



# ภาคผนวก

## • GRI Content Index





MEDICINE

GENOME  
HEALTHY  
TREATMENT  
CENTRE  
OF  
EXCELLENCE

| Economic  |   |              |          |          |          |          |
|---|---|--------------|----------|----------|----------|----------|
| GRI   | Indicator   | Unit         | 2021     | 2022     | 2023     | 2024     |
| <b>Direct Economic Value Generated</b>  |   |              |          |          |          |          |
| 201-1   | Total revenues  | Million Baht | 6,377.34 | 5,711.25 | 5,851.93 | 6,092.95 |
|   | Total operating income  | Million Baht | 1,834.34 | 1,328.48 | 1,161.60 | 869.12   |
|   | Total assets  | Million Baht | 8,089.66 | 8,818.21 | 9,246.45 | 9,619.83 |
|   | Total liabilities   | Million Baht | 2,503.45 | 1,919.82 | 1,800.92 | 1,879.08 |
|   | Total equity  | Million Baht | 5,586.21 | 6,898.39 | 7,445.53 | 7,740.75 |
|   | Total operating expenses  | Million Baht | 4,543.00 | 4,382.77 | 4,690.33 | 5,223.83 |
| <b>Financial assistance received from government</b>                                  |   |              |          |          |          |          |
| 201-4   | Total monetary value of financial assistance received by the organization from any government                                       | Million Baht | 0        | 0        | 0        | 0        |
| <b>Market Presence</b>  |   |              |          |          |          |          |
| 202-1   | Ratios of standard entry level wage by gender compared to local minimum wage  | Baht/Day     | 769.45   | 832.1    | 768.9    | 896.91   |
| 202-2   | Percentage of top management at significant locations of operation that are hired from the local community.                         | %            | 100      | 100      | 100      | 100      |
| <b>Procurement Practices</b>  |   |              |          |          |          |          |
| 204-1   | Percentage of the procurement budget used for significant locations of operation that is spent on suppliers local to that operation | %            | 100      | 100      | 100      | 100      |
| <b>Economic Value Distributed</b>   |   |              |          |          |          |          |
| 201-1   | Employee wages  | Million Baht | 597.25   | 686.87   | 727.39   | 849.30   |
|   | Employee benefits   | Million Baht | 11.39    | 22.69    | 28.32    | 30.91    |
|   | Operating cost  | Million Baht | 4,091.98 | 3,926.97 | 4,192.12 | 4,664.77 |
|   | Payments to government: Gross taxes   | Million Baht | 379.09   | 239.20   | 218.13   | 163.17   |
|   | Payments to providers of capital: Dividend payments   | Million Baht | 159.95   | 411.57   | 349.83   | 370.41   |
|   | Community investments   | Million Baht | 1.00     | 1.00     | 1.64     | 1.00     |
| <b>Financial implications and other risks and opportunities due to climate change</b> |   |              |          |          |          |          |
| 201-2   | Costs of actions taken to manage the climate change-related risk or opportunity   | Million Baht | 0        | 0        | 5.99     | 0        |

| Corporate Governance                        |   |        |       |       |       |       |
|---|---|--------|-------|-------|-------|-------|
| <b>Board Structure</b>                      |   |        |       |       |       |       |
| 2-9   | Total number of board members   | Person | 15    | 15    | 15    | 15    |
|   | Number of executive directors   | Person | 6     | 6     | 6     | 6     |
|   | Number of non-executive directors (excl. independent directors)                             | Person | 3     | 3     | 3     | 3     |
|   | Number of independent directors   | Person | 6     | 6     | 6     | 6     |
| <b>Non-executive Chairman/Lead Director</b> |   |        |       |       |       |       |
| 2-11  | Number of years that company adopt approach the "Chairman is non-executive and independent" | Year   | 7     | 8     | 9     | 10    |
| <b>Board Gender Diversity</b>               |   |        |       |       |       |       |
| 2-9   | Female board member   | Person | 0     | 0     | 0     | 0     |
|   | Male board member   | Person | 15    | 15    | 15    | 15    |
| <b>Board Effectiveness</b>                  |   |        |       |       |       |       |
| 2-15  | Average board meeting attendance  | %      | 100   | 100   | 100   | 100   |
|   | Minimum of attendance for all members required  | %      | 66.67 | 66.67 | 66.67 | 66.67 |
|   | Number of non-executive/ independent directors with 4 or less other mandates                | Person | 15    | 15    | 15    | 14    |

|                                  |   |         |       |       |       |       |
|----------------------------------|---|---------|-------|-------|-------|-------|
|                                  | Number of other mandates for non-executive/independent directors restricted to  | Company | 5     | 5     | 5     | 5     |
| 2-18                             | Result from board performance review: Regular self assessment   | %       | -     | -     | 98.77 | 99.25 |
|                                  | Result from board performance review: regular independent assessment  | %       | -     | -     | 96.94 | 98.12 |
| <b>Board Average Tenure</b>      |   |         |       |       |       |       |
| 2-9                              | Average tenure of board members   | Year    | 11.20 | 12.20 | 13.20 | 14.20 |
| <b>Board Industry Experience</b> |   |         |       |       |       |       |
|                                  | Number of board members that have relevant working experience in company's sector according to GICS level 1 sector classification | Person  | 15    | 15    | 15    | 15    |

## Compliance & Codes of Conduct

### Anti-corruption

|       |  |           |     |     |     |     |
|-------|--|-----------|-----|-----|-----|-----|
| 205-1 | Operations assessed for risk related to corruption |           |     |     |     |     |
|       | Total number of operations                         | Operation | 3   | 3   | 3   | 3   |
|       | Percentage of total operations                     | %         | 100 | 100 | 100 | 100 |

### Communication about anti-corruption policies and procedures and CoC to governance body

|       |   |        |     |     |     |     |
|-------|---|--------|-----|-----|-----|-----|
| 205-2 | Total number and percentage of governance body members that the organisation's anti-corruption policies and procedures and CoC have been communicated to              | Person | 15  | 15  | 15  | 15  |
|       |   | %      | 100 | 100 | 100 | 100 |
|       | Total number and performance of governance body members that the organisation's anti-corruption policies and procedures and CoC have been communicated to, by country |        |     |     |     |     |
|       | Thailand  | Person | 15  | 15  | 15  | 15  |
|       |   | %      | 100 | 100 | 100 | 100 |

### Communication about anti-corruption policies and procedures and CoC to employee

|       |   |        |       |       |       |       |
|-------|---|--------|-------|-------|-------|-------|
| 205-2 | Employees that anti-corruption policies and procedures and CoC have been communicated to  | Person | 2,494 | 2,694 | 2,946 | 3,173 |
|       |   | %      | 100   | 100   | 100   | 100   |
|       | Total number and percentage of employees that anti-corruption policies and procedures and CoC have been communicated to, by employee category |        |       |       |       |       |
|       | Top management (CEO-1, CEO-2 : COO, EVP or SVP)   | Person | 21    | 22    | 17    | 19    |
|       |   | %      | 100   | 100   | 100   | 100   |
|       | Middle management (CEO-3, CEO-4 : SVP, VP or AVP)   | Person | 69    | 70    | 74    | 80    |
|       |   | %      | 100   | 100   | 100   | 100   |
|       | Management (CEO-5, CEO-6 : AVP, GM or DM)   | Person | 106   | 125   | 125   | 129   |
|       |   | %      | 100   | 100   | 100   | 100   |
|       | Officer (CEO-7, CEO-8 : SM, Officer, Staff)   | Person | 2,298 | 2,477 | 2,730 | 2,945 |
|       |   | %      | 100   | 100   | 100   | 100   |
|       | Total number and percentage of employees that anti-corruption policies and procedures and CoC have been communicated to, by country           |        |       |       |       |       |
|       | Thailand  | Person | 2,494 | 2,694 | 2,946 | 3,173 |
|       |   | %      | 100   | 100   | 100   | 100   |

### Communication about anti-corruption policies and procedures and CoC to contractors, subsidiaries and business partners

|       |  |        |     |     |     |     |
|-------|--|--------|-----|-----|-----|-----|
| 205-2 | Contractors, subsidiaries and business partners that anti-corruption policies and procedures and CoC have been communicated to   | Entity | 253 | 297 | 327 | 312 |
|       |  | %      | 100 | 100 | 100 | 100 |
|       | Total number and percentage of contractors subsidiaries and business partners that anti-corruption policies and procedures and CoC have been communicated to, by country |        |     |     |     |     |
|       | Thailand   | Person | 253 | 297 | 327 | 312 |
| %     |  | 100    | 100 | 100 | 100 |     |

| <b>Communication about anti-corruption policies and procedures and CoC to JVs</b>        |  |        |       |       |       |       |
|--|--|--------|-------|-------|-------|-------|
| 205-2  | JVs that anti-corruption policies and procedures and CoC have been communicated to   | Entity | -     | -     | -     | -     |
|  |  | %      | -     | -     | -     | -     |
|  | Total number and percentage of JVs that anti-corruption policies and procedures and CoC have been communicated to, by country  |        |       |       |       |       |
|  | Thailand   | Entity | -     | -     | -     | -     |
|  | %  | -      | -     | -     | -     |       |
| <b>Training about anti-corruption policies and procedures and CoC to governance body</b> |  |        |       |       |       |       |
| 205-2  | Total number and performance of governance body members that the organization's anti-corruption policies and procedures and CoC have been trained to, by country     |        |       |       |       |       |
|  | Thailand   | Person | 15    | 15    | 15    | 15    |
|  |  | %      | 100   | 100   | 100   | 100   |
| <b>Training about anti-corruption policies and procedures and CoC to employee</b>        |  |        |       |       |       |       |
| 205-2  | Employees that anti-corruption policies and procedures and CoC have been trained to  | Person | 2,494 | 2,694 | 2,946 | 3,173 |
|  |  | %      | 100   | 100   | 100   | 100   |
|  | Total number and percentage of employees that anti-corruption policies and procedures and CoC have been trained to, by employee category                             |        |       |       |       |       |
|  | Top management (CEO-1, CEO-2 : COO, EVP or SVP)  | Person | 21    | 22    | 17    | 19    |
|  |  | %      | 100   | 100   | 100   | 100   |
|  | Middle management (CEO-3, CEO-4 : SVP, VP or AVP)  | Person | 69    | 70    | 74    | 80    |
|  |  | %      | 100   | 100   | 100   | 100   |
|  | Management (CEO-5, CEO-6 : AVP, GM or DM)  | Person | 106   | 125   | 125   | 129   |
|  |  | %      | 100   | 100   | 100   | 100   |
|  | Officer (CEO-7, CEO-8 : SM, Officer, Staff)  | Person | 2,298 | 2,477 | 2,730 | 2,945 |
|  |  | %      | 100   | 100   | 100   | 100   |
|  | Total number and percentage of employees that anti-corruption policies and procedures and CoC have been trained to, by country                                       |        |       |       |       |       |
|  | Thailand   | Person | 2,494 | 2,694 | 2,946 | 3,173 |
|  |  | %      | 100   | 100   | 100   | 100   |
|  | <b>Training about anti-corruption policies and procedures and CoC to contractors, subsidiaries and business partners</b>   |        |       |       |       |       |
| 205-2  | Contractors, subsidiaries and business partners that anti-corruption policies and procedures and CoC have been trained to  | Entity | 253   | 297   | 327   | 312   |
|  |  | %      | 100   | 100   | 100   | 100   |
|  | Total number and percentage of contractors, subsidiaries and business partners that anti-corruption policies and procedures and CoC have been trained to, by country |        |       |       |       |       |
|  | Thailand   | Person | 253   | 297   | 327   | 312   |
|  | %  | 100    | 100   | 100   | 100   |       |
| <b>Number of breaches against code of conduct reported</b>                               |  |        |       |       |       |       |
| 2-27   | Code of Conduct Complaint  |        |       |       |       |       |
|  | Corruption / Fraud / bribery   | Case   | 0     | 0     | 0     | 0     |
| 205-3  | Conflict of interest   | Case   | 0     | 0     | 0     | 0     |
| 206-1  | Regulatory compliance  | Case   | 0     | 0     | 0     | 0     |
| 406-1  | Antitrust / Anticompetitive  | Case   | 0     | 0     | 0     | 0     |
| 416-2  | Discrimination and Harassment  | Case   | 0     | 0     | 0     | 0     |
| 418-1  | Other Complaint  |        | 0     | 0     | 0     | 0     |
|  | Social and Community   | Case   | 0     | 0     | 0     | 0     |
|  | Environment  | Case   | 0     | 0     | 0     | 0     |
|  | Products and Packages  | Case   | 0     | 0     | 0     | 0     |
|  | Human Rights   | Case   | 0     | 0     | 0     | 0     |
|  | Occupational Health and Safety   | Case   | 0     | 0     | 0     | 0     |
|  | Data Privacy / data breach   | Case   | 0     | 0     | 0     | 0     |

| Number of substantiated cases |                                |      |   |   |   |   |
|-------------------------------|--------------------------------|------|---|---|---|---|
| 205-3                         | Code of Conduct Complaint      |      |   |   |   |   |
| 206-1                         | Corruption / Fraud / bribery   | Case | 0 | 0 | 0 | 0 |
| 406-1                         | Conflict of interest           | Case | 0 | 0 | 0 | 0 |
| 416-2                         | Regulatory compliance          | Case | 0 | 0 | 0 | 0 |
| 418-1                         | Antitrust / Anticompetitive    | Case | 0 | 0 | 0 | 0 |
|                               | Discrimination and Harassment  | Case | 0 | 0 | 0 | 0 |
|                               | Other Complaint                |      |   |   |   |   |
|                               | Social and Community           | Case | 0 | 0 | 0 | 0 |
|                               | Environment                    | Case | 0 | 0 | 0 | 0 |
|                               | Products and Packages          | Case | 0 | 0 | 0 | 0 |
|                               | Human Rights                   | Case | 0 | 0 | 0 | 0 |
|                               | Occupational Health and Safety | Case | 0 | 0 | 0 | 0 |
|                               | Data Privacy / data breach     | Case | 0 | 0 | 0 | 0 |

| Number of cases under investigation |                                |      |   |   |   |   |
|-------------------------------------|--------------------------------|------|---|---|---|---|
|                                     | Code of Conduct Complaint      |      |   |   |   |   |
|                                     | Corruption / Fraud / bribery   | Case | 0 | 0 | 0 | 0 |
|                                     | Conflict of interest           | Case | 0 | 0 | 0 | 0 |
|                                     | Regulatory compliance          | Case | 0 | 0 | 0 | 0 |
|                                     | Antitrust / Anticompetitive    | Case | 0 | 0 | 0 | 0 |
|                                     | Discrimination and Harassment  | Case | 0 | 0 | 0 | 0 |
|                                     | Other Complaint                |      |   |   |   |   |
|                                     | Social and Community           | Case | 0 | 0 | 0 | 0 |
|                                     | Environment                    | Case | 0 | 0 | 0 | 0 |
|                                     | Products and Packages          | Case | 0 | 0 | 0 | 0 |
|                                     | Human Rights                   | Case | 0 | 0 | 0 | 0 |
|                                     | Occupational Health and Safety | Case | 0 | 0 | 0 | 0 |
|                                     | Data Privacy / data breach     | Case | 0 | 0 | 0 | 0 |

| Compliance with Laws and Regulations |   |      |   |   |   |   |
|--------------------------------------|---|------|---|---|---|---|
| 2-27                                 | Total fines for non-compliance with laws and regulations, by category | Baht | 0 | 0 | 0 | 0 |
| 206-1                                | Code of Conduct Complaint   |      |   |   |   |   |
|                                      | Corruption / Fraud / bribery  | Case | 0 | 0 | 0 | 0 |
|                                      | Conflict of interest  | Case | 0 | 0 | 0 | 0 |
|                                      | Regulatory compliance   | Case | 0 | 0 | 0 | 0 |
|                                      | Antitrust / Anticompetitive   | Case | 0 | 0 | 0 | 0 |
|                                      | Discrimination and Harassment   | Case | 0 | 0 | 0 | 0 |
|                                      | Other Complaint   |      |   |   |   |   |
|                                      | Social and Community  | Case | 0 | 0 | 0 | 0 |
|                                      | Environment   | Case | 0 | 0 | 0 | 0 |
|                                      | Products and Packages   | Case | 0 | 0 | 0 | 0 |
|                                      | Human Rights  | Case | 0 | 0 | 0 | 0 |
|                                      | Occupational Health and Safety  | Case | 0 | 0 | 0 | 0 |
|                                      | Data Privacy / data breach  | Case | 0 | 0 | 0 | 0 |

| Number of patient treated |                                 |                |         |         |         |         |
|---------------------------|---------------------------------|----------------|---------|---------|---------|---------|
|                           | Total number of patient treated | Male Patient   | 509,227 | 607,789 | 597,594 | 638,491 |
|                           |                                 | Female Patient | 617,717 | 766,806 | 751,260 | 812,146 |

## Political Influence

### Political contribution and other spending

|       |   |              |   |   |   |   |
|-------|---|--------------|---|---|---|---|
| 415-1 | Contribution made to lobbying, interest representation or similar                                 | Million Baht | 0 | 0 | 0 | 0 |
|       | Contribution made to Local, regional or national political campaigns / organizations / candidates | Million Baht | 0 | 0 | 0 | 0 |
|       | Contribution made to Trade associations or tax-exempt groups (e.g. think tanks)                   | Million Baht | 0 | 0 | 0 | 0 |
|       | contribution made to Other (e.g. spending related to ballot measures or referendums)              | Million Baht | 0 | 0 | 0 | 0 |

## Supply Chain Management

|       |  |        |     |     |     |     |
|-------|--|--------|-----|-----|-----|-----|
| 308-1 | Total number of suppliers  | Entity | 963 | 863 | 914 | 960 |
| 414-1 | Total number of tier-1 suppliers   | Entity | 963 | 863 | 914 | 960 |
| 204-1 | Total number of critical tier-1 supplier   | Entity | 61  | 55  | 58  | 70  |
|       | Total number non tier-1 supplier   | Entity | 0   | 0   | 0   | 0   |
|       | Total number of critical non tier-1 supplier   | Entity | 0   | 0   | 0   | 0   |
|       | Proportion of spending on local suppliers in Thailand                                  | %      | 100 | 100 | 100 | 100 |
|       | Number and percentage of new suppliers that were screened using environmental criteria | %      | -   | -   | -   | 100 |
|       | Number and percentage of new suppliers that were screened using social criteria        | %      | -   | -   | -   | 100 |

## Supplier risk assessment

|       |   |        |     |     |     |     |
|-------|---|--------|-----|-----|-----|-----|
| 308-2 | <u>Tier-1 suppliers</u> assessed in the last 3 years                        | Entity | 327 | 316 | 331 | 316 |
| 414-2 | <u>Critical non tier-1 suppliers</u> assessed in the last 3 years           | Entity | 0   | 0   | 0   | 0   |
|       | <u>Tier-1 suppliers</u> classified as high-sustainability risk              | Entity | 0   | 0   | 0   | 0   |
|       | <u>Critical non tier-1 suppliers</u> classified as high-sustainability risk | Entity | 0   | 0   | 0   | 0   |

## Systematic supplier risk assessment

|       |   |        |   |   |   |   |
|-------|---|--------|---|---|---|---|
| 308-2 | Critical supplier (tier-1 and non tier-1) assessed <u>annually</u>  | Entity | 0 | 0 | 0 | 0 |
| 414-2 | Critical supplier (tier-1 and non tier-1) assessed <u>every 3 years</u>   | Entity | 0 | 0 | 0 | 0 |
|       | High-sustainability risk supplier assessed <u>annually</u>  | Entity | 0 | 0 | 0 | 0 |
|       | High-sustainability risk supplier assessed <u>every 3 years</u>   | Entity | 0 | 0 | 0 | 0 |
|       | current suppliers with high sustainability risk where gaps have been identified have corrective action plans.                               | %      | 0 | 0 | 0 | 0 |
|       | Percentage of current suppliers with corrective action plans that have improved their ESG performance within 12 months of the plan's launch | %      | 0 | 0 | 0 | 0 |

## Information Security/Cybersecurity

### System certification

|  |                     |   |     |     |     |     |
|--|---------------------|---|-----|-----|-----|-----|
|  | IT System Certified | % | 100 | 100 | 100 | 100 |
|--|---------------------|---|-----|-----|-----|-----|

## Environmental

### Energy Consumption

|  |                                 |              |   |            |            |            |
|--|---------------------------------|--------------|---|------------|------------|------------|
|  | Energy consumption <sup>1</sup> | KWh          | - | 12,193,736 | 13,150,000 | 16,529,539 |
|  | Energy consumption <sup>1</sup> | Million Baht | - | 38,384.35  | 63,065.63  | 70,878.08  |

Remark 1: In 2024, SKR expanded the scope of data collection as follows:

In 2022 and 2023 the energy consumption data came from Sikarin Bangkok

In 2024, the energy consumption data came from Sikarin Bangkok, Sikarin Samut Prakarn, 4 clinics (Bang Phli, Tai Baan, Suksawat, and Sinsakorn), and Phaholyothin office

|  |   |              |   |          |          |            |
|--|---|--------------|---|----------|----------|------------|
|  | Volume of oil and fuel consumption <sup>2</sup> | Liter        | - | 65,915   | 84,276   | 413,463.99 |
|  | Energy and fuel expenses <sup>2</sup>           | Million Baht | - | 1,308.40 | 1,777.17 | 7,293.46   |

Remark 2: In 2024, SKR expanded the scope of data collection as follows:

In 2022 and 2023, the volume of oil and fuel consumption was recorded and displayed for the generators (3 buildings) at Sikarin Bangkok.

Meanwhile, in 2024, the volume of oil and fuel consumption was expanded to include data from Sikarin Bangkok and Sikarin Samut Prakarn, with data collection covering the following categories:

1. Diesel consumption for Fire Pump and Generator
2. Fuel consumption for company vehicles
3. LPG 48 kg cylinders

### Greenhouse Gas Emission

|       |                             |                       |   |   |   |       |
|-------|-----------------------------|-----------------------|---|---|---|-------|
| 305-1 | Direct GHG Emission         | Ton CO <sub>2</sub> e | - | - | - | 4,322 |
| 305-2 | Indirect GHG Emission       | Ton CO <sub>2</sub> e | - | - | - | 8,249 |
| 305-3 | Other Indirect GHG Emission | Ton CO <sub>2</sub> e | - | - | - | 2,236 |

### Waste

|  |                                    |          |   |        |        |         |
|--|------------------------------------|----------|---|--------|--------|---------|
|  | Total waste generated <sup>3</sup> | Kilogram | - | 23,832 | 60,672 | 299,832 |
|  | Hazardous waste <sup>3</sup>       | Kilogram | - | 5,220  | 7,240  | 7,250   |
|  | Non-hazardous waste <sup>3</sup>   | Kilogram | - | 18,612 | 53,432 | 292,582 |

Remark 3: In 2024, the data collection scope was expanded as follows:

In 2022 and 2023, non-hazardous waste and infectious waste data were recorded and displayed for Sikarin Bangkok.

Meanwhile, in 2024, non-hazardous waste data were expanded and displayed as follows:

Infection waste of Sikarin Bangkok

Recyclable waste of Sikarin Bangkok

Infection waste Sikarin Samut Prakarn

### Water and Effluents

|       |                                |              |   |          |          |          |
|-------|--------------------------------|--------------|---|----------|----------|----------|
| 303-3 | Water consumption <sup>4</sup> | cubic meters | - | 232,488  | 226,065  | 296,476  |
|       | Water consumption <sup>4</sup> | Million Baht | - | 3,978.50 | 4,057.42 | 5,094.90 |

Remark 4: In 2024, SKR expanded the scope of data collection as follows:

In 2022 and 2023 the energy consumption data came from Sikarin Bangkok.

In 2024, the energy consumption data came from Sikarin Bangkok, Sikarin Samut Prakarn, 4 clinics (Bang Phli, Tai Baan, Suksawat, and Sinsakorn), and Phaholyothin office

## Social

### Employee

| GRI | Indicator                 | Unit                 | 2021  |        | 2022  |        | 2023  |        | 2024  |        |
|-----|---------------------------|----------------------|-------|--------|-------|--------|-------|--------|-------|--------|
|     |                           |                      | Male  | Female | Male  | Female | Male  | Female | Male  | Female |
| 2-7 | Total number of workforce | Person               | 471   | 2,276  | 497   | 2,494  | 544   | 2,729  | 562   | 2,923  |
|     |                           | % of total workforce | 17.15 | 82.85  | 16.62 | 83.38  | 16.62 | 83.38  | 16.13 | 83.87  |
|     | Total employee            | Person               | 406   | 2,088  | 425   | 2,269  | 461   | 2,485  | 483   | 2,690  |
|     | % of total employee       | 16.28                | 83.72 | 15.78  | 84.22 | 15.65  | 84.35 | 15.22  | 84.78 |        |
|     | Total part-time employee  | Person               | 12    | 19     | 11    | 21     | 11    | 17     | 13    | 24     |
|     |                           | % of total employee  | 38.71 | 61.29  | 34.38 | 65.63  | 39.29 | 60.71  | 0.41  | 0.76   |

### Total employee by location

|     |          |                     |       |       |       |       |       |       |       |       |
|-----|----------|---------------------|-------|-------|-------|-------|-------|-------|-------|-------|
| 2-7 | Thailand | Person              | 406   | 2,088 | 425   | 2,269 | 461   | 2,485 | 483   | 2,690 |
|     |          | % of total employee | 16.28 | 83.72 | 15.78 | 84.22 | 15.65 | 84.35 | 15.22 | 84.78 |

### Total Employee by level

|       |                |                     |      |      |      |      |      |      |      |      |
|-------|----------------|---------------------|------|------|------|------|------|------|------|------|
| 405-1 | Top management | Person              | 15   | 6    | 16   | 6    | 11   | 6    | 12   | 7    |
|       |                | % of total employee | 0.60 | 0.24 | 0.59 | 0.22 | 0.37 | 0.20 | 0.38 | 0.22 |

|   |                        |                     |       |       |       |       |       |       |       |       |
|---|------------------------|---------------------|-------|-------|-------|-------|-------|-------|-------|-------|
|   | Middle management      | Person              | 17    | 52    | 17    | 53    | 20    | 54    | 21    | 59    |
|   |                        | % of total employee | 0.68  | 2.09  | 0.63  | 1.97  | 0.68  | 1.83  | 0.66  | 1.86  |
|   | Management             | Person              | 13    | 93    | 17    | 108   | 17    | 108   | 21    | 108   |
|   |                        | % of total employee | 0.52  | 3.73  | 0.63  | 4.01  | 0.58  | 3.67  | 0.66  | 3.40  |
|   | Employee               | Person              | 361   | 1,937 | 375   | 2,102 | 413   | 2,317 | 429   | 2,516 |
|   |                        | % of total employee | 14.47 | 77.67 | 13.92 | 78.03 | 14.02 | 78.65 | 13.52 | 79.29 |
| <b>Total Employee by age group</b>        |                        |                     |       |       |       |       |       |       |       |       |
| 405-1                                     | <30 years              | Person              | 134   | 1,061 | 149   | 1,157 | 172   | 1,292 | 172   | 1,383 |
|   |                        | % of total employee | 5.37  | 42.54 | 5.53  | 42.95 | 5.84  | 43.86 | 5.42  | 43.59 |
|   | 30-50 years            | Person              | 219   | 901   | 216   | 965   | 234   | 1,036 | 252   | 1,128 |
|   |                        | % of total employee | 8.78  | 36.13 | 8.02  | 35.82 | 7.94  | 35.17 | 7.94  | 35.55 |
|   | >50 years              | Person              | 53    | 126   | 60    | 147   | 55    | 157   | 59    | 179   |
|   |                        | % of total employee | 2.13  | 5.05  | 2.23  | 5.46  | 1.87  | 5.33  | 1.86  | 5.64  |
| <b>Total employee by nationality</b>      |                        |                     |       |       |       |       |       |       |       |       |
| 405-1                                     | Thai                   | Person              | 402   | 2,081 | 421   | 2,261 | 457   | 2,473 | 479   | 2,676 |
|   |                        | % of total employee | 16.12 | 83.44 | 15.63 | 83.93 | 15.51 | 83.94 | 15.10 | 84.34 |
|   | Others                 | Person              | 4     | 7     | 4     | 8     | 4     | 12    | 4     | 14    |
|   |                        | % of total employee | 0.16  | 0.28  | 0.15  | 0.30  | 0.14  | 0.41  | 0.13  | 0.44  |
| <b>Total employee of other minorities</b> |                        |                     |       |       |       |       |       |       |       |       |
| 405-1                                     | People with disability | Person              | 5     | 6     | 5     | 6     | 5     | 5     | 4     | 5     |
|   |                        | % of total employee | 0.20  | 0.24  | 0.19  | 0.22  | 0.17  | 0.17  | 0.13  | 0.16  |
| <b>Doctors</b>                            |                        |                     |       |       |       |       |       |       |       |       |
|   | Full-time doctor       | Person              | 85    | 81    | 83    | 91    | 78    | 90    | 98    | 102   |
|   |                        | % of total employee | 3.41  | 3.25  | 3.08  | 3.38  | 2.65  | 3.05  | 3.09  | 3.21  |
|   | <30 years              | Person              | 3     | 8     | 2     | 9     | 0     | 10    | 3     | 9     |
|   |                        | % of total employee | 0.12  | 0.32  | 0.07  | 0.33  | 0.00  | 0.34  | 0.09  | 0.28  |
|   | 30-50 years            | Person              | 61    | 69    | 60    | 76    | 58    | 74    | 69    | 85    |
|   |                        | % of total employee | 2.45  | 2.77  | 2.23  | 2.82  | 1.97  | 2.51  | 2.17  | 2.68  |
|   | >50 years              | Person              | 21    | 4     | 21    | 6     | 20    | 6     | 26    | 8     |

|                  |                     |       |      |       |      |      |      |      |      |
|------------------|---------------------|-------|------|-------|------|------|------|------|------|
|                  | % of total employee | 0.84  | 0.16 | 0.78  | 0.22 | 0.68 | 0.20 | 0.82 | 0.25 |
| Part-time doctor | Person              | 316   | 245  | 320   | 230  | 275  | 207  | 295  | 220  |
|                  | % of total employee | 12.67 | 9.82 | 11.88 | 8.54 | 9.33 | 7.03 | 9.30 | 6.93 |
| <30 years        | Person              | 57    | 48   | 53    | 34   | 26   | 15   | 28   | 8    |
|                  | % of total employee | 2.29  | 1.92 | 1.97  | 1.26 | 0.88 | 0.51 | 0.88 | 0.25 |
| 30-50 years      | Person              | 199   | 178  | 211   | 172  | 198  | 167  | 211  | 183  |
|                  | % of total employee | 7.98  | 7.14 | 7.83  | 6.38 | 6.72 | 5.67 | 6.65 | 5.77 |
| >50 years        | Person              | 60    | 19   | 56    | 24   | 51   | 25   | 56   | 29   |
|                  | % of total employee | 2.41  | 0.76 | 2.08  | 0.89 | 1.73 | 0.85 | 1.76 | 0.91 |

### Full-time employee by work category

|   |                     |       |       |       |       |       |       |       |       |
|---|---------------------|-------|-------|-------|-------|-------|-------|-------|-------|
| Clinical Staff<br>(excluding doctors)<br>(e.g. nurses,<br>pharmacists, physical<br>therapists, radiologic<br>technologists and<br>medical scientists) | Person              | 115   | 1,356 | 126   | 1490  | 142   | 1,650 | 156   | 1,808 |
|   | % of total employee | 4.61  | 54.37 | 4.68  | 55.31 | 4.82  | 56.00 | 4.92  | 56.98 |
| <30 years   | Person              | 59    | 767   | 72    | 848   | 82    | 954   | 92    | 1037  |
|   | % of total employee | 2.37  | 30.75 | 2.67  | 31.48 | 2.78  | 32.38 | 2.90  | 32.68 |
| 30-50 years   | Person              | 45    | 550   | 43    | 588   | 49    | 634   | 54    | 691   |
|   | % of total employee | 1.80  | 22.05 | 1.60  | 21.83 | 1.66  | 21.52 | 1.70  | 21.78 |
| >50 years   | Person              | 11    | 39    | 11    | 54    | 11    | 62    | 10    | 80    |
|   | % of total employee | 0.44  | 1.56  | 0.41  | 2.00  | 0.37  | 2.10  | 0.32  | 2.52  |
| Support staff   | Person              | 291   | 732   | 299   | 779   | 319   | 835   | 327   | 882   |
|   | % of total employee | 11.67 | 29.35 | 11.10 | 21.92 | 10.83 | 28.34 | 10.31 | 27.80 |
| <30 years   | Person              | 75    | 294   | 77    | 309   | 90    | 338   | 80    | 346   |
|   | % of total employee | 3.01  | 11.79 | 2.86  | 11.47 | 3.05  | 11.47 | 2.52  | 10.90 |
| 30-50 years   | Person              | 176   | 361   | 178   | 387   | 186   | 409   | 198   | 437   |
|   | % of total employee | 7.06  | 14.47 | 6.61  | 14.37 | 6.31  | 13.88 | 6.24  | 13.77 |
| >50 years   | Person              | 40    | 77    | 44    | 83    | 43    | 88    | 49    | 99    |
|   | % of total employee | 1.60  | 3.09  | 1.63  | 3.08  | 1.46  | 2.99  | 1.54  | 3.12  |

### Part-time employee by work category

|   |                     |      |      |      |      |      |      |      |      |
|---|---------------------|------|------|------|------|------|------|------|------|
| Clinical Staff<br>(excluding doctors)<br>(e.g. nurses,<br>pharmacists, physical<br>therapists, radiologic<br>technologists and<br>medical scientists) | Person              | 3    | 13   | 3    | 14   | 3    | 11   | 3    | 15   |
|   | % of total employee | 0.12 | 0.52 | 0.11 | 0.52 | 0.10 | 0.37 | 0.09 | 0.47 |
| <30 years   | Person              | 0    | 2    | 0    | 2    | 1    | 1    | 1    | 2    |
|   | % of total employee | 0    | 0.08 | 0    | 0.07 | 0.03 | 0.03 | 0.03 | 0.06 |
| 30-50 years   | Person              | 3    | 9    | 3    | 9    | 2    | 7    | 1    | 9    |

|               |                     |      |      |      |      |      |      |      |      |
|---------------|---------------------|------|------|------|------|------|------|------|------|
|               | % of total employee | 0.12 | 0.36 | 0.11 | 0.33 | 0.07 | 0.24 | 0.03 | 0.28 |
| >50 years     | Person              | 0    | 2    | 0    | 3    | 0    | 3    | 1    | 4    |
|               | % of total employee | 0    | 0.08 | 0    | 0.11 | 0    | 0.10 | 0.03 | 0.13 |
| Support staff | Person              | 10   | 5    | 8    | 7    | 8    | 6    | 10   | 9    |
|               | % of total employee | 0.40 | 0.20 | 0.30 | 0.26 | 0.27 | 0.20 | 0.32 | 0.28 |
| <30 years     | Person              | 0    | 1    | 0    | 3    | 0    | 0    | 0    | 0    |
|               | % of total employee | 0    | 0.04 | 0    | 0.11 | 0    | 0    | 0    | 0    |
| 30-50 years   | Person              | 2    | 2    | 1    | 0    | 2    | 1    | 2    | 0    |
|               | % of total employee | 0.08 | 0.08 | 0.04 | 0    | 0.07 | 0.03 | 0.06 | 0    |
| >50 years     | Person              | 8    | 2    | 7    | 4    | 6    | 5    | 8    | 9    |
|               | % of total employee | 0.32 | 0.08 | 0.26 | 0.15 | 0.20 | 0.17 | 0.25 | 0.28 |

**Gender Diversity**

|  |                     |      |      |      |      |      |      |      |      |
|--|---------------------|------|------|------|------|------|------|------|------|
| Number of employee in management positions in revenue-generating functions | Person              | 7    | 72   | 8    | 79   | 7    | 83   | 6    | 82   |
|  | % of total employee | 0.28 | 2.89 | 0.30 | 2.93 | 0.24 | 2.82 | 0.19 | 2.58 |
| Number of employee in STEM-related functions                               | Person              | 1    | 0    | 1    | 0    | 3    | 0    | 6    | 1    |
|  | % of total employee | 0.04 | 0    | 0.04 | 0    | 0.10 | 0    | 0.19 | 0.03 |

**Hiring**

|                           |                     |           |            |           |             |           |           |            |           |  |
|---------------------------|---------------------|-----------|------------|-----------|-------------|-----------|-----------|------------|-----------|--|
| 401-1(a)                  | New Employee        |           |            |           |             |           |           |            |           |  |
| New employee hired        | person              | 55        | 356        | 95        | 639         | 127       | 770       | 89         | 680       |  |
| New Employee by level     |                     |           |            |           |             |           |           |            |           |  |
| Top management            | Person              | 0         | 0          | 0         | 1           | 0         | 0         | 1          | 2         |  |
|                           | % of total employee | 0         | 0          | 0         | 0.04        | 0         | 0         | 0.03       | 0.06      |  |
| Middle management         | Person              | 0         | 1          | 5         | 1           | 1         | 1         | 2          | 2         |  |
|                           | % of total employee | 0         | 0.04       | 0.19      | 0.04        | 0.03      | 0.03      | 0.06       | 0.06      |  |
| Management                | Person              | 1         | 2          | 1         | 3           | 1         | 2         | 0          | 2         |  |
|                           | % of total employee | 0.04      | 0.08       | 0.04      | 0.11        | 0.03      | 0.07      | 0.00       | 0.06      |  |
| Employee                  | Person              | 54        | 353        | 89        | 634         | 125       | 767       | 85         | 675       |  |
|                           | % of total employee | 2.17      | 14.15      | 3.30      | 23.53       | 4.24      | 26.04     | 2.68       | 21.27     |  |
| New Employee by age group |                     |           |            |           |             |           |           |            |           |  |
| <30 years                 | Person              | 32        | 274        | 67        | 520         | 94        | 658       | 65         | 586       |  |
|                           | % of total employee | 1.28      | 10.99      | 2.49      | 19.30       | 3.19      | 22.34     | 2.05       | 18.47     |  |
| 30-50 years               | Person              | 22        | 81         | 26        | 118         | 29        | 109       | 20         | 92        |  |
|                           | % of total employee | 0.88      | 3.25       | 0.97      | 4.38        | 0.98      | 3.70      | 0.63       | 2.90      |  |
| >50 years                 | Person              | 1         | 1          | 2         | 1           | 4         | 3         | 4          | 2         |  |
|                           | % of total employee | 0.04      | 0.04       | 0.07      | 0.04        | 0.14      | 0.10      | 0.13       | 0.06      |  |
| Hiring Cost               |                     |           |            |           |             |           |           |            |           |  |
| Total hiring cost         | Baht                | 60,129.85 | 389,204.12 | 64,627.55 | 4,347,05.31 | 62,768.48 | 380,564.8 | 108,343.26 | 827,791.2 |  |
| Average hiring cost       | Baht/FTE            | 1,093.27  | 1,093.27   | 680.29    | 680.29      | 494.24    | 494.24    | 1,217.34   | 1,217.34  |  |

## Turnover

## Employee Turnover

|                                |                     |                     |       |       |       |       |       |       |       |       |
|--------------------------------|---------------------|---------------------|-------|-------|-------|-------|-------|-------|-------|-------|
| 401-1(b)                       | Employee Turnover   | Person              | 61    | 380   | 79    | 470   | 87    | 534   | 64    | 478   |
|                                |                     | % of total employee | 2.45  | 15.24 | 2.93  | 17.45 | 2.95  | 18.13 | 2.02  | 15.06 |
| Employee turnover by level     |                     |                     |       |       |       |       |       |       |       |       |
| Top management                 | Person              | 0                   | 0     | 2     | 2     | 3     | 0     | 0     | 0     | 0     |
|                                | % of total employee | 0                   | 0     | 0.07  | 0.07  | 0.10  | 0     | 0     | 0     | 0     |
| Middle management              | Person              | 3                   | 6     | 4     | 1     | 1     | 2     | 2     | 0     | 0     |
|                                | % of total employee | 0.12                | 0.24  | 0.15  | 0.04  | 0.03  | 0.07  | 0.06  | 0     | 0     |
| Management                     | Person              | 2                   | 5     | 0     | 6     | 2     | 6     | 0     | 0     | 3     |
|                                | % of total employee | 0.08                | 0.20  | 0.00  | 0.22  | 0.07  | 0.20  | 0     | 0     | 0.09  |
| Employee                       | Person              | 56                  | 369   | 73    | 461   | 81    | 526   | 62    | 475   | 475   |
|                                | % of total employee | 2.25                | 14.80 | 2.71  | 17.11 | 2.75  | 17.85 | 1.95  | 14.97 | 14.97 |
| Employee turnover by age group |                     |                     |       |       |       |       |       |       |       |       |
| <30 years                      | Person              | 27                  | 239   | 35    | 336   | 49    | 400   | 43    | 371   | 371   |
|                                | % of total employee | 1.08                | 9.58  | 1.30  | 12.47 | 1.66  | 13.58 | 1.36  | 11.69 | 11.69 |
| 30-50 years                    | Person              | 33                  | 134   | 40    | 122   | 28    | 117   | 18    | 101   | 101   |
|                                | % of total employee | 1.32                | 5.37  | 1.48  | 4.53  | 0.95  | 3.97  | 0.57  | 3.18  | 3.18  |
| >50 years                      | Person              | 1                   | 7     | 4     | 12    | 10    | 17    | 3     | 6     | 6     |
|                                | % of total employee | 0.04                | 0.28  | 0.15  | 0.45  | 0.34  | 0.58  | 0.09  | 0.19  | 0.19  |

## Voluntary Turnover

## Voluntary turnover by level

|                             |                     |      |       |      |       |      |       |      |       |       |
|-----------------------------|---------------------|------|-------|------|-------|------|-------|------|-------|-------|
| Voluntary Employee Turnover | Person              | 46   | 326   | 57   | 384   | 60   | 438   | 50   | 394   | 394   |
|                             | % of total employee | 1.84 | 13.07 | 2.12 | 14.25 | 2.04 | 14.87 | 1.58 | 12.42 | 12.42 |
| Voluntary turnover by level |                     |      |       |      |       |      |       |      |       |       |
| Top management              | Person              | 0    | 0     | 2    | 0     | 2    | 0     | 0    | 0     | 0     |
|                             | % of total employee | 0    | 0     | 0.07 | 0     | 0.07 | 0     | 0    | 0     | 0     |
| Middle management           | Person              | 3    | 5     | 2    | 1     | 0    | 0     | 2    | 0     | 0     |
|                             | % of total employee | 0.12 | 0.20  | 0.07 | 0.04  | 0    | 0     | 0.06 | 0     | 0     |
| Management                  | Person              | 2    | 4     | 0    | 4     | 2    | 3     | 0    | 0     | 3     |
|                             | % of total employee | 0.08 | 0.16  | 0    | 0.15  | 0.07 | 0.10  | 0    | 0     | 0.09  |
| Employee                    | Person              | 41   | 317   | 53   | 379   | 56   | 435   | 48   | 391   | 391   |
|                             | % of total employee | 1.64 | 12.71 | 1.97 | 14.07 | 1.90 | 14.77 | 1.51 | 12.32 | 12.32 |

| Voluntary turnover by age group |                     |      |      |      |       |      |       |      |      |
|---------------------------------|---------------------|------|------|------|-------|------|-------|------|------|
| <30 years                       | Person              | 20   | 201  | 29   | 275   | 41   | 329   | 35   | 305  |
|                                 | % of total employee | 0.80 | 8.06 | 1.08 | 10.21 | 1.39 | 11.17 | 1.10 | 9.61 |
| 30-50 years                     | Person              | 25   | 119  | 27   | 107   | 15   | 107   | 15   | 87   |
|                                 | % of total employee | 1.00 | 4.77 | 1.00 | 3.97  | 0.51 | 3.63  | 0.47 | 2.74 |
| >50 years                       | Person              | 1    | 6    | 1    | 2     | 4    | 2     | 0    | 2    |
|                                 | % of total employee | 0.04 | 0.24 | 0.04 | 0.07  | 0.14 | 0.07  | 0    | 0.06 |

### Parental Leave

|       |                |                     |   |      |   |      |   |      |   |      |
|-------|----------------|---------------------|---|------|---|------|---|------|---|------|
| 401-3 | Parental leave | Person              | 0 | 58   | 0 | 56   | 0 | 67   | 0 | 57   |
|       |                | % of total employee | 0 | 2.33 | 0 | 2.08 | 0 | 2.27 | 0 | 1.80 |

### Collective Bargaining Agreement

|       |   |                     |       |       |       |       |       |       |       |       |
|-------|---|---------------------|-------|-------|-------|-------|-------|-------|-------|-------|
| 407-1 | Total employee covered by an independent trade union or collective bargaining agreement | Person              | 406   | 2,088 | 425   | 2,269 | 461   | 2,485 | 483   | 2,690 |
|       |   | % of total employee | 16.28 | 83.72 | 15.78 | 84.22 | 15.65 | 84.35 | 15.22 | 84.78 |

## Training and Development

### Training hours

|                         |                                |                                |           |           |           |           |           |           |           |            |
|-------------------------|--------------------------------|--------------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|------------|
| 404-1                   | Total number of training hours | Hours                          | 12,381.05 | 63,673.95 | 14,000.39 | 74,745.61 | 18,289.46 | 98,588.54 | 22,159.39 | 123,413.61 |
|                         |                                | Average training hours per FTE | Hours/FTE | 4.96      | 25.53     | 5.20      | 27.75     | 6.21      | 33.47     | 6.98       |
| Training hours by level |                                |                                |           |           |           |           |           |           |           |            |
| Top management          | Person                         | Hours/FTE                      | 457.50    | 183.00    | 527.04    | 197.64    | 436.37    | 238.02    | 550.56    | 321.16     |
|                         |                                | Hours/FTE                      | 0.18      | 0.07      | 0.20      | 0.07      | 0.15      | 0.08      | 0.17      | 0.10       |
| Middle management       | Person                         | Hours/FTE                      | 518.50    | 1,586.00  | 559.98    | 1,745.82  | 793.40    | 2,142.18  | 963.48    | 2,706.92   |
|                         |                                | Hours/FTE                      | 0.21      | 0.64      | 0.21      | 0.65      | 0.27      | 0.73      | 0.30      | 0.85       |
| Management              | Person                         | Hours/FTE                      | 396.50    | 2,836.50  | 559.98    | 3,557.52  | 674.39    | 4,284.36  | 963.48    | 4,955.04   |
|                         |                                | Hours/FTE                      | 0.16      | 1.14      | 0.21      | 1.32      | 0.23      | 1.45      | 0.30      | 1.56       |
| Employee                | Person                         | Hours/FTE                      | 11,010.50 | 59,078.50 | 12,352.50 | 69,239.88 | 16,383.71 | 91,915.39 | 19,682.52 | 115,434.08 |
|                         |                                | Hours/FTE                      | 4.41      | 23.69     | 4.59      | 25.70     | 5.56      | 31.20     | 6.20      | 36.38      |

### Training hours by age group

|             |        |           |          |           |          |           |          |           |           |           |
|-------------|--------|-----------|----------|-----------|----------|-----------|----------|-----------|-----------|-----------|
| <30 years   | Person | Hours/FTE | 4,087.00 | 32,360.50 | 4,908.06 | 38,111.58 | 6,823.24 | 51,253.64 | 7,891.36  | 63,452.04 |
|             |        | Hours/FTE | 1.64     | 12.98     | 1.82     | 14.15     | 2.32     | 17.40     | 2.49      | 20.00     |
| 30-50 years | Person | Hours/FTE | 6,679.50 | 27,480.50 | 7,115.04 | 31,787.10 | 9,282.78 | 41,098.12 | 11,561.76 | 51,752.64 |
|             |        | Hours/FTE | 2.68     | 11.02     | 2.64     | 11.80     | 3.15     | 13.95     | 3.64      | 16.31     |
| >50 years   | Person | Hours/FTE | 1,616.50 | 3,843.00  | 1,976.40 | 4,842.18  | 2,181.85 | 6,228.19  | 2,706.92  | 8,212.52  |
|             |        | Hours/FTE | 0.65     | 1.54      | 0.73     | 1.80      | 0.74     | 2.11      | 0.85      | 2.59      |

### Training Investment

|       |  |  |              |               |              |               |              |               |              |               |
|-------|--|--|--------------|---------------|--------------|---------------|--------------|---------------|--------------|---------------|
| 404-1 | Total amount spent in training and development | Baht   | 2,256,443.49 | 11,604,566.51 | 2,738,220.89 | 14,618,878.11 | 3,012,911.98 | 16,240,968.02 | 2,649,813.27 | 14,757,759.23 |
|       |  | Average amount spent on training and development | Baht/FTE     | 904.75        | 4,652.99     | 1,016.41      | 5,426.46     | 1,022.71      | 5,512.89     | 835.11        |

| Training cost by level                              |   |                                 |             |               |              |               |              |               |              |              |
|---|---|---------------------------------|-------------|---------------|--------------|---------------|--------------|---------------|--------------|--------------|
|   | Top management  | Baht                            | 83,366.10   | 33,346.44     | 103,085.92   | 38,657.22     | 71,891.60    | 39,213.60     | 631,842.60   | 368,574.85   |
|   |   | Baht/FTE                        | 33.43       | 13.37         | 38.27        | 14.35         | 24.40        | 13.31         | 199.13       | 116.16       |
|   | Middle management   | Baht                            | 94,481.58   | 289,002.48    | 109,528.79   | 341,472.11    | 130,712.00   | 352,922.40    | 1,105,724.55 | 3,106,559.45 |
|   |   | Baht/FTE                        | 37.88       | 115.88        | 40.66        | 126.75        | 44.37        | 119.80        | 348.48       | 979.06       |
|   | Management  | Baht                            | 72,250.62   | 516,869.82    | 109,528.79   | 695,829.96    | 111,105.20   | 705,844.80    | 110,5724.55  | 5,686,583.40 |
|   |   | Baht/FTE                        | 28.97       | 207.25        | 40.66        | 258.29        | 37.71        | 239.59        | 348.48       | 1792.18      |
|   | Employee  | Baht                            | 200,6344.14 | 10,765,342.38 | 2,416,076.25 | 13,542,912.74 | 2,699,202.80 | 15,142,985.20 | 786,996.21   | 4,615,576.84 |
|   |   | Baht/FTE                        | 804.47      | 4316.50       | 896.84       | 5027.06       | 916.23       | 5140.19       | 248.03       | 1454.64      |
| Training cost by age group                          |   |                                 |             |               |              |               |              |               |              |              |
|   | <30 years   | Baht                            | 744,737.16  | 5,896,762.14  | 959,987.63   | 7,454,400.59  | 1,124,123.20 | 84,439,952.20 | 943,619.52   | 7,587,359.28 |
|   |   | Baht/FTE                        | 298.61      | 2364.38       | 356.34       | 2767.04       | 381.58       | 2866.26       | 297.39       | 2391.23      |
|   | 30-50 years   | Baht                            | 1217,145.06 | 5,007,523.74  | 1,391,659.92 | 6,217,369.55  | 1,529,330.40 | 6,770,881.60  | 1,382,512.32 | 6,188,388.48 |
|   |   | Baht/FTE                        | 488.03      | 2007.83       | 516.58       | 2307.86       | 519.12       | 2298.33       | 435.71       | 1950.33      |
|   | >50 years   | Baht                            | 294,560.22  | 700,275.24    | 386,572.20   | 947,101.89    | 359,458.00   | 1,026,089.20  | 323,683.44   | 982,022.64   |
|   |   | Baht/FTE                        | 118.11      | 280.78        | 143.49       | 351.56        | 122.02       | 348.30        | 102.01       | 309.49       |
| Individual Performance Appraisal                    |   |                                 |             |               |              |               |              |               |              |              |
| 404-3   | Employee coverage under performance appraisal by Management by Objectives (MOB) | Person                          | 383         | 2,008         | 393          | 2,178         | 431          | 2,360         | 478          | 2,579        |
|   |   | % of total employee             | 15.36       | 80.51         | 14.59        | 80.85         | 14.63        | 80.11         | 15.06        | 81.28        |
| Individual Performance Appraisal (MOB) by level     |   |                                 |             |               |              |               |              |               |              |              |
|   | Top management  | Person                          | 12          | 7             | 11           | 8             | 12           | 6             | 14           | 8            |
|   |   | % of total employee             | 0.48        | 0.28          | 0.41         | 0.30          | 0.41         | 0.20          | 0.44         | 0.25         |
|   | Middle management   | Person                          | 20          | 52            | 17           | 54            | 17           | 54            | 16           | 58           |
|   |   | % of total employee             | 0.80        | 2.09          | 0.63         | 2.00          | 0.58         | 1.83          | 0.50         | 1.83         |
|   | Management  | Person                          | 12          | 100           | 14           | 111           | 17           | 112           | 21           | 107          |
|   |   | % of total employee             | 0.48        | 4.01          | 0.52         | 4.12          | 0.58         | 3.80          | 0.66%        | 3.37         |
|   | Employee  | Person                          | 339         | 1,849         | 351          | 2,005         | 385          | 2,188         | 427          | 2,406        |
|   |   | % of total employee             | 13.59       | 74.14         | 13.03        | 74.42         | 13.07        | 74.27         | 13.46        | 75.83        |
| Individual Performance Appraisal (MOB) by age group |   |                                 |             |               |              |               |              |               |              |              |
|   | <30 years   | Person                          | 123         | 1,003         | 131          | 1,103         | 155          | 1,207         | 177          | 1,306        |
|   |   | % of total employee             | 4.93        | 40.22         | 4.86         | 40.94         | 5.26         | 40.97         | 5.58         | 41.16        |
|   | 30-50 years   | Person                          | 220         | 915           | 220          | 960           | 226          | 1,020         | 249          | 1,123        |
|   |   | % of total employee             | 8.82        | 36.69         | 8.17         | 35.63         | 7.67         | 34.62         | 7.85         | 35.39        |
|   | >50 years   | Person                          | 40          | 90            | 42           | 115           | 50           | 133           | 52           | 150          |
|   |   | % of total employee             | 1.60        | 3.61          | 1.56         | 4.27          | 1.70         | 4.51          | 1.64         | 4.73         |
| Employee Engagement                                 |   |                                 |             |               |              |               |              |               |              |              |
|   | Employee engagement survey  | % of actively engaged employees | 99.00       | 99.00         | 99.00        | 99.00         | 86.00        | 86.50         | 86.00        | 86.50        |
|   |   | Person                          | 236.00      | 1,231.00      | 236.00       | 1,231.00      | 196.00       | 1,217.00      | 196.00       | 1,217.00     |

|   |  |                                 |          |        |          |        |          |        |          |    |
|---|--|---------------------------------|----------|--------|----------|--------|----------|--------|----------|----|
|   | Target of employee engagement survey   | % of actively engaged employees | 80       | 80     | 80       | 80     | 80       | 80     | 80       | 80 |
| Employee engagement result by level     |  |                                 |          |        |          |        |          |        |          |    |
| Top management                          | % of actively engaged employees  | -                               | -        | -      | -        | 89.40  | 89.10    | 89.40  | 89.10    |    |
|   | Person   | -                               | -        | -      | -        | 1.00   | 3.00     | 1.00   | 3.00     |    |
| Middle management                       | % of actively engaged employees  | 99.00                           | 99.00    | 99.00  | 99.00    | 86.60  | 86.50    | 86.60  | 86.50    |    |
|   | Person   | 5.00                            | 30.00    | 5.00   | 30.00    | 5.00   | 28.00    | 5.00   | 28.00    |    |
| Management                              | % of actively engaged employees  | 99.00                           | 99.00    | 99.00  | 99.00    | 86.10  | 86.50    | 86.10  | 86.50    |    |
|   | Person   | 12.00                           | 65.00    | 12.00  | 65.00    | 11.00  | 63.00    | 11.00  | 63.00    |    |
| Employee                                | % of actively engaged employees  | 99.00                           | 99.00    | 99.00  | 99.00    | 81.90  | 83.86    | 81.90  | 83.86    |    |
|   | Person   | 218.00                          | 1,137.00 | 218.00 | 1,137.00 | 202.00 | 1,100.00 | 202.00 | 1,100.00 |    |
| Employee engagement result by age group |  |                                 |          |        |          |        |          |        |          |    |
| <30 years                               | % of actively engaged employees  | 99.00                           | 99.00    | 99.00  | 99.00    | 84.70  | 85.90    | 84.70  | 85.90    |    |
|   | Person   | 123.00                          | 640.00   | 123.00 | 640.00   | 113.00 | 613.00   | 113.00 | 613.00   |    |
| 30-50 years                             | % of actively engaged employees  | 99.00                           | 99.00    | 99.00  | 99.00    | 86.00  | 86.40    | 86.00  | 86.40    |    |
|   | Person   | 97.00                           | 505.00   | 97.00  | 505.00   | 91.00  | 492.00   | 91.00  | 492.00   |    |
| >50 years                               | % of actively engaged employees  | 99.00                           | 99.00    | 99.00  | 99.00    | 87.25  | 87.25    | 87.25  | 87.25    |    |
|   | Person   | 16.00                           | 86.00    | 16.00  | 86.00    | 14.00  | 90.00    | 14.00  | 90.00    |    |
| Ration of remuneration of women to men  |  |                                 |          |        |          |        |          |        |          |    |
| 405-2                                   | Executive/Top Management - Average monthly base salary only                    | Baht                            | -        | -      | -        | -      | -        | -      | -        |    |
|   | Executive/Top Management - Average monthly base salary + other case incentives | Baht                            | -        | -      | -        | -      | -        | -      | -        |    |

|   |      |        |        |        |        |        |        |        |        |
|---|------|--------|--------|--------|--------|--------|--------|--------|--------|
| Management -<br>Average monthly<br>base salary only                           | Baht | 47,679 | 47,888 | 49,379 | 48,048 | 53,488 | 49,107 | 63,959 | 51,359 |
| Management -<br>Average monthly<br>base salary + other<br>case incentives     | Baht | 48,339 | 48,905 | 49,943 | 49,013 | 55,103 | 49,930 | 65,973 | 52,239 |
| Non-management -<br>Average monthly<br>base salary only                       | Baht | 16,107 | 17,021 | 16,312 | 17,013 | 17,339 | 18,369 | 17,933 | 18,853 |
| Non-management -<br>Average monthly<br>base salary + other<br>case incentives | Baht | 16,577 | 17,590 | 16,834 | 17,594 | 17,899 | 19,129 | 18,528 | 19,759 |

## Human Rights

### Human Rights Assessment

Total Human Rights assessed in last three years

|       |  |  |     |     |     |     |  |  |  |
|-------|--|--|-----|-----|-----|-----|--|--|--|
| 412-1 | Own operations   |  |     |     |     |     |  |  |  |
|       | Total number of own operations                         | company                                | 3   | 3   | 3   | 3   |  |  |  |
|       | Number of Own operations assessed                      | company                                | 2   | 2   | 2   | 2   |  |  |  |
|       | Percentage of Own operations assessed                  | % of total<br>company                  | 67  | 67  | 67  | 67  |  |  |  |
|       | Contractor and tier 1 suppliers                        |  |     |     |     |     |  |  |  |
|       | Total number of Contractor and tier 1 suppliers        | company                                | 963 | 863 | 914 | 960 |  |  |  |
|       | Number of Contractor and tier 1 suppliers assessed     | company                                | 327 | 316 | 331 | 316 |  |  |  |
|       | Percentage of Contractor and tier 1 suppliers assessed | % of total<br>contractor<br>company    | 34  | 37  | 36  | 33  |  |  |  |
|       | Joint ventures   |  |     |     |     |     |  |  |  |
|       | Total number of Joint ventures                         | company                                | -   | -   | -   | -   |  |  |  |
|       | Number of Joint ventures assessed                      | company                                | -   | -   | -   | -   |  |  |  |
|       | Percentage of Joint ventures assessed                  | % of total joint<br>venture<br>company | -   | -   | -   | -   |  |  |  |

Total assessed in last three years with risks have been identified

|  |   |   |   |   |   |   |  |  |  |
|--|---|---|---|---|---|---|--|--|--|
|  | Own operations  |   |   |   |   |   |  |  |  |
|  | Number of Own operations assessed with risk identified                      | company<br>assessed with<br>risk identified | - | - | - | - |  |  |  |
|  | Percentage of Own operations assessed with risk identified                  | % of company<br>assessed                    | - | - | - | - |  |  |  |
|  | Contractor and tier 1 suppliers   |   |   |   |   |   |  |  |  |
|  | Number of Contractor and tier 1 suppliers assessed with risk identified     | company<br>assessed with<br>risk identified | - | - | - | - |  |  |  |
|  | Percentage of Contractor and tier 1 suppliers assessed with risk identified | % of contractor<br>company<br>assessed      | - | - | - | - |  |  |  |
|  | Joint ventures  |   |   |   |   |   |  |  |  |
|  | Number of Joint ventures assessed with risk identified                      | company<br>assessed with<br>risk identified | - | - | - | - |  |  |  |

|   |  |   |   |   |   |   |
|---|--|---|---|---|---|---|
|   | Percentage of Joint ventures assessed with risk identified | % of joint venture company assessed   | - | - | - | - |
| Total assessed in <b>last three years</b> with risks have been identified and risk mitigation or remediation process had been implemented in the last 12 months |  |   |   |   |   |   |
|   | Own operations   |   |   |   |   |   |
|   | Number of Own operations                                   | company assessed with risk identified and mitigation or remediation implemented | - | - | - | - |
|   | Percentage of Joint ventures                               | % of company assessed with risk identified                                      | - | - | - | - |

### Corporate Social Responsibility

|       |                                      |                         |      |      |      |      |
|-------|--------------------------------------|-------------------------|------|------|------|------|
| 201-1 | Total contribution                   | Million Baht            | 1.00 | 1.00 | 1.64 | 1.00 |
|       | Charitable donation                  | Million Baht            | 0    | 0    | 0    | 0    |
|       | Percentage of Charitable donation    | % of Total contribution | 0    | 0    | 0    | 0    |
|       | Community investment                 | Million Baht            | 1.00 | 1.00 | 1.64 | 1.00 |
|       | Percentage of Community investment   | % of Total contribution | 100  | 100  | 100  | 100  |
|       | Commercial initiatives               | Million Baht            | 0.00 | 0.00 | 0.00 | 0.00 |
|       | Percentage of Commercial initiatives | % of Total contribution | 0    | 0    | 0    | 0    |

### Local community

|       |   |                 |     |     |     |     |
|-------|---|-----------------|-----|-----|-----|-----|
| 413-1 | Total operation   | Site            | 3   | 3   | 3   | 3   |
|       | Number of operations with implemented local community engagement, impact assessments, and/or development programs     | Site            | 3   | 3   | 3   | 3   |
|       | Percentage of operations with implemented local community engagement, impact assessments, and/or development programs | % of total site | 100 | 100 | 100 | 100 |

### Occupational Health & Safety

| GRI  | Indicator                       | Unit                             | 2021 | 2022 | 2023 | 2024 |
|--|---------------------------------|----------------------------------|------|------|------|------|
| <b>Number of fatalities as a result of work-related injury</b> |                                 |                                  |      |      |      |      |
| 403-9  | Employee                        | person                           | 0    | 0    | 0    | 0    |
|  | Rate per 1,000,000 hours worked | person per 1,000,000 hrs. worked | 0    | 0    | 0    | 0    |
|  | Contractor                      | person                           | 0    | 0    | 0    | 0    |

|  |                                    |  |   |   |   |   |   |   |   |   |
|--|------------------------------------|--|---|---|---|---|---|---|---|---|
|  | Rate per 1,000,000<br>hours worked | person per<br>1,000,000<br>hrs. worked | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| <b>Number of medical treatment work-related injuries</b> |                                    |  |   |   |   |   |   |   |   |   |
|  | Employees                          | person                                 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
|  | Contractors                        | person                                 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| <b>Number of recordable work-related injuries</b>        |                                    |  |   |   |   |   |   |   |   |   |
|  | Employee                           | person                                 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
|  | Rate per 1,000,000<br>hours worked | person per<br>1,000,000<br>hrs. worked | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
|  | Contractor                         | person                                 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
|  | Rate per 1,000,000<br>hours worked | person per<br>1,000,000<br>hrs. worked | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| <b>Lost-Time Injury</b>                                  |                                    |  |   |   |   |   |   |   |   |   |
|  | Employee                           | person                                 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
|  | Rate per 1,000,000<br>hours worked | person per<br>1,000,000<br>hrs. worked | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
|  | Contractor                         | person                                 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
|  | Rate per 1,000,000<br>hours worked | person per<br>1,000,000<br>hrs. worked | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| <b>Number of recordable work-related ill health</b>      |                                    |  |   |   |   |   |   |   |   |   |
|  | Employees                          | person                                 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
|  | Contractors                        | person                                 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

