				0.4			0.4
Total Management Workforce -- Nationalities														
- Thai	FTEs	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	11,880	403	513	916
- Percentage of Total Thai Management Workforce	%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	44	56	100
- Percentage of Total Management Workforce	%			N/A			N/A				87			36
- Vietnamese	FTEs	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	3,344	611	640	1,251
- Percentage of Total Vietnamese Management Workforce	%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	49	51	100
- Percentage of Total Management Workforce	%			N/A			N/A				25			49
- Italian	FTEs	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	228	87	128	215
- Percentage of Total Italian Management Workforce	%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	40	60	100
- Percentage of Total Management Workforce	%			N/A			N/A				2			8
- Myanmar	FTEs	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	1	1	1	2
- Percentage of Total Myanmar Management Workforce	%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	50	50	100
- Percentage of Total Management Workforce	%			N/A			N/A				0			0.1
- French	FTEs	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	40	47	8	55
- Percentage of Total French Management Workforce	%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	85	15	100
- Percentage of Total Management Workforce	%			N/A			N/A				0			2
- Other Nationalities	FTEs	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	102	91	22	113
- Percentage of Total Other Nationalities Management Workforce	%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	81	19	100
- Percentage of Total Management Workforce	%			N/A			N/A				1			4

GRI Standard	Data	Unit	Data Collection Period												
			2018			2019			2020			2021			
			Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	
Labor Practice Indicators															
-	Total Workforce -- Religions*														
	- Bhuddist	FTEs	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	12,851	21,611	34,462	
	- Percentage of Total Buddhist Workforce	%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	37	63	100	
	- Percentage of Total Workforce	%			N/A			N/A			N/A			88	
	- Muslim	FTEs	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	577	708	1,285	
	- Percentage of Total Muslim Workforce	%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	45	55	100	
	- Percentage of Total Workforce	%			N/A			N/A			N/A			3	
	- Christian	FTEs	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	128	171	299	
	- Percentage of Total Christian Workforce	%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	43	57	100	
	- Percentage of Total Workforce	%			N/A			N/A			N/A			1	
	- Other Religions	FTEs	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	846	2,328	3,174	
	- Percentage of Total Other Religions Workforce	%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	27	73	100	
- Percentage of Total Workforce	%			N/A			N/A			N/A			8		
405-1	Total Workforce -- Age Group														
	- Age <30 Years	FTEs	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	22,212	6,867	12,114	18,981
	- Percentage of Total Workforce Age <30 Years	%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	36	64	100	
	- Percentage of Total Workforce	%			N/A			N/A			40			35	
	- Age 30-50 Years	FTEs	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	29,957	12,047	19,000	31,047
	- Percentage of Total Workforce Age 30-50 Years	%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	39	61	100	
	- Percentage of Total Workforce	%			N/A			N/A			54			58	
	- Age >50 Years	FTEs	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	3,352	1,210	2,347	3,557
	- Percentage of Total Workforce Age >50 Years	%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	34	66	100	
	- Percentage of Total Workforce	%			N/A			N/A			6			7	
	Total Workforce -- Other Diversity Indicators														
	- Disabilities	FTEs			N/A			N/A				303			438
- Percentage Total Workforce	%			N/A			N/A				0.55			0.82	

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

GRI Standard	Data	Unit	Data Collection Period											
			2018			2019			2020			2021		
			Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Labor Practice Indicators														
405-2	Ratio Between Average Compensation of Female to Male Employees													
	- Executive/Top Management													
	- Base Salary Only	-		N/A		N/A		N/A		N/A			0.812:1	
	- Base Salary + Other Cash Incentives	-		N/A		N/A		N/A		N/A			0.805:1	
	- Senior Employees and Junior Management, and Middle Management													
	- Base Salary Only	-		N/A		N/A		N/A		N/A			0.956:1	
	- Base Salary + Other Cash Incentives	-		N/A		N/A		N/A		N/A			0.959:1	
	- Non-Management													
	- Base Salary Only	-		N/A		N/A		N/A		N/A			0.984:1	
- Base Salary + Other Cash Incentives	-		N/A		N/A		N/A		N/A			0.982:1		
412-2	Total Hours of Human Rights Training	Hours			N/A		N/A		N/A		483		15,140	
	Shares of Employees that Received Human Rights Training	%			N/A		N/A		N/A		0.55		38.6	
Human Capital Development														
404-1	Average Hours of Training per FTE -- Total Workforce	Hours/FTE/Year	N/A	N/A	N/A	N/A	N/A	6.7	N/A	N/A	10.0	13.2	14.2	13.8
	Average Hours of Training per FTE -- Employee Category													
	- Executive/Top Management	Hours/FTE/Year	N/A	N/A	N/A	N/A	N/A	N/A	5.8	8.7	7.0	15.7	13.9	14.5
	- Middle Management	Hours/FTE/Year	N/A	N/A	N/A	N/A	N/A	N/A	8.5	9.8	9.2	16.5	18.7	17.8
	- Senior Employee and Junior Management	Hours/FTE/Year	N/A	N/A	N/A	N/A	N/A	N/A	9.8	9.8	9.8	17.4	20.7	19.4
- Non-Management Employees	Hours/FTE/Year	N/A	N/A	N/A	N/A	N/A	N/A	12.0	13.3	12.8	10.5	11.8	11.3	
-	Average Cost of Training per Employee	THB/FTE/Year	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	1,820	N/A	N/A	2,800
	HCROI				1.7		1.7				1.1			1.2

GRI Standard	Data	Unit	Data Collection Period												
			2018			2019			2020			2021			
			Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	
Talent Attraction & Retention															
401-1	Total Number of New Employee Hires*	FTEs	9,372	16,714	26,086	7,505	14,405	21,910	5,028	10,200	15,228	6,214	10,109	16,323	
	- Percentage of Total New Employee Hires	%	36	64	100	34	66	100	33	67	100	38	62	100	
	Total Number of New Employee Hires -- Employee Category*														
	- Executive/Top Management	FTEs	19	7	26	26	12	38	26	13	39	4	5	9	
	- Percentage of Total New Employee Hires	%			0.1			0.2			0.3			0.1	
	- Middle Management	FTEs	48	38	86	49	36	85	55	44	99	53	19	72	
	- Percentage of Total New Employee Hires	%			0.3			0.4			0.7			0.4	
	- Senior Employee and Junior Management	FTEs	842	1,173	2,015	786	958	1,744	471	595	1,066	116	91	207	
	- Percentage of Total New Employee Hires	%			7.7			8.0			7.0			1.3	
	- Non-Management Employees	FTEs	8,463	15,496	23,959	6,644	13,399	20,043	4,476	9,548	14,024	6,041	9,994	16,035	
	- Percentage of Total New Employee Hires	%			91.8			91.5			92.1			98.2	
	Total Number of New Employee Hires -- Age Group*														
	- Age <30 Years	FTEs	6,908	12,331	19,239	5,319	10,551	15,870	3,606	7,950	11,556	3,945	6,975	10,920	
	- Percentage of Total New Employee Hires	%			74			72			76			67	
	- Age 30-50 Years	FTEs	2,434	4,320	6,754	2,145	3,805	5,950	1,398	2,229	3,627	2,217	3,069	5,286	
	- Percentage of Total New Employee Hires	%			26			27			24			32	
	- Age >50 Years	FTEs	30	63	93	41	49	90	24	24	48	52	65	117	
	- Percentage of Total New Employee Hires	%			0.4			0.4			0.3			1	
	Total Number of New Employee Hires -- Nationality*														
	- Thai	FTEs	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	6,150	10,096	16,246	
	- Percentage of Total New Employee Hires	%			N/A			N/A			N/A			99.5	
	- Indian	FTEs	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	19	2	21	
	- Percentage of Total New Employee Hires	%			N/A			N/A			N/A			0.13	
	- French	FTEs	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	12	1	13	
	- Percentage of Total New Employee Hires	%			N/A			N/A			N/A			0.08	
	- Myanmar	FTEs	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A		2	2	
	- Percentage of Total New Employee Hires	%			N/A			N/A			N/A			0.01	
- Other Nationalities	FTEs	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	33	8	41		
- Percentage of Total New Employee Hires	%			N/A			N/A			N/A			0.25		

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

GRI Standard	Data	Unit	Data Collection Period											
			2018			2019			2020			2021		
			Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total

Talent Attraction & Retention

Total Number of Internal Hires* (Open Positions Filled by Internal Candidates)	FTEs	N/A	N/A	7,304	N/A	N/A	6,792	N/A	N/A	6,702	4,326	5,678	10,004
- Percentage of Total Internal Hires	%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	43	57	100
- Percentage of Total New Employee Hires	%	N/A	N/A	28	N/A	N/A	31	N/A	N/A	44	26.5	34.8	61.3
Total Number of Internal Hires -- Employee Category*													
- Executive/Top Management	FTEs	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	4	1	5
- Percentage of Total New Employee Hires	%			N/A			N/A			N/A			0.03
- Middle Management	FTEs	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	15	17	32
- Percentage of Total New Employee Hires	%			N/A			N/A			N/A			0.2
- Senior Employee and Junior Management	FTEs	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	74	74	148
- Percentage of Total New Employee Hires	%			N/A			N/A			N/A			0.9
- Non-Management Employees	FTEs	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	4,233	5,586	9,819
- Percentage of Total New Employee Hires	%			N/A			N/A			N/A			60.2
Total Number of Internal Hires -- Age Group*													
- Age <30 Years	FTEs	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	1,391	1,921	3,312
- Percentage of Total New Employee Hires	%			N/A			N/A			N/A			20.3
- Age 30-50 Years	FTEs	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	2,726	3,458	6,184
- Percentage of Total New Employee Hires	%			N/A			N/A			N/A			37.9
- Age >50 Years	FTEs	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	209	299	508
- Percentage of Total New Employee Hires	%			N/A			N/A			N/A			3.1
Total Number of Internal Hires -- Nationality*													
- Thai	FTEs	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	4,259	5,671	9,930
- Percentage of Total New Employee Hires	%			N/A			N/A			N/A			60.83
- Indian	FTEs	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	4	0	4
- Percentage of Total New Employee Hires	%			N/A			N/A			N/A			0.02
- French	FTEs	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	8	1	9
- Percentage of Total New Employee Hires	%			N/A			N/A			N/A			0.06
- Myanmar	FTEs	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	41	2	43
- Percentage of Total New Employee Hires	%			N/A			N/A			N/A			0.26
- Other Nationalities	FTEs	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	14	4	18
- Percentage of Total New Employee Hires	%			N/A			N/A			N/A			0.11

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

GRI Standard	Data	Unit	Data Collection Period												
			2018			2019			2020			2021			
			Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	
Talent Attraction & Retention															
-	Average Hiring Cost per New Hire*	THB/FTE	1,390			1,488			1,378			3,718			
	Individual Performance Appraisal														
	- Management by Objectives: Systematic use of Agreed Measurable Targets by Line Superior	%	100			100			100			100			
	- Multidimensional Performance Appraisal (E.g. 360 Degree Feedback)*	%	0			0			0			1			
	- Formal Comparative Ranking of Employees	%	100			100			100			100			
401-1	Total Employee Turnover Rate	%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	11	20	31	20.16	12.27	32.43
	Total Employee Turnover Rate -- Employee Category														
	- Executive/Top Management	%	N/A			N/A			N/A			0.02			
	- Middle Management	%	N/A			N/A			N/A			0.24			
	- Senior Employee and Junior Management	%	N/A			N/A			N/A			1.01			
	- Non-Management Employees	%	N/A			N/A			N/A			31.16			
	Total Employee Turnover Rate -- Age Group														
	- Age <30 Years	%	N/A			N/A			18			19.12			
	- Age 30-50 Years	%	N/A			N/A			11			12.56			
	- Age >50 Years	%	N/A			N/A			2			0.76			
	Total Turnover Rate -- Nationality														
	- Thai	%	N/A			N/A			N/A			20.04			
	- Vietnamese	%	N/A			N/A			N/A			12.08			
	- Italian	%	N/A			N/A			N/A			0.20			
	- French	%	N/A			N/A			N/A			0.01			
- American	%	N/A			N/A			N/A			0.00				
- Other Nationalities	%	N/A			N/A			N/A			0.10				

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

GRI Standard	Data	Unit	Data Collection Period											
			2018			2019			2020			2021		
			Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Talent Attraction & Retention														
	Total Voluntary Turnover Rate	%	N/A	N/A	N/A	N/A	N/A	N/A	7	13	20	6.3	10.9	17.2
	Total Voluntary Turnover Rate -- Employee Category													
	- Executive/Top Management	%			N/A			N/A			N/A			0.01
	- Middle Management	%			N/A			N/A			N/A			0.07
	- Senior Employee and Junior Management	%			N/A			N/A			N/A			0.3
	- Non-Management Employees	%			N/A			N/A			N/A			16.8
	Employee Engagement Score*	%	N/A	N/A	68	N/A	N/A	71	N/A	N/A	71	73	74	73
	Employee Engagement Score -- Employee Category*													
	- Executive/Top Management	%			N/A			N/A			N/A			84
	- Middle Management	%			N/A			N/A			N/A			64
	- Senior Employee and Junior Management	%			N/A			N/A			N/A			71
	- Non-Management Employees	%			N/A			N/A			N/A			75
	Employee Engagement Score -- Nationality*													
	- Thai	%			N/A			N/A			N/A			74
	- Non-Thai	%			N/A			N/A			N/A			61

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

GRI Standard	Data	Unit	Data Collection Period			
			2018	2019	2020	2021
Occupational Health and Safety						
403-9	Total Work-Related Fatalities	Cases	0	0	1	0
	- Employees	Cases	0	0	1	0
	- Contractors	Cases	0	0	0	0
	Employees LTIFR	Cases/Hours Worked * 1,000,000	0.370	0.506	1.612**	1.037
	Contractors LTIFR	Cases/Hours Worked * 1,000,000	0	0	0.976	0.181

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

GRI Standard	Data	Unit	Data Collection Period			
			2018	2019	2020	2021
Indirect Economic Impacts						
203-1	Types of Philanthropic Activities	%	N/A	N/A	100	100
	- Charitable Donations	%	N/A	N/A	18	17
	- Community Investments	%	N/A	N/A	24	48
	- Commercial Initiatives	%	N/A	N/A	58	35
203-1	Philanthropic Contributions	THB	N/A	N/A	460,426,812.5	77,478,320
	- Cash Contributions	THB	N/A	N/A	44,130,000	24,042,092
	- Employee Volunteering During Paid Working Hours	THB	N/A	N/A	271,336,812.5	28,675,528
	- In-Kind Giving: Product or Services, Donations, Projects/Partnerships or Similar	THB	N/A	N/A	60,820,000	18,038,566
	- Management Overheads	THB	N/A	N/A	144,960,000	24,760,700



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