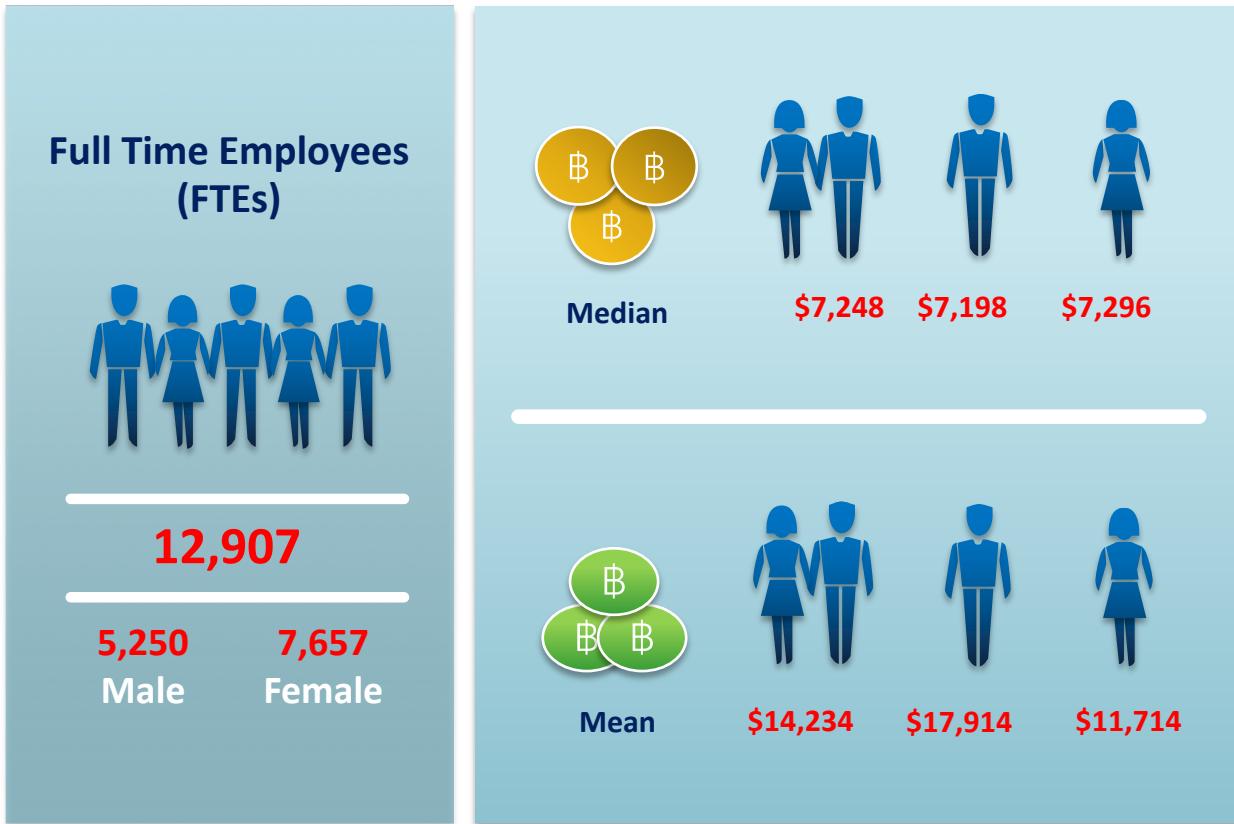


Employee Compensation



Definitions:

- The period of calculation is from January to December 2018
- The Full Time Employees (FTEs) is a person who has a contract of employment with the company on last day of each quarter both temporary and permanent. Each person is counted as one unit, regardless their working time in proportion to the time spent over the month.
Include:
 - Employees with a permanent contract
 - Employees with a fixed-term contract (temporary, interim, seasonal workers, apprenticeship, trainees where applicable)
 - International assignee & Management Associates are recorded in the host company where they workExclude: Daily workers, Contractors, Consultant, advisor or Agency staff
- Median and Mean compensation are calculated from a summation of Annual Salary per Contract in 2018 plus the total Bonus paid in 2018
- The scope of calculation includes Top management, Middle Management, Junior Management and Non-manager from Asia and Emerging, Thai Union Europe and Thai Union North America
- The number of employees are excluded Joint Ventures and Associates company