

Sustainability Performance Data



GRI	ENVIRONMENTAL DIMENSION		2022	2023	2024	2025	Target 2025
Environmental Reporting¹							
	Environmental reporting - coverage	% of revenues	75%-100%	75%-100%	75%-100%	75%-100%	
301 (2016)	Materials						
	Total material used	Tonnes	110,122	125,943	74,812	64,019	
	Non renewable material type	Tonnes	18,442	12,197	12,249	11,970	
	Renewable material type	Tonnes	91,681	113,746	62,563	52,049	
305 (2016)	Emissions^{2,3,4}						
	Greenhouse Gas Emissions						
	Total GHG emissions (Scope 1 and 2)	Tonnes CO ₂ e	66,831	80,607	73,449	48,563	
305-1	Direct GHG emissions (scope 1)	Tonnes CO ₂ e	40,854	53,375	48,514	34,199	
305-2	Indirect GHG emissions (scope 2) ⁵	Tonnes CO ₂ e	25,977	27,232	24,935	14,364	
	Location Based	Tonnes CO ₂ e	25,977	27,232	24,935	14,364	
	Market-based	Tonnes CO ₂ e	25,977	27,232	24,935	14,364	
	Biogenic CO ₂	Tonnes CO ₂ e				575	
305-3	Other GHG Emissions (Scope 3)	Tonnes CO ₂ e	265,874	137,063	84,621	40,399	
	Cat. 1 Purchased Goods and services	Tonnes CO ₂ e	247,866	117,494	71,163	27,073	
	Cat. 2 Capital goods	Tonnes CO ₂ e	-	-	-	-	
	Cat. 3 Fuel and related activities	Tonnes CO ₂ e	9,344	12,401	7,418	5,368	
	Cat. 4 Upstream transportation and distribution	Tonnes CO ₂ e	5,126	4,475	4,097	1,604	
	Cat.5 Waste generated in operations	Tonnes CO ₂ e	1,120	186	190	115	
	Cat.6 Business travel	Tonnes CO ₂ e	0		0	0	
	Cat.7 Employee commuting	Tonnes CO ₂ e	1,259	1,451	847	833	
	Cat.8 Upstream leased assets	Tonnes CO ₂ e			-	-	
	Cat. 9 Downstream transportation and distribution	Tonnes CO ₂ e	1,156	1,055	906	2,392	
	Cat. 10 Processing of sold products	Tonnes CO ₂ e			0	0	
	Cat. 11 Use of sold products	Tonnes CO ₂ e				978	
	Cat. 12 End-of-life treatment of sold products	Tonnes CO ₂ e			-	-	
	Cat.13 Downstream leased assets	Tonnes CO ₂ e			0	0	
	Cat. 14 Franchises	Tonnes CO ₂ e		2.68	-	-	
	Cat. 15 Investment	Tonnes CO ₂ e	3		0	2,033	
	Total Direct and Indirect GHG emissions (Scope 1, 2 & 3)	Tonnes CO ₂ e	332,705	217,670	158,070	88,962	

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GRI	ENVIRONMENTAL DIMENSION		2022	2023	2024	2025	Target 2025
	Total Revenue	MB	27,547	31,598	18,522	13,632	
305-4	GHG Emission intensity (Scope 1 & 2)	Tonnes CO ₂ e/MB of Revenue	2.43	2.55	3.97	3.56	
		Tonnes CO ₂ e/MWh	0.0507	0.0553	0.0514	0.0341	
	GHG Emission per Revenue (Scope 1, 2 & 3)	Tonnes CO ₂ e/MB of Revenue	12.08	6.89	8.53	6.53	
305-7	Significant Air Emissions						
	Direct NO _x emissions	Metric tonnes	-	-	-	5.48	
	Direct SO _x emissions	Metric tonnes	-	-	-	8.06	
	Direct mercury emissions	Metric tonnes	N/A	N/A	N/A	N/A	
	Direct dust emissions	Metric tonnes	N/A	N/A	N/A	N/A	
	VOCs	Metric tonnes	-	-	-	0.16	
	TSP	Metric tonnes	-	-	-	0.90	
	SF ₆ emissions	Metric tonnes	0.0087	0.0059	0.00	0.00	
302 (2016)	Energy Consumption						
302-1	Total Energy consumption within the organization	GJ	686,078	891,287	762,296	558,777	
302-1 (a)	Total fuel consumption within the organization from non-renewable	GJ	498,662	694,494	575,574	442,275	
	Diesel B7	Litre	137,456	137,134	133,203	127,561	
		GJ	5,006	4,994	4,851	4,646	
	Gasohol 91,95	Litre	33,025	27,859	24,419	21,221	
		GJ	1,040	877	769	668	
	Gasohol E20	Litre	0	2,705	2,759	5,963	
		GJ	0	85	87	188	
	LPG	Kg	1,090,873	1,186,865	1,238,849	1,023,366	
		GJ	53,776	58,508	61,071	50,448	
	CNG	Kg	396	2,682	3,116	2,855	
		GJ	15	102	118	108	
	LNG	MJ	117,006,749	266,006,822	79,071,899	0	
		GJ	117,007	266,007	79,072	0	
	Natural Gas	Scf	0	0	0	14,542,776	
		GJ	0	0	0	14,834	
	Bituminous	Kg	11,527,700	13,205,650	15,568,050	13,405,270	
		GJ	303,985	348,233	410,529	353,497	

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GRI	ENVIRONMENTAL DIMENSION		2022	2023	2024	2025	Target 2025
	Fuel Oil A	Litre	430,029	378,307	460,041	431,318	
		GJ	17,833	15,688	19,077	17,886	
302-1 (b)	Total fuel consumption within the organization from renewable	GJ	0	0	0	0	
	Biomass	GJ	0	0	0	0	
302-1 (c)	Electricity and steam purchased from outside	GJ	187,070	196,103	179,568	108,861	
	Non-renewable electricity purchased	GJ	187,070	196,103	179,568	108,861	
	Non-renewable steam purchased	GJ	0	0	0	0	
	Generated electricity usage from solar rooftop / floating	GJ	346	690	7,154	7,640	
302-1 (d)	Generated electricity sold	GJ	4,749,306	5,250,285	5,141,364	5,123,879	
	Generated electricity sold	MWh	1,319,252	1,458,413	1,428,157	1,423,300	
	Renewable electricity from solar sold	GJ	2,374,911	2,401,027	2,385,356	2,336,840	
	Renewable electricity from wind sold	GJ	2,374,395	2,849,258	2,756,008	2,787,039	
302-1 (e)	Total Energy consumption within the organization in MWh						
	Total energy consumption	MWh	190,577	247,580	211,749	155,216	Reduce 3% annually, Base year 2023
	Total non-renewable energy consumption	MWh	190,481	247,388	209,762	153,093	
	Total renewable energy consumption	MWh	96	192	1,987	2,122	
302-3	Total energy intensity	MWh(consumption) /MWh(generation)	0.14	0.17	0.15	0.11	
		MWh (consumption) /MB of Revenue	6.92	7.84	11.43	11.39	
303 (2018) Water & Effluents							
Water Withdrawal							
303-3	Total water withdrawal from all areas	Megaliters	450.00	530.00	490.00	320.00	
	Surface water	Megaliters	40.00	30.00	20.00	10.00	
	Freshwater TDS ≤ 1000 mg/L	Megaliters	40.00	30.00	20.00	10.00	
	Other water TDS > 1,000 mg/L	Megaliters	0.00	0.00	0.00	0.00	
	Ground water	Megaliters	50.00	60.00	60.00	40.00	
	Freshwater TDS ≤ 1000 mg/L	Megaliters	50.00	60.00	60.00	40.00	
	Other water TDS > 1,000 mg/L	Megaliters	0.00	0.00	0.00	0.00	

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GRI	ENVIRONMENTAL DIMENSION		2022	2023	2024	2025	Target 2025
	Seawater	Megaliters	0.00	0.00	0.00	0.00	
	Freshwater TDS ≤ 1000 mg/L	Megaliters	0.00	0.00	0.00	0.00	
	Other water TDS > 1,000 mg/L	Megaliters	0.00	0.00	0.00	0.00	
	Produced water	Megaliters	0.00	0.00	0.00	0.00	
	Freshwater TDS ≤ 1000 mg/L	Megaliters	0.00	0.00	0.00	0.00	
	Other water TDS > 1,000 mg/L	Megaliters	0.00	0.00	0.00	0.00	
	Third-party water	Megaliters	360.00	440.00	410.00	270.00	
	Freshwater TDS ≤ 1000 mg/L	Megaliters	360.00	440.00	410.00	270.00	
	Other water TDS > 1,000 mg/L	Megaliters	0.00	0.00	0.00	0.00	
303-3	Total water withdrawn from water stress area	Megaliters	450.00	530.00	490.00	320.00	
303-4	Water Discharged						
	Total water discharged to all areas	Megaliters	360.00	430.00	400.00	260.00	
	Surface water	Megaliters	30.00	30.00	20.00	10.00	
	Freshwater TDS ≤ 1000 mg/L	Megaliters	30.00	30.00	20.00	10.00	
	Other water TDS > 1,000 mg/L	Megaliters	0.00	0.00	0.00	0.00	
	Ground water	Megaliters	40.00	50.00	50.00	40.00	
	Freshwater TDS ≤ 1000 mg/L	Megaliters	40.00	50.00	50.00	40.00	
	Other water TDS > 1,000 mg/L	Megaliters	0.00	0.00	0.00	0.00	
	Seawater	Megaliters	0.00	0.00	0.00	0.00	
	Freshwater TDS ≤ 1000 mg/L	Megaliters	0.00	0.00	0.00	0.00	
	Other water TDS > 1,000 mg/L	Megaliters	0.00	0.00	0.00	0.00	
	Produced water	Megaliters	0.00	0.00	0.00	0.00	
	Freshwater TDS ≤ 1000 mg/L	Megaliters	0.00	0.00	0.00	0.00	
	Other water TDS > 1,000 mg/L	Megaliters	0.00	0.00	0.00	0.00	
	Third-party water	Megaliters	290.00	350.00	330.00	210.00	
	Freshwater TDS ≤ 1000 mg/L	Megaliters	290.00	350.00	330.00	210.00	
	Other water TDS > 1,000 mg/L	Megaliters	0.00	0.00	0.00	0.00	
	Total water discharged to water stress area	Megaliters	360.00	430.00	400.00	260.00	

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GRI	ENVIRONMENTAL DIMENSION		2022	2023	2024	2025	Target 2025
303-5	Water Consumption						
	Total water consumption (Water withdrawal - Water discharge)	Megaliters	90.00	100.00	90.00	60.00	Reduce 3% annually, Base year 2023
		Million m3	0.09	0.10	0.09	0.06	
	Total net fresh water consumption	Megaliters	90.00	100.00	90.00	60.00	
		Million m3	0.09	0.10	0.09	0.06	
	Total net fresh water consumption from water stress area	Megaliters	90.00	100.00	90.00	60.00	
		Million m3	0.09	0.10	0.09	0.06	
	Net fresh water consumption intensity	m ³ /MB of revenue	3.27	3.16	4.86	4.40	
	Business Impacts of Water Related Incidents						
	Total actual and opportunity costs (e.g.forgone income) from water-related incidents	THB	0	0	0	0	
306 (2020)	Waste						
	Waste generated						
306-3 (2020)	Total waste generated	Metric tonnes	11,319.52	26,193.21	11,777.31	11,186	
	Total non-hazardous waste generated	Metric tonnes	10,438.94	11,417.34	10,270.72	10,792	
	Total hazardous waste generated	Metric tonnes	880.58	14,775.87	1,506.59	394.35	
	Waste diverted from disposal						
306-4 (2020)	Total waste diverted from disposal	Metric tonnes	3,006.18	16,806.40	3,749.29	3,912.70	Increase recycled/ reused waste to 5% by 2026
	Total non-hazardous waste diverted from disposal	Metric tonnes	2,959.51	3,146.10	3,690.25	3,735.38	
	Onsite	Metric tonnes	0.00	0.00	0.00	2.06	
	Reuse	Metric tonnes	0.00	0.00	0.00	0.00	
	Recycling	Metric tonnes	0.00	0.00	0.00	0.00	
	Other recovery operations	Metric tonnes	0.00	0.00	0.00	2.06	
	Offsite	Metric tonnes	2,959.51	3,146.10	3,690.25	3,733.32	
	Reuse	Metric tonnes	0.00	0.00	0.00	0.39	

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GRI	ENVIRONMENTAL DIMENSION		2022	2023	2024	2025	Target 2025
	Recycling	Metric tonnes	2,959.51	3,146.10	3,690.25	195.55	
	Other recovery operations	Metric tonnes	0.00	0.00	0.00	3,537.38	
	Total hazardous waste diverted from disposal	Metric tonnes	46.67	13,660.30	59.04	177.32	
	Onsite	Metric tonnes	0.00	0.00	0.00	0.00	
	Reuse	Metric tonnes	0.00	0.00	0.00	0.00	
	Recycling	Metric tonnes	0.00	0.00	0.00	0.00	
	Other recovery operations	Metric tonnes	0.00	0.00	0.00	0.00	
	Offsite	Metric tonnes	46.67	13,660.30	59.04	177.32	
	Reuse	Metric tonnes	46.67	13,659.93	22.11	154	
	Recycling	Metric tonnes	0.00	0.37	36.93	3.46	
	Other recovery operations	Metric tonnes	0.00	0.00	0.00	172.32	
	Waste directed to disposal						
306-5 (2020)			8,313.34	9,386.81	8,028.02	5,526.30	Reduce 3% annually, Base year 2023
	Total waste directed to disposal	Metric tonnes					
	Total non-hazardous waste directed to disposal	Metric tonnes	7,479.43	8,271.24	6,580.47	5,401.18	
	Onsite	Metric tonnes	0.00	0.00	0.00	0.00	
	Incineration with energy recovery	Metric tonnes	0.00	0.00	0.00	0.00	
	Incineration without energy recovery	Metric tonnes	0.00	0.00	0.00	0.00	
	Landfilling	Metric tonnes	0.00	0.00	0.00	0.00	
	Other disposal operations	Metric tonnes	0.00	0.00	0.00	0.00	
	Offsite	Metric tonnes	7,479.43	8,271.24	6,580.47	5,401.18	
	Incineration with energy recovery	Metric tonnes	535.23	621.33	819.25	0.00	
	Incineration without energy recovery	Metric tonnes	0.00	0.00	0.00	0.00	
	Landfilling	Metric tonnes	1,585.52	1,369.33	1,451.50	894.57	
	Other disposal operations	Metric tonnes	5,358.68	6,280.58	4,309.72	4,506.61	
	Total hazardous waste directed to disposal	Metric tonnes	833.91	1,115.57	1,447.55	125.12	
	Onsite	Metric tonnes	0.00	0.00	0.00	0.00	
	Incineration with energy recovery	Metric tonnes	0.00	0.00	0.00	0.00	
	Incineration without energy recovery	Metric tonnes	0.00	0.00	0.00	0.00	
	Landfilling	Metric tonnes	0.00	0.00	0.00	0.00	

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	Other disposal operations	Metric tonnes	0.00	0.00	0.00	0.00	
	Offsite	Metric tonnes	833.91	1,115.57	1,447.55	125.12	
	Incineration with energy recovery	Metric tonnes	736.66	856.89	315.24	67.20	
	Incineration without energy recovery	Metric tonnes	0.00	0.00	0.00	0.35	
	Landfilling	Metric tonnes	7.35	2.06	760.21	1.70	
	Other disposal operations	Metric tonnes	89.90	256.62	372.10	55.87	
GRI 2-27 (2021)	Environmental Violations						
	Non-compliance with Environmental Laws and Regulations						
	Number of cases for significant fines for non-compliance with laws and regulations (> 10,000 USD)	Case	0	0	0	0	
	Significant fines for non-compliance with laws and regulations (> 10,000 USD)	Baht	0	0	0	0	
	Number of non-monetary sanctions	Case					
	Number of cases brought through dispute resolution mechanism	Case	0	0	0	0	

Remark

¹ In 2025, the reporting boundary was expanded to include additional business units across the Biodiesel, Renewable Power, Battery and Commercial Electric Vehicle, and other business segments. Historical data for 2022–2024 have been restated under the same boundary to ensure comparability.

² GHG data are verified annually by an independent external organization accredited by the Thailand Greenhouse Gas Management Organization (TGO), in accordance with ISO 14064-1.

³ Scope 3 GHG emissions are reported across all relevant categories in accordance with the GHG Protocol Corporate Value Chain (Scope 3) Standard and TGO's CFO guidance. Categories reported as "-" are not applicable to the Group's business activities.

⁴ Biogenic CO₂ emissions are reported separately and excluded from total Scope 1 GHG emissions, in accordance with the GHG Protocol.

⁵ Market-based and location-based Scope 2 emissions are equivalent, as the Group has not yet procured renewable energy certificates (RECs) or entered into power purchase agreements with specific emission factors.

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GRI	SOCIAL DIMENSION	2022		2023		2024		2025		Target 2025
		Male	Female	Male	Female	Male	Female	Male	Female	
	Social Reporting									
	Social reporting - coverage	% of revenues	100		100		100		100	
GRI 2-7 (2021)	Diversity									
	Data coverage	% FTEs	100%		100%		100%		100%	
	Total Workforce (FTEs)	Person	2039		2130		1180		1198	
	Female shared in total workforce	Person	481		542		355		345	
	% of total workforce	23.59%		25.45%		30.08%		28.80%		Target 2025 : 26% Target 2026 : 32%
GRI 2-7 (2021)	Total employees by contract type									
	Permanent contracts	Person							1116	
		%							70%	31%
	Temporary contracts	Person							81	
		%							98%	11%
	Total employees by employment type									
	Full-time Employees	Person							777	339
	Part-time Employees	Person							0	0
	Workforce									
	Total workforce by employee level									
	i. All management position (including Junior, Middle, Senior and Top Management)	Person	447	255	116	45	102	42	189	116
		total numbers of all management positions	702		161		144		305	
		Female % of total management position	36%		28%		29%		38%	Target 2025 : 26% Target 2026 : 32%
	ii. Top management position	Person	11	1	10	3	10	2	8	2
		total numbers of top management positions	12		13		12		10	
		Female % of total numbers of top management positions	8%		23%		17%		20%	Target 2025 : 26% Target 2026 : 32%
	iii. Middle management position	Person	117	42	8	4	7	5	97	57
		total numbers of Middle management positions (men and women combine)	159		12		12		154	
		Female % of total numbers of Middle management positions	26%		33%		42%		37%	Target 2025 : 26% Target 2026 : 32%
	iv. Junior management position	Person	319	212	98	38	85	35	84	57
		total numbers of junior management positions (men and women combine)	531		136		120		141	

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GRI	SOCIAL DIMENSION	2022		2023		2024		2025		Target 2025	
		Male	Female	Male	Female	Male	Female	Male	Female		
		Female % of total numbers of junior management positions		39.9%		28%		29%		40%	Target 2025 : 26% Target 2026 : 32%
	v. Revenue-generating functions (e.g. sales) as % of all such managers (i.e. excluding support functions such as HR, IT, Legal, etc.)	Person	12	10	10	12	15	13	10	14	
		total numbers of all Revenue- generating functions position	22		22		28		24		
		Female % of total revenue- generating functions	45%		55%		46%		58%		Target 2025 : 26% Target 2026 : 32%
	vi. STEM-related position	Person	167	56	232	95	212	73	282	96	
		total numbers of all STEM position	223		327		285		378		
		Female % of total STEM positions	25%		29%		26%		25%		Target 2025 : 26% Target 2026 : 32%
Total workforce by age (age group)											
	i. <30 years	% of FTEs			100%		100%		100%		
		Person			729	275	236	124	262	113	
		% female against worker category			27%		34%		30%		
	ii. 30 - 50 years	% of FTEs			100%		100%		100%		
		Person			823	258	539	218	541	218	
		% female against worker category			24%		29%		29%		
	iii. >50 years	% of FTEs			100%		100%		100%		
		Person			36	9	50	13	50	14	
		% female against worker category			20%		21%		22%		
Total workforce by racial and ethnicity											
	i. Thai	Share in total workforce (as % of total workforce)	96.96%		96.90%		99.07%		97.66%		
		Share in all management positions, including junior, middle and senior management (as % of total management workforce)	92.31%		90.06%		97.22%		97.38%		
		Person			1522	542	814	355	825	345	
		Total			2,064		1,169		1,170		
		% female against worker category			26.26%		30.37%		29.49%		
	ii. Chinese	Share in total workforce (as % of total workforce)	2.21%		2.30%		0.17%		1.59%		
		Share in all management positions, including junior, middle and senior management (as % of total management workforce)	5.27%		6.83%		0.00%		0.00%		
		Person			11	0	2	0	19	0	
		Total			11		2		19		
		% female against worker category			0.00%		0.00%		0.00%		

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GRI	SOCIAL DIMENSION		2022		2023		2024		2025		Target 2025
			Male	Female	Male	Female	Male	Female	Male	Female	
iii. Taiwan		Share in total workforce (as % of total workforce)	0.78%		0.70%		0.68%		0.67%		
		Share in all management positions, including junior, middle and senior management (as % of total management workforce)	2.28%		3.11%		2.78%		2.62%		
		Person		15	0	8	0	8	0		
		Total		15		8		8			
		% female against worker category		0.00%		0.00%		0.00%			
iv. Burmese		Share in total workforce (as % of total workforce)	0.05%		0.09%		0.08%		0.08%		
		Share in all management positions, including junior, middle and senior management (as % of total management workforce)	0.14%		0.00%		0.00%		0.00%		
		Person		2	0	1	0	1	0		
		Total		2		1		1			
		% female against worker category		0.00%		0.00%		0.00%			
Total workforce by other minorities											
ii. LGBTQI+		% of FTEs		164%		127%		134%			
		Person		35		15		16			
iii. Other: religious minority											
a. Buddhism		% of FTEs	96.9%		97.4%		71.9%		75.1%		
		Person	1,976		2,075		848		900		
b. Christianity		% of FTEs	0.8%		0.8%		0.8%		0.7%		
		Person	16		16		9		8		
c. Islam		% of FTEs	0.7%		0.7%		0.6%		0.7%		
		Person	15		14		7		8		
d. N/A		% of FTEs	16%		12%		26.7%		23.5%		
		Person	32		25		315		282		
Total workforce by disability											
i. All Disability		% of FTEs	0.0%		0.0%		0.0%		0.1%		
		Person	0		0		0		1		
GRI 401-1 (2016)	Hiring										
	Total number of new employee hires	Person	1655		740		307		339		
	By employee age										
	i. <30 years	Person	763		436		114		127		
	ii. 30 - 50 years	Person	878		295		174		190		
	iii. >50 years	Person	14		9		19		22		

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GRI	SOCIAL DIMENSION		2022		2023		2024		2025		Target 2025
			Male	Female	Male	Female	Male	Female	Male	Female	
	By gender	Person	1285	370	499	241	186	121	208	131	
	By employee level										
	i. Top management position	Person			0		3		6		
	ii. Senior management position	Person			2		6		8		
	iii. Middle management position	Person			2		3		53		
	iv. Junior management position	Person			57		34		33		
	v. Non Management position	Person			679		261		239		
	Average hiring cost/FTE	THB	2,268.00		4,372.38		7,779.88		7,028.47		
	Internal Hiring (Promotion, Transfer, Rotation)	%	7.97%		6.57%		6.69%		8.93%		
	Employee Receiving Regular Performance and Career Development Reviews (Individual Development Plan - IDP)	Person	2,039		2,130		1,180		1,116		
		%	100%		100%		100%		100%		
GRI 401-1 (2016)	Employee Turnover										
	Employee Turnover Rate										
	Data coverage	% FTEs	100%		100%		100%		100%		
	Total employee turnover rate	Person	585		595		577		246		
		%	49.79%		29.18%		27.09%		20.53%		
	By employee age										
	i. <30 years	Person			282		248		77		
		% of total Avg. employee			13.83%		11.64%		6.43%		
	ii. 30 - 50 years	Person			305		303		151		
		% of total Avg. employee			14.96%		14.23%		12.60%		
	iii. >50 years	Person			8		26		18		
		% of total Avg. employee			0.39%		1.22%		1.50%		
	By gender	Person			429	166	409	168	154	92	
		% of total Avg. employee			21.04%	8.14%	19.20%	7.89%	12.85%	7.68%	
	By employee level										
	i. Top management position	Person			1		15		0		
		% of total Avg. employee			0.05%		0.70%		0.00%		
	ii. Senior management position	Person			3		6		3		
		% of total Avg. employee			0.15%		0.28%		0.25%		
	iii. Middle management position	Person			3		56		46		
		% of total Avg. employee			0.15%		2.63%		3.84%		
	iv. Junior management position	Person			44		47		35		
		% of total Avg. employee			2.16%		2.21%		2.92%		
	v. Non Management position	Person			544		453		162		
		% of total Avg. employee			26.7%		21.3%		13.52%		
	Voluntary employee turnover rate										
	Voluntary employee turnover rate	Person	359		396		408		222		

Sustainability Performance Data



GRI	SOCIAL DIMENSION	2022		2023		2024		2025		Target 2025
		Male	Female	Male	Female	Male	Female	Male	Female	
	% of total Avg. employee	30.55%		19.42%		19.15%		18.53%		
	By employee age									
	i. <30 years	Person	195	189		192		72		
	% of total Avg. employee		16.60%		9.27%		9.01%		6.0%	
	ii. 30 - 50 years	Person	155	205		207		140		
	% of total Avg. employee		13.19%		10.05%		9.72%		11.7%	
	iii. >50 years	Person	9	2		9		10		
	% of total Avg. employee		0.77%		0.10%		0.42%		0.8%	
	By gender	Person	257	102	261	135	267	141	137	85
	% of total Avg. employee		21.87%		8.68%		12.80%		6.62%	
	By employee level									
	i. Top management position	Person		1		0		0		
	% of total Avg. employee				0.05%		0.00%		0.0%	
	ii. Senior management position	Person		1		2		4		
	% of total Avg. employee				0.05%		0.09%		0.3%	
	iii. Middle management position	Person		1		3		41		
	% of total Avg. employee				0.05%		0.14%		3.4%	
	iv. Junior management position	Person		37		36		32		
	% of total Avg. employee				1.81%		1.69%		2.7%	
	v. Non Management position	Person		356		367		145		
	% of total Avg. employee				17.46%		17.23%		12.1%	
GRI 404-1 (2016)	Training and Development									
	Training and Development Inputs									
	Data coverage	% FTEs	100%	100%		100%		100%		
	Average hours of training per FTE	Hours	37	35		43		52		Target 2025 : 45 Target 2026 : 47
	Average amount spend per FTE on training & development	THB	1,725	1,202		1,783		3,162		
	Type of Training: Mandatory training (e.g. Cultural diversity training, IT Security Awareness training, Anti-bribery & corruption, OHS training, Compliance training, Code of conduct training, Risk Management & Operational Risk, and etc.) & Non Mandatory	Hours	75,851	75,572		93,489		58,792		
	By employee age									
	i. <30 years	Hours	34,831	36,408		38,614		25		
	ii. 30 - 50 years	Hours	39,791	37,424		52,718		58,767		
	iii. >50 years	Hours	1,229	1,741		2,150		0		
	Average hours of training per FTE	Hours	37	35		43		52		
	By gender	Hours	58,883	16,968	56,135	19,437	66,865	26,617	43,770	15,023
	Average hours of training per FTE	Hours	37	35		43		52		

Sustainability Performance Data



GRI	SOCIAL DIMENSION		2022		2023		2024		2025		Target 2025
			Male	Female	Male	Female	Male	Female	Male	Female	
	By employee level										
	i. Top management position	Hours	0		58		215		37		
	ii. Senior management position	Hours	53		203		516		295		
	iii. Middle management position	Hours	903		6,063		7,697		5,350		
	iv. Junior management position	Hours	7,691		5,019		7,353		5,848		
	v. Non Management position	Hours	67,204		64,229		77,701		47,263		
	Average hours of training per FTE	Hours	37		35		43		52		
	Learning Method										
	i. Coaching	Hours	102		112		2		0		
	ii. Mentorship	Hours	0		203		2		0		
	iii. Teams & Networks	Hours	490		799		88,836		0		
	iiii. Self-learning	Hours	42,987		32,233		4,650		22,014		
	V. Others	Hours	23,290		42,226		N/A		36,778		
	Type of Training: Mandatory training & Non Mandatory	Hours	75,851		75,572		93,489		58,792		
	Average hours of training per FTE	Hours	37		35		43		52		
	Type of Program										
	i. Leadership	Hours	8,019		3,153		237		1,414		
	ii. Cultural Education	Hours	20,682		0		1,158		0		
	iii. Transition Program for retireing or terminateted	Hours	0		0		529		0		
	iiii. Digital Transition Program	Hours	8,453		2,775		233		226		
	v. Others	Hours	38,698		69,644		91,331		57,152		
	Type of Training: Mandatory training & Non Mandatory	Hours	75,851		75,572		93,489		58,792		
	Average hours of training per FTE	Hours	37		35		43		52		
GRI 405-2 (2016)	Equal Remuneration (Gender Pay Indicators)										
	Average salary										
	Data coverage	% FTEs							100%		
	i. Executive level (Base salary only)	THB							3,359,665	2,924,852	
	Ratio (Average Female and Male Salary)	-							87.06%		
	ii. Executive level (Base salary + other cash incentives)	THB							4,071,097.96	3,232,960	
	Ratio (Average Female and Male Salary)	-							79.41%		
	iii. Management level (base salary only)	THB							1,406,369	1,108,067	
	Ratio (Average Female and Male Salary)	-							78.79%		
	iv. Management level (base salary + other cash incentives)	THB							1,655,828	1,189,456	
	Ratio (Average Female and Male Salary)	-							71.83%		
	v. Non-management level	THB							413,263	420,195	
	Ratio (Average Female and Male Salary)	-							101.68%		

Sustainability Performance Data



GRI	SOCIAL DIMENSION	2022		2023		2024		2025		Target 2025
		Male	Female	Male	Female	Male	Female	Male	Female	
GRI 407-1 (2016)	Freedom of Association ¹									
	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk									
	Percentage of employees represented by an independent trade union or covered by collective bargaining agreements	%	3.86%	3.52%		1.44%		1.50%		
GRI 2-24	Human rights									
	Incidents of violations involving rights of indigenous peoples									
	Total number of identified incidents of violations	Case	0	0		0		0		
	Status of the incidents and actions taken									
	Incident reviewed by the organization	Case	n/a	n/a		n/a		n/a		
	Remediation plans being implemented	Case	n/a	n/a		n/a		n/a		
	Remediation plans that have been implemented, with results reviewed through routine internal management review processes	Case	n/a	n/a		n/a		n/a		
	Incident no longer subject to action.	Case	n/a	n/a		n/a		n/a		
	The total number of cases investigated and confirmed as human rights violations within the organization									
	Number of Discrimination Cases	Cases	Case	0	0	0		0	0	
	Number of Sexual Harassment Cases	Case	0	0	0	0		0	0	
	Number of Child Labour Cases	Case	0	0	0	0		0	0	
	Number of Forced Labour Cases	Case	0	0	0	0		0	0	
	Percentage of total human rights assessed in the last three years									
	i. Own operations	% of business Activities in Energy	100%	100%	100%		100%			
	ii. Contractors and Tier 1 suppliers	% of critical contractors and tier-1 supplier	100%	100%	100%		100%			
	iii. Joint Ventures	% of joint venture	100%	100%	100%		100%			
	Percentage of total human rights assessed where risks have been identified									
	i. Own operations	% of business Activities in Energy	0%	0%	0%		0%			
	ii. Contractors and Tier 1 suppliers	% of critical contractors and tier-1 supplier	0%	0%	0%		0%			
	iii. Joint Ventures	% of joint venture	0%	0%	0%		0%			
	Percentage of risk with mitigation or remediation process implemented									
	i. Own operations	% of business Activities in Energy	100%	100%	100%		100%			
	ii. Contractors and Tier 1 suppliers	% of critical contractors and tier-1 supplier	100%	100%	100%		100%			
	iii. Joint Ventures	% of joint venture	100%	100%	100%		100%			
	Site with mitigation plans									
	i. Own operations	% of business Activities in Energy	100%	100%	100%		100%			
	ii. Contractors and Tier 1 suppliers	% of critical contractors and tier-1 supplier	100%	100%	100%		100%			
	iii. Joint Ventures	% of joint venture	100%	100%	100%		100%			

Sustainability Performance Data



GRI	SOCIAL DIMENSION		2022		2023		2024		2025		Target 2025
			Male	Female	Male	Female	Male	Female	Male	Female	
	Human Capital Development										
	Human Capital Return on Investment										
	Human Capital Return on Investment (HCROI)	Unit	2165		20.12		8.79		8.7612850		
	a) Total Revenues,	THB	27,546,814,897.00		31,597,755,651.00		18,522,406,608.00		13,632,404,235		
	b) Total Operating Expenses	THB	1,408,603,772.30		1,344,690,722.25		7,465,659,069.00		7,516,931,674		
	c) Total related expenses (salaries + benefits)	THB	1,265,831,453.42		1,582,000,000.00		1,420,184,364.03		787,945,880		
	Return on Employee Development Investment										
GRI 404-3 (2016)	Talent Attraction & Retention										
	Type of Performance Appraisal										
	Coverage of the individual performance appraisals used for individual performance-related compensation										
	i. Management by Objective (MBO)	% of all employees	100%		100%		100%		100%		
		Frequency	Quarterly/Twice a year		Quarterly/Twice a year		Quarterly/Twice a year		Quarterly/Twice a year		
	ii. Multidimensional performance appraisal	% of all employees	100%		100%		100%		100%		
		Frequency	Quarterly/Twice a year		Quarterly/Twice a year		Quarterly/Twice a year		Quarterly/Twice a year		
	iii. Team-based performance appraisal	% of all employees	100%		100%		100%		100%		
		Frequency	Quarterly/Twice a year		Quarterly/Twice a year		Quarterly/Twice a year		Quarterly/Twice a year		
	iv. Agile conversation	% of all employees	100%		100%		100%		100%		
		Frequency	Ongoing		Ongoing		Ongoing		Ongoing		
	Employee Wellbeing (Employee Engagement)										
	Core Focus: Employee Engagement										
	Employee Engagement	% of actively engage	54%		48%		48%		49%		Target 2025 : 70% Target 2026 : 75%
	Data Coverage	% of total employee	79%		98%		98%		91%		
	Engagement Survey Implementation	Frequency	Once a year		One time per Two Years		One time per Two Years		One time per Two Years		
	By employee age										
	i. <30 years	Person	644		996		n/a		862		
	ii. 30 - 50 years	Person	748		1061		n/a		146		
	iii. >50 years	Person	31		38		n/a		11		
	By gender	Person	1,099	324	1,560	535	n/a	n/a	707	312	
	By employee level										
	i. Top management position	Person	6		10		n/a		7		
	ii. Senior management position	Person	14		12		n/a		15		
	iii. Middle management position	Person	119		156		n/a		139		
	iv. Junior management position	Person	81		156		n/a		124		
	v. Non Management position	Person	1203		1761		n/a		734		
GRI 401-3 (2016)	Maternity Leave										
	By gender	Person	48	12	48	12	46	13	16	7	

Sustainability Performance Data



GRI	SOCIAL DIMENSION		2022		2023		2024		2025		Target 2025
			Male	Female	Male	Female	Male	Female	Male	Female	
	Occupational Health and Safety ²										
403-8 (2018)	Workers covered by an occupational health and safety management saystem (OHSAS 18001/ ISO45001) ²										
	Employee	Person							136		
		% site							6.70%		
	Contractor	Person							1089		
		% site							6.70%		
403-9 (2018)	Work-related injuries ²										
	Total injury Frequency Rate (TIFR)										
	Employee	(per 1 million hours)	-		-		8.73		1.79		
	Contractor	(per 1 million hours)	-		-		0.71		2.55		
	Lost Time Frequency Rate (LTIFR)										
	Employee	(per 1 million hours)	5.49		2.8		1.06		0.89		< 0.5 cases
	Contractor	(per 1 million hours)	0		0.53		0.71		1.7		
	Fatalities as a Result of Work-Related Injury										
	Employee	Case	0		0		0		0		0
	Contractor	Case	0		0		1		0		0
	Number of Working Hours										
	Employee	Hours					3,781,085		2,235,736		
	Data coverage	% of revenue					100%		100%		
	Contractor	Hours					1,403,667		1,176,914		
	Data coverage	% of revenue					100%		100%		
	Work-related disease ¹										
	Number of Occupational disease										
	Employee	Case	0		0		0		0		
	Contractor	Case	0		0		0		0		
	Training on occupational health and safety										
	Number of staff trained on health and safety standards										
	Employee	Person							970		

Remark : ¹100% of EA's employees are eligible under collective bargaining agreements. ²Collecting data of work-related injury and illness are in accordance with the Energy Absolute Public Company Limited Incident Management Procedure. Employees refer to monthly and daily permanent employees of Energy Absolute Public Company Limited and subsidiaries. Contractors refer to representatives of juristic person who work for Energy Absolute and are in accordance with the Energy Absolute's hiring procedure. The contractors include consultant and temporary employees by employment contract. Injury data refers to work-related injury that results in any of medical treatment, lost workday from one day onward, disability and death. Lost time injury refers to injuries arising from work-related incident that results in lost workday and the employee is not able to work the scheduled work day. Work-related ill occupational medicine physician.

Sustainability Performance Data



GRI	ECONOMIC AND GOVERNANCE DIMENSION		2022	2023	2024	2025	Target 2025
201-1 (2016)	Direct economic value generated						
	Revenues	THB Million	27,545	31,598	18,522	13,632	
	Revenues from Goods & Services	THB Million	18,344	17,763	14,290	11,070	
201-1 (2016)	Economic value distributed						
	Capital Expenditures	THB Million	12,254	8,443	1,876	1,876	
	Operating costs	THB Million	18,821	21,082	17,214	11,265	
	Employee wages and benefits	THB Million	799	1,468	1,485	792	
	Dividend payments for the performance of the year	THB Million	1,119	1,119	1,114	12	
	Investment promotion privileges and benefits from government (BOI)	THB Million	1,655	1,352	782	599	
207-1 (2019)	Tax						
	Income taxes payment	THB Million	69	145	167	266	
413-1 (2016)	Social investment						
	Social investment	THB		5,165,385	5,443,190	3,757,290	
2-23	Code of Conduct						
	Business Ethics Awareness						
	Percentage of employees acknowledging the code of conduct	%	100	100	100	100	100
	Percentage of executives at all organizational levels acknowledging	%	100	100	100	100	100
	Business Ethics Training						
	Percentage of Employees Attending Business Ethics Training	%				77	
	Percentage of Executives at all Organizational Levels Attending	%				70	
205-2 (2016)	Anti-corruption communication and training						
	Communication about anti-corruption policies and procedures						
	Percentage of employees acknowledging the anti-corruption	%	100	100	100	100	100
	Percentage of executives at all organizational levels acknowledging the anti-corruption policies and procedures	%	100	100	100	100	100
	Training about anti-corruption policies and procedures						
	Percentage of employees training the anti-corruption policies and	%				77	
	Percentage of executives at all organizational levels training the anti-	%				70	
	Anti Corruption & code of conduct training	Persons				654	