



# **PERFORMANCE OF KEY ECONOMIC, GOVERNANCE, ENVIRONMENTAL, AND SOCIAL INDICATORS 2023**

## ECONOMIC PERFORMANCE

Economic Performance		Unit	2020	2021	2022	2023
<b>Business Overview</b>						
Net Sales	Mil THB	132,402.44	141,047.69	155,586.35	136,152.71	
Total Cost						
• Operating cost	Mil THB	124,568.87	132,827.86	147,714.07	129,300.00	
• Total Employee expenses + related benefits	Mil THB	13,748.40	12,971.13	14,002.52	12,818.53	
• Cash paid for interest expenses	Mil THB	2,052.33	2,031.77 <sup>(1)</sup>	2,344.52	2,519.61	
• Dividend paid	Mil THB	2,538.82	3,946.89	4,399.38	3,891.13	
• Cash paid for corporate income tax	Mil THB	668.20	883.44	959.78	806.61	
o Asia	Mil THB	205.34	372.40	488.54	397.66	
o EU & Africa	Mil THB	764.14	480.55	384.00	454.93	
o North America	Mil THB	-301.27	30.50	87.24	-45.97	
<b>R&amp;D / Innovation</b>						
• R&D spending as percentage of net sales	%	0.24	0.21	0.18	0.09	
<b>Corporate Social Responsibility</b>						
• CSR & community investment spending	Mil THB	65.08	68.32	101.84	77.56	
• Thai Union Group companies covered under SeaChange® & CSR program	%	100	100	100	100	

### Remark:

- Tax paid: Positive amount (+) mean tax paid/ Negative amount (-) meant tax refund.
- <sup>(1)</sup> Revised from 1,921.61mb to 2,031.77mb (increase +110.16mb from Deferred financing costs - Long-term loans from Banks & Other financial institutions).
- The Bank of Thailand (BOT) has recently published a preliminary version of the Thailand Taxonomy Framework. This framework is still in the development phase and is currently undergoing a review process (<https://www.bot.or.th/en/financial-innovation/sustainable-finance/green/Thailand-Taxonomy.html>). While it is not yet finalized, the current draft primarily emphasizes the Transportation and Energy sectors. Consequently, Thai Union, a company operating in the food industry, is anticipating an updated version of the framework that includes the fishery sector, which is more relevant to their business. Thai Union is committed to adhering to the taxonomy requirements once the finalized version is released.

## SOCIAL PERFORMANCE

GRI	Data	Unit	2020		2021		2022		2023	
			Male	Female	Male	Female	Male	Female	Male	Female
2-7 a. (2021)	<b>Human Capital Performance</b>									
	Total workforce	Persons		44,101		44,705		48,630		44,797
		Persons	42.48	57.52	42.91	57.09	42.93	57.07	43.28	56.72
2-7 a. (2021)	<b>Total Workforce by area</b>									
	Asia	Persons	N/A	N/A	N/A	N/A	14,886	28,506	13,514	25,488
	US Region	Persons	N/A	N/A	N/A	N/A	238	311	253	215
	EU Region	Persons	N/A	N/A	N/A	N/A	1,904	2,785	2,144	3,183
2-7 a. (2021)	<b>Total by Employment Contract and by Area</b>									
	Permanent contract	Persons		N/A		N/A		12,557		41,470
	Asia	Persons	N/A	N/A	N/A	N/A	3,389	4,249	13,186	25,172
	US Region	Persons	N/A	N/A	N/A	N/A	104	134	253	215
	EU Region	Persons	N/A	N/A	N/A	N/A	1,898	2,783	1,101	1,543
	Temporary contract	Persons		N/A		N/A		36,073		822
	Asia	Persons	N/A	N/A	N/A	N/A	11,497	24,257	257	314
	US Region	Persons	N/A	N/A	N/A	N/A	134	177	-	-
	EU Region	Persons	N/A	N/A	N/A	N/A	6	2	115	136
	Non-guaranteed hours employees	Persons		N/A		N/A		No data		2,505
	Asia	Persons	N/A	N/A	N/A	N/A	No data	No data	72	1
	US Region	Persons	N/A	N/A	N/A	N/A	No data	No data	-	-
	EU Region	Persons	N/A	N/A	N/A	N/A	No data	No data	928	1,504
2-7 b. (2021)	<b>Total Workforce by Employment Type</b>									
	Full time employee (FTE)	Persons		12,967		13,571		12,557		13,030
	Asia	Persons	N/A	N/A	N/A	N/A	3,389	4,249	3,244	3,995
	US Region	Persons	N/A	N/A	N/A	N/A	104	134	253	215
	EU Region	Persons	N/A	N/A	N/A	N/A	1,898	2,783	2,142	3,181
	Daily staff	Persons		31,134		31,134		36,073		31,767
	Asia	Persons	N/A	N/A	N/A	N/A	11,497	24,257	10,270	21,493
	US Region	Persons	N/A	N/A	N/A	N/A	134	177	-	-
	EU Region	Persons	N/A	N/A	N/A	N/A	6	2	2	2
2-7 c. (2021)	Full time employee (FTE)	Persons		12,967		13,571		12,557		13,030
		Persons	N/A	N/A	N/A	N/A	5,391	7,166	5,639	7,391
2-7 c. (2021)	Daily staff	Persons		31,134		31,134		36,073		31,767
		Persons	N/A	N/A	N/A	N/A	11,637	24,436	10,272	21,495
405-1 (2016)	<b>Total Workforce by Age Group</b>									
	<30 years	% of FTEs		18.90		19.46		18.94		20.63
		Persons		2,451		2,641		2,378		2,688
	30 - 50 years	% of FTEs	N/A	N/A	N/A	N/A	8.62	10.32	8.83	11.80
		Persons	N/A	N/A	N/A	N/A	1,082	1,296	1,150	1,538
		% of FTEs		65.74		64.09		65.20		63.43
		Persons		8,525		8,698		8,187		8,265
		% of FTEs	N/A	N/A	N/A	N/A	28.01	37.19	27.95	35.48

GRI	Data	Unit	2020		2021		2022		2023	
			Male	Female	Male	Female	Male	Female	Male	Female
			Persons	N/A	N/A	N/A	3,517	4,670	3,642	4,623
>50 years	>50 years	% of FTEs		13.63		16.45		15.86		15.94
		Persons		1,767		2,232		1,992		2,077
		% of FTEs	N/A	N/A	N/A	N/A	6.31	9.56	6.50	9.44
		Persons	N/A	N/A	N/A	N/A	792	1,200	847	1,230
		% of FTEs		11.77		12.09		13.19		13.02
405-1 a. (2016)	Other: Migrant	Persons		1,526		1,641		1,656		1,696
		% of FTEs	N/A	N/A	N/A	N/A	4.91	8.28	4.88	8.14
		Persons	N/A	N/A	N/A	N/A	616	1,040	636	1,060
<b>Total Workforce by Employee Category</b>										
Total management	Total management	% of FTEs		9.52		7.88		8.58		10.35
		Persons		1,235		1,069		1,077		1,349
		% of FTEs	5.03	4.50	4.27	3.61	4.56	4.02	5.36	4.99
		Persons	652	583	579	490	572	505	699	650
Top-management	Top-management	% of FTEs		0.19		0.18		0.40		0.41
		Persons		25		25		50		54
		% of FTEs	0.17	0.02	0.16	0.02	0.36	0.04	0.39	0.02
		Persons	22	3	22	3	45	5	51	3
Senior-management <sup>(1)</sup>	Senior-management <sup>(1)</sup>	% of FTEs		2.31		2.48		2.63		2.08
		Persons		299		336		330		271
		% of FTEs	1.66	0.65	1.61	0.87	1.61	1.02	1.25	0.83
		Persons	215	84	218	118	202	128	163	108
Middle-management <sup>(2)</sup>	Middle-management <sup>(2)</sup>	% of FTEs		7.03		5.22		5.55		7.86
		Persons		911		708		697		1,024
		% of FTEs	3.20	3.83	2.50	2.72	2.59	2.96	3.72	4.14
		Persons	415	496	339	369	325	372	485	539
Non-management	Non-management	% of FTEs		90.48		92.12		91.42		89.65
		Persons		11,732		12,502		11,480		11,681
		% of FTEs	37.45	53.03	38.29	53.84	40.24	51.18	37.91	51.73
		Persons	4,856	6,876	5,196	7,306	5,053	6,427	4,940	6,741
Daily worker	Daily worker	% of FTEs		71		70		74.18		70.91
		Persons		31,134		31,134		36,073		31,767
		% of FTEs	N/A	N/A	N/A	N/A	23.93	50.25	22.93	47.98
		Persons	N/A	N/A	N/A	N/A	11,637	24,436	10,272	21,495
<b>Total Workforce by Nationality</b>										
405-1 b. (2016)	Thai	% of FTEs		57.99		57.73		55.68		53.61
		Persons		7,520		7,835		6,992		6,985
Ghanian	Ghanian	% of FTEs		7.47		8.88		9.25		12.25
		Persons		969		1,205		1,162		1,596
French	French	% of FTEs		6.16		5.64		5.84		5.46
		Persons		799		765		733		712
Malagasy	Malagasy	% of FTEs		5.64		5.23		4.79		3.44
		Persons		731		710		601		448

GRI	Data	Unit	2020		2021		2022		2023	
			Male	Female	Male	Female	Male	Female	Male	Female
405-1 a. (2016)	Seychellois	% of FTEs	4.10		3.80		3.38		2.89	
		Persons	532		516		424		377	
	Other	% of FTEs	16.94		18.84		21.06		22.35	
		Persons	2,197		2,557		2,645		2,912	
<b>Total Management Workforce by Nationality</b>										
405-1 a. (2016)	Thai	% of FTEs	71.11		62.74		5.97		5.63	
		Persons	9,221		8,514		750		733	
	Ghanian	% of FTEs	0		1.13		0.07		0.28	
		Persons	0		153		9		36	
	French	% of FTEs	11.05		10.00		0.25		1.16	
		Persons	1,433		1,357		31		151	
	Malagasy	% of FTEs	0		0.09		0.01		0.01	
		Persons	0		12		1		1	
	Seychellois	% of FTEs	0		2.45		0.20		0.20	
		Persons	0		332		25		26	
	Other	% of FTEs	17.84		23.58		2.08		3.09	
		Persons	2,313		3,200		261		402	
405-1 b. (2016)	People with Disability	% of FTEs	1.75		1.56		1.71		1.86	
		Persons	227		212		215		242	
401-1 a. (2016)	New Employee	% of FTEs	14.40		8.15		12.53		19.63	
		Persons	1,867		1,106		1,573		2,558	
	Percentage of open positions filled by internal candidates (internal hires)	% of open positions	33.51		14.19		7.65		5.99	
	New employee hire and % internal hires	% of FTEs	16.64		9.60		13.67		20.94	
		Persons	2,158		1,303		1,716		2,728	
		% of FTEs	7.93	8.71	4.28	5.32	6.45	7.22	8.97	11.96
		Persons	1,028	1,130	581	722	810	906	1,169	1,559
	% internal hires	% of FTEs	N/A		N/A		1.14		1.30	
		Persons	N/A		N/A		143		170	
		% of FTEs	N/A	N/A	N/A	N/A	0.45	0.69	0.54	0.77
		Persons	N/A	N/A	N/A	N/A	56	87	70	100
<b>New Employee by area</b>										
Asia		% of FTEs	N/A		N/A		9.24		7.25	
		Persons	N/A		N/A	N/A	564	596	518	427
US Region		% of FTEs	N/A		N/A		0.44		0.86	
		Persons	N/A		N/A	N/A	19	36	65	47
EU Region		% of FTEs	N/A		N/A		3.99		12.82	
		Persons	N/A		N/A	N/A	227	274	586	1,085
<b>New employee hire by age group</b>										
<30 years		% of FTEs	N/A		1.06		7.14		10.47	
		Persons	N/A		144		896		1,364	
30 - 50 years		% of FTEs	N/A		1.18		5.89		9.35	
		Persons	N/A		160		739		1,218	

GRI	Data	Unit	2020		2021		2022		2023		
			Male	Female	Male	Female	Male	Female	Male	Female	
>50 years	% of FTEs		N/A		0.04		0.65		1.12		
	Persons		N/A		5		81		146		
<b>New employee hire and %internal hires by management level</b>											
Top-management	% of FTEs		0.17		0.08		0.04		0.04		
	Persons		22.00		11.00		5		5		
Senior-management <sup>(1)</sup>	% of FTEs		0.17		0.08		0.96	0.21		27	
	Persons		22.00		11.00			27			
Middle-management <sup>(2)</sup>	% of FTEs		0.29		0.35		120	0.78		101	
	Persons		38.00		47.00			101			
Non-management	% of FTEs		1.97		1.85		12.67		19.92		
	Persons		256.00		251.00		1,591		2,595		
Daily worker	% of FTEs		-		-		-		-		
	Persons		1,840.00		0		0		0		
<b>New employee by nationality</b>											
Thai	% of FTEs		N/A		N/A		7.03		6.86		
	Persons		N/A		N/A		883		894		
Other nationality (e.g. Burmese, Indonesian, Vietnamese, American, French, Italian, Polish, Portuguese, Seychellois, Kenyan, British, Malagasy)	% of FTEs		N/A		N/A		4.74		14.08		
	Persons		N/A		N/A		595		1,834		
401-1 b (2016)	<b>Turnover</b>										
	Total employee turnover rate	Persons	N/A		N/A		2,534		2,329		
			N/A	N/A	N/A	N/A	1,101	1,433	993	1,336	
		% of FTEs	17.49		13.23		20.18		17.87		
		%	32	29	40	60	43.45	56.55	42.64	57.36	
	Voluntary employee turnover rate	Persons	N/A		N/A		1,683		1,443		
			N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
		% of FTEs	14.89		14.89		13.40		11.07		
		%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
	<b>Turnover by Area and Gender</b>										
	Asia	Persons	N/A		N/A		677	861	518	567	
		% of FTEs	N/A		N/A		12.25		8.33		
	US Region	Persons	N/A		N/A		27	28	45	50	
		% of FTEs	N/A		N/A		0.44		0.73		
	EU Region	Persons	N/A		N/A		397	544	430	719	
		% of FTEs	N/A		N/A		7.49		8.82		
	<b>Turnover by Age Group and Gender</b>										
	<30 years	Persons	N/A		N/A		N/A		675		
		% of Total employee turnover	N/A		36.56		5.74		5.18		
	30 - 50 years	Persons	N/A		N/A		1,290		1,182		

GRI	Data	Unit	2020		2021		2022		2023			
			Male	Female	Male	Female	Male	Female	Male	Female		
		% of Total employee turnover	N/A		N/A		10.27		9.07			
>50 years		Persons	N/A		N/A		28.30		472			
		% of Total employee turnover	N/A		13.83		4.17		3.62			
<b>Turnover rate by management level</b>												
Top-management		% of Total employee turnover	N/A		9.09		0.05		0.06			
		Persons	N/A	N/A	9.09		6		8			
Senior-management <sup>(1)</sup>		% of Total employee turnover	N/A		8.16	1.15	0.34		0.34			
		Persons	N/A				44		44			
Middle-management <sup>(2)</sup>		% of Total employee turnover	N/A				1.07		1.07			
		Persons	N/A				144		140			
Non-management		% of Total employee turnover	N/A		14.93	18.99	16.40		16.40			
		Persons	-				2,384		2,137			
Daily worker		% of Total employee turnover	N/A		N/A		N/A		N/A			
		Persons	N/A		N/A		N/A		N/A			
<b>Turnover rate by nationality</b>												
Thai		% of Total employee turnover	N/A		98.03		98.76		42.34			
		Persons	N/A		N/A		559		986			
Other nationality (e.g. Burmese, Indonesian, Vietnamese, American, French, Italian, Polish, Portuguese, Seychellois, Kenyan, British, Malagasy)		% of Total employee turnover	N/A		1.31		0.53		57.66			
		Persons	N/A		N/A		3		1,343			
<b>Average hiring cost / FTE in the last fiscal year</b>		Baht/FTE	N/A		N/A		11,492.86		17,491.78			
405-2 (2016)	<b>Ratio of basic salary and remuneration of women to men</b>											
	Executive level (base salary only)	-	0.85		0.92		0.99		1.08			
	Executive level (base salary + other cash incentives)	-	0.77		0.83		0.87		1.03			
	Management level (base salary only)	-	0.70		0.80		0.79		0.86			
	Management level (base salary + other cash incentives)	-	0.68		0.75		0.83		0.86			
	Non-Management level (base salary only)	-	1.00		0.99		0.92		0.97			

GRI	Data	Unit	2020		2021		2022		2023	
			Male	Female	Male	Female	Male	Female	Male	Female
	Data coverage of Equal remuneration	%	100		100		100		100	
404-1 (2016)	<b>Training an Education</b>									
	Average hours per FTE of training and development	Hours/ FTE/ year	5.90		6.70		4.94		27.06	
			N/A	N/A	7.23	6.70	2.10	2.84	25.34	28.27
	<b>Average Hours of Training by age group</b>									
	18 - 25 years	Hours/ FTE/ year	N/A		16.77		18.85		29.06	
	>25 - 35 years	Hours/ FTE/ year	N/A		15.57		23.04		27.34	
	>35 - 49 years	Hours/ FTE/ year	N/A		14.30		20.70			
	>49 years	Hours/ FTE/ year	N/A		12.19		15.88		21.24	
	<b>Average Hours of Training by management level</b>									
	Top-management	Hours/ FTE/ year	N/A	N/A	N/A	N/A	11.46	35.80	20.50	24.00
	Senior-management	Hours/ FTE/ year	N/A	N/A	N/A	N/A	18.86	31.61	17.41	20.93
	Middle-management	Hours/ FTE/ year	N/A	N/A	N/A	N/A	24.43	30.03	37.41	38.57
	Non-management	Hours/ FTE/ year	N/A	N/A	N/A	N/A	18.04	20.71	25.64	27.15
	Daily worker	Hours/ FTE/ year	N/A	N/A	N/A	N/A	15.12	17.15	12.28	12.52
<b>Average Hours of Training by nationality</b>										
	Thai	Hours/ FTE/ year	N/A		14.92		19.05	22.12	25.42	28.36
	Other nationality (e.g. Burmese, Indonesian, Vietnamese, American, French, Italian, Polish, Portuguese, Seychellois, Kenyan, British, Malagasy)	Hours/ FTE/ year	N/A		4.89		6.81	6.00	20.38	20.14
<b>Employee Training and Development Amount Spending</b>										
Average amount spent per FTE on training and development	Baht/ FTE/ year	1,692		1,394		341.42		2,375.70		
		N/A	N/A	1,353	1,141	334.36	357.72	2,157.87	2,529.05	
Total investment on employees training	Million Baht	N/A	N/A	N/A	N/A	5.16	7.40	2.71	4.51	
<b>Average Spending of Training by age group</b>										
	18 - 25 years	Baht/ FTE/ year	N/A		276		747.88		1,963.19	
	>25 - 35 years	Baht/ FTE/ year	N/A		1,768		2,720.52		2,625.27	
	>35 - 49 years	Baht/ FTE/ year	N/A		1,448		2,311.54			
	>49 years	Baht/ FTE/ year	N/A		832.63		1,264.78		1,021.95	
<b>Average Spending of Training by management level</b>										
	Top-management	Baht/ FTE/ year	N/A		17,160.00		1,686.74	-	1,046.21	2,776.00
	Senior-management	Baht/ FTE/ year	N/A		7,029.00		1,939.14	5,445.62	1,099.63	3,195.80

GRI	Data	Unit	2020		2021		2022		2023	
			Male	Female	Male	Female	Male	Female	Male	Female
	Middle-management	Baht/ FTE/ year					6,766.45	7,661.22	7,021.54	6,531.23
	Non-management	Baht/ FTE/ year		N/A	702.57	991.82	1,745.72	1,973.38	2,022.34	
	Daily worker	Baht/ FTE/ year		N/A	61.19	69.39	45.20	31.68	34.38	
<b>Average Spending of Training by nationality</b>										
	Thai	Baht/ FTE/ year	N/A	N/A	1,427.10	1,821.76	2,575.64	2,184.46	2,554.92	
	Other nationality (e.g. Burmese, Indonesian, Vietnamese, American, French, Italian, Polish, Portuguese, Seychellois, Kenyan, British, Malagasy)	Baht/ FTE/ year	N/A	N/A	14,736.78	1,300.00	500.00	514.66	247.84	
-	<b>Employee Engagement</b>									
	<b>Employee engagement result</b>	Employee Engagement Survey (% of actively engaged employees)		-	-		72		N/A <sup>(3)</sup>	
-	<b>HC ROI</b>	Baht/Baht		1.57	1.63		1.56		1.53	
-	<b>% Employees represented by an independent trade union or covered by collective bargaining agreements</b>	% Employee		83.17	83.68		83.68		82.59	

**Remark:**

- N/A = Not available
- No data = No data
- Not Applicable = those indicators are not relevance to the company's business.
- GRI 2-8 a. (2021) Total Workforce by Employment Type of Contractor and Other, GRI 401-2 (2016), GRI 401-3 (2016) Parental leave to be disclose in 2024 Thai Union Sustainable Report.
- <sup>(1)</sup> : Change from Middle-management in 2022
- <sup>(2)</sup> : Change from Junior-management in 2022
- <sup>(3)</sup> : Engagement survey was not conducted for 2023.

GRI	Data	Unit	2020	2021	2022	2023 <sup>(1)</sup>
<b>Occupational Health and Safety (2018)</b>						
403-8 (2018), 13.19.9 <b>Workers Covered by an Occupational Health and Safety Management System</b>						
<b>Employee<sup>(2)</sup></b>						
Covered by an occupational health and safety management system	Person	38,084	40,200	42,285 <sup>(3)</sup>	42,189	
	%	100	100	100	100	
Covered by such a system that has been internally audited	Person	38,084	40,200	42,285 <sup>(3)</sup>	42,189	
	%	100	100	100	100	
Covered by such a system that has been audited or certified by an external party	Person	38,084	40,200	42,285 <sup>(3)</sup>	42,189	
	%	N/A	N/A	N/A	N/A	
<b>Contractor<sup>(4)</sup></b>						
Covered by an occupational health and safety management system	Person	61,470	39,068	222,695	109,831	
	%	100	100	100	100	
Covered by such a system that has been internally audited	Person	61,470	39,068	222,695	109,831	
	%	100	100	100	100	
Covered by such a system that has been audited or certified by an external party	Person	61,470	39,068	222,695	109,831	
	%	100	100	100	100	
<b>Work-related injuries</b>						
403-9 (2018), 13.19.9 <b>Fatalities as a Result of Work-Related Injury</b>						
Employee	Case	0	0	0	1 <sup>(5)</sup>	
	Contractor	Case	0	0	0	0
<b>Rate Fatalities as a Result of Work-Related Injury</b>						
Employee	Case/200,000 hours worked	0	0	0	0	0.0018
	Contractor	Case/200,000 hours worked	0	0	0	0
<b>High-Consequence Work-Related Injuries (Excluding Fatalities)</b>						
Employee	Case	2	2	2	3 <sup>(6)</sup>	
	Contractor	Case	0	0	1	0
<b>Rate of High-Consequence Work-Related Injuries (Excluding Fatalities)</b>						
Employee	Case/200,000 hours worked	0.004	0.002	0.004	0.01	
	Contractor	Case/200,000 hours worked	0	0	0.019	0.00
<b>Total Recordable Incident Case<sup>(7)</sup></b>						
Employee	Case	376	311	436	293.00	

GRI	Data	Unit	2020	2021	2022	2023 <sup>(1)</sup>
	Contractor	Case	15	34	15	8.00
<b>Total Recordable Incident Rate (TRIR)</b>						
	Employee	Case/200,000 hours worked	0.68	0.62	0.79	0.51
	Contractor	Case/200,000 hours worked	0.22	0.56	0.29	0.13
<b>Number of Working Hours (8)</b>						
	Employee	Hours	110,113,322.00	100,071,200.05	110,124,276.32	113,886,307.69
	Data coverage	% of revenue	98	99	99	99.00
	Contractor	Hours	13,903,515.56	12,245,425.93	10,504,055.95	11,955,015.87
	Data coverage	% of revenue	98	99	99	99
<b>Lost Work Day (LWD) &amp; Lost Day Rate (LDR)</b>						
	Employee	Lost workday	2,968	2,631	2,485	1,644
		Lost workday/200,000 hours worked	5.39	5.26	4.51	2.89
	Contractor	Lost workday	191.87	187	164	92
		Lost workday/200,000 hours worked	2.76	3.05	3.12	1.54
<b>Work-Related Ill Health</b>						
403-10 (2018)	<b>Number of Fatalities as a Result of Work-Related Ill Health (9)</b>					
	Employee	Case	0	0	0	0
	Contractor	Case	0	0	0	0
<b>Number of Cases of Recordable Work-Related Ill Health</b>						
	Employee	Case	0	0	0	0
	Contractor	Case	0	0	0	0
<b>Occupational Diseases Rate (ODR)</b>						
	Employee	Case	0	0	0	0
		Case/200,000 hours worked	0	0	0	0
	Data coverage	% of revenue	98	99	99	99
	Contractor	Case	0	0	0	0
		Case/200,000 hours worked	0	0	0	0
	Data coverage	% of revenue	98	99	99	99
<b>Loss Time Injury Frequency Rate: LTIFR</b>						
	Employee	Case	264	196	183 <sup>(3)</sup>	134.00
		Case/200,000 hours worked	0.48	0.39	0.32	0.24
	Contractor	Case	16	24	10	7
		Case/200,000 hours worked	0.22	0.39	0.19	0.12

GRI	Data	Unit	2020	2021	2022	2023 <sup>(1)</sup>
<b>Occupational Illness Frequency Rate: OIFR</b>						
-	Employee	Case/200,000 hours	0	0	0	0
		worked				
	Contractor	Case/200,000 hours worked	0	0	0	0

**Remark:**

- N/A = Not available
- No data = No data
- Not Applicable = those indicators are not relevance to the company's business.
- <sup>(1)</sup> Data covers offices, factories, and farms in Thailand, Indonesia, Vietnam, France, Portugal, Poland, Germany, Norway, Ghana, Seychelles, Lithuania, Italy, Ireland, Netherlands, the United Kingdom, Russian Federation, and the United States of America. The occupational health and safety data excludes retail operations.
- <sup>(2)</sup> The number of employee covers employees working in the factory.
- <sup>(3)</sup> The data has been amended from SD report 2022.
- <sup>(4)</sup> The number of contractor covers contractors working in the factory, including contractors for maintenance work, temporary contractor, and permanent contractor. The number of contractor is counted from 1 person per day.
- <sup>(5)</sup> In 2023, there was fatality case regarding to contact with moving machine. The Company has established and driven the machine risk assessment and machine improvement programs and now closely working on a comprehensive health and safety prevention program.
- <sup>(6)</sup> In 2023, there were 3 permanent disability incidents occurred in Thailand (2 incidents) and Seychelles (1 incident), respectively. The company is closely working on a comprehensive health and safety prevention program.
- <sup>(7)</sup> Total recordable incident (TRIR) including medical treatment, restricted work case, lost day case, disability and fatality
- <sup>(8)</sup> Total working hour covers employees and contractors.
- <sup>(9)</sup> Since 2020, there was no work-related ill health incident reported from Workmen's Compensation Fund.

## ENVIRONMENTAL PERFORMANCE

GRI	Data	Unit	2020	2021	2022	2023 <sup>(1),(2),(3)</sup>
<b>Material</b>						
301-1 (2016)	<b>Total material used</b>	Tons	N/A	16,520	32,288.40	18,935.10
	<b>Non renewable material</b>	Tons	N/A	4,966.20	13,451.10	6,151.40
	Wood/Paper fiber packaging	Tons	N/A	4,537.00	11,375.10	5,476.3
	Plastic packaging	Tons	N/A	429.2	2,076.00	675.1
	<b>Renewable material</b>	Tons	N/A	11,553.80	18,837.30	12,783.70
	Metal packaging	Tons	N/A	10,865.00	18,064.20	12,638.4
	Glass packaging	Tons	N/A	77	773.1	145.3
	Plastic packaging	Tons	N/A	611.8	0	0
301-2 (2016)	<b>Percentage of materials used that are recycled input materials</b>	%	N/A	70	58.34	67.51
<b>Energy<sup>(4)</sup></b>						
302-1 (e) (2016)	<b>Total energy consumption within the organization</b>	GJ	4,387,944	4,352,382	4,409,020	4,232,124
302-1 (a) (2016)	<b>Total non-renewable energy</b>	GJ	2,807,560	2,753,165	2,728,479	2,538,122
	Fuel Oil (Bunker Oil)	GJ	726,432	522,192	539,254	429,805
	Natural Gas	GJ	285,944	298,299	292,836	287,586
	Diesel	GJ	35,781	20,877	45,508	85,923
	Biodiesel (B7)	GJ	54,362	45,495	91,552	89,151
	Biodiesel (B10) <sup>(5)</sup>	GJ	17,685	23,385	0	0
	LPG	GJ	205,261	235,281	231,994	226,360
	Coal	GJ	1,477,229	1,603,647	1,523,286	1,413,542
	Gasoline/ Petrol	GJ	3,348	2,504	1,909	2,269,376
	Biogasoline E10	GJ	1,518	1,485	2,140	3,484
	Biogasoline E20 <sup>(6)</sup>	GJ	0	0	0	2.11
302-1 (b) (2016)	<b>Total renewable energy</b>	GJ	239,148	250,268	375,033	489,189
	Biogas	GJ	69,451	71,657	45,485	45,997
	Wood Pellet	GJ	136,940	146,856	263,227	230,827
	Fuel wood/Wood chip	GJ	No data	No data	2,800	2,731
	Saw Dust	GJ	No data	3	4	106.64
	Palm kernel shell <sup>(6)</sup>	GJ		0	0	124,217.1
	Solar Panel	GJ	32,757	31,752	63,517	85,311
302-1 (c) (2016)	<b>Total Indirect Energy (electricity)</b>	GJ	1,341,236	1,348,949	1,305,508	1,204,813
	Steam / heating / cooling and other energy (non-renewable) purchased for consumption	GJ	1,341,236	1,351,763	1,305,508	1,204,813

GRI	Data	Unit	2020	2021	2022	2023 <sup>(1),(2),(3)</sup>
	Electricity (non-renewable) purchased	MWh	372,566	374,708	365,934.83	337,920
		GJ	1,341,236	1,348,949	1,305,508	1,204,800
	Steam (non-renewable) purchased <sup>(6)</sup>	GJ	No data	0	0	13
	Cooling (non-renewable) purchased	GJ	N/A	N/A	N/A	N/A
302-2 (2016)	<b>Energy consumption outside of the organization</b>	GJ	No data	No data	No data	No data
302-3 (2016)	<b>Total Energy Intensity</b>	GJ/Ton FG	5.64	5.49	5.67	6.08
-	<b>Total finish good volume<sup>(4)</sup></b>	Tons	778,098	793,282	776,297	692,380
302-4 (2016)	<b>Total reduction of energy consumption</b>	GJ	N/A	N/A	N/A	N/A
	Fuel saving	GJ	N/A	N/A	N/A	N/A
	Total indirect Energy (electricity) saving	MWh	N/A	N/A	N/A	N/A
		GJ	N/A	N/A	N/A	N/A
302-5	<b>Reduction in energy requirements of products and services</b>	GJ	N/A	N/A	N/A	N/A
-	data coverage	% Revenue	99.8	99.7	99.5	99.7
<b>Greenhouse Gases Emission (GHGs)<sup>(4),(7),(8)</sup></b>						
305-1 (2016), 13.1.2	<b>Direct GHG emission (Scope 1)<sup>(7),(8)</sup></b>	Tons CO <sub>2</sub> eq	317,453	323,493	295,649	269,031
	Biogenic CO <sub>2</sub> emissions	Tons CO <sub>2</sub> eq	27,340	33,245	33,464	35,358
305-2 (2016), 13.1.3	<b>Indirect GHG emissions (Scope 2)<sup>(7),(8)</sup></b>	Tons CO <sub>2</sub> eq	186,852	188,119	180,713	165,305
305-3 (2016), 13.1.4	<b>Total Other relevant indirect GHG emission (scope 3)</b>	Tons CO <sub>2</sub> eq	N/A	4,071,680	3,557,102	4,165,375
	Scope 3 Category 1: Purchased goods and services	Tons CO <sub>2</sub> eq	N/A	3,020,096	2,455,661	3,072,215
	Scope 3 Category 2: Capital goods	Tons CO <sub>2</sub> eq	N/A	14,327	30,610	63,370
	Scope 3 Category 3: Fuel and energy related activities	Tons CO <sub>2</sub> eq	N/A	42,823	68,045	68,262
	Scope 3 Category 4: Upstream transportation & distribution	Tons CO <sub>2</sub> eq	N/A	162,303	108,441	60,551
	Scope 3 Category 5: Waste generated in operations	Tons CO <sub>2</sub> eq	N/A	13,499	9,975	9,376
	Scope 3 Category 6: Business travel	Tons CO <sub>2</sub> eq	N/A	2,315	3,503	3,635

GRI	Data	Unit	2020	2021	2022	2023 <sup>(1),(2),(3)</sup>
	Scope 3 Category 7: Employee commuting	Tons CO <sub>2</sub> eq	N/A	75,999	82,671	76,155
	Scope 3 Category 8: Upstream leased assets	Tons CO <sub>2</sub> eq	Not Applicable	Not Applicable	Not Applicable	Not Applicable
	Scope 3 Category 9: Downstream transportation & distribution	Tons CO <sub>2</sub> eq	N/A	139,328	167,050	254,679
	Scope 3 Category 10: Processing of sold products	Tons CO <sub>2</sub> eq	N/A	20,360	22,662	26,232
	Scope 3 Category 11: Use of sold products	Tons CO <sub>2</sub> eq	Not Applicable	Not Applicable	Not Applicable	Not Applicable
	Scope 3 Category 12: End-of-life treatment of sold products	Tons CO <sub>2</sub> eq	N/A	105,564	105,461	173,784
	Scope 3 Category 13: Downstream leased assets	Tons CO <sub>2</sub> eq	Not Applicable	Not Applicable	Not Applicable	Not Applicable
	Scope 3 Category 14: Franchises	Tons CO <sub>2</sub> eq	Not Applicable	Not Applicable	Not Applicable	Not Applicable
	Scope 3 Category 15: Investments	Tons CO <sub>2</sub> eq	N/A	475,065	503,023	357,309
	Total biogenic CO <sub>2</sub> emissions (scope 3)	Tons CO <sub>2</sub> eq	N/A	N/A	N/A	N/A
305-4 (2016), 13.1.5	<b>GHG emission intensity (scope 1 &amp; 2)</b>	Tons CO <sub>2</sub> eq	0.65	0.64	0.61	0.63
	data coverage	%	99.8	99.7	99.5	99.7
305-5 (2016), 13.1.6	<b>Total estimated annual CO<sub>2</sub> savings</b>	Tons CO <sub>2</sub> eq	N/A	N/A	N/A	N/A
	GHG annual reduction target at fiscal year	Tons CO <sub>2</sub> eq	N/A	N/A	N/A	N/A
305-6 (2016), 13.1.7	<b>Emission of ozone-depleting substance (ODS)</b>	Tons CO <sub>2</sub> eq	No data	No data	No data	No data
-	data coverage	% Revenue	99.8	99.7	99.5	99.7
<b>NO<sub>x</sub>, SO<sub>x</sub>, and Other significant air emission<sup>(9)</sup></b>						
305-7 (2016), 13.1.8	NO <sub>x</sub>	Tons NO <sub>2</sub>	N/A	N/A	N/A	73.6
	NO <sub>x</sub> intensity	Tons NO <sub>2</sub> /Ton FG	N/A	N/A	N/A	0.00011
	SO <sub>x</sub>	Tons SO <sub>x</sub>	N/A	N/A	N/A	306.8
	SO <sub>x</sub> intensity	Tons SO <sub>2</sub> /Ton FG	N/A	N/A	N/A	0.0004
	Persistent organic pollutants (POP)	Tons POP	Not applicable	Not applicable	Not applicable	Not applicable
	POP intensity	Tons POP/Ton FG	Not applicable	Not applicable	Not applicable	Not applicable
	Volatile organic compounds (VOC)	Tons VOC	Not applicable	Not applicable	Not applicable	Not applicable
	VOC intensity	Tons VOC/Ton FG	Not applicable	Not applicable	Not applicable	Not applicable
	Hazardous air pollutants (HAP)	Tons HAP	Not applicable	Not applicable	Not applicable	Not applicable

GRI	Data	Unit	2020	2021	2022	2023 <sup>(1),(2),(3)</sup>
	HAP intensity	Tons HAP/Ton FG	Not applicable	Not applicable	Not applicable	Not applicable
	Particulate matter (PM)	Tons PM	N/A	N/A	N/A	65.7
	PM intensity	Tons PM/Ton FG	N/A	N/A	N/A	0.00009
<b>Water Withdrawal<sup>(4)</sup></b>						
303-3 (a,c) (2018), 13.7.4	<b>Total water withdrawal from all areas</b>	Mil m <sup>3</sup>	13.53	12.25	12.15	9.65
	<b>Fresh water (TDS ≤1,000 mg/L)</b>	Mil m <sup>3</sup>	8.81	8.75	9.55	8.27
	Surface water	Mil m <sup>3</sup>	1	0.78	0.85	0.54
	Groundwater	Mil m <sup>3</sup>	1.49	2.37	2.41	2.23
	Seawater	Mil m <sup>3</sup>	0	0	0	0
	Produced water	Mil m <sup>3</sup>	Not applicable	Not applicable	Not applicable	Not applicable
	Rainwater collected by organization	Mil m <sup>3</sup>	0.26	0.23	0.22	0.34
	<b>Third party water<sup>(10)</sup></b>	Mil m <sup>3</sup>	6.05	5.38	6.06	5.16
	Surface municipal water	Mil m <sup>3</sup>	6.05	5.38	6.06	5.16
	Ground municipal water	Mil m <sup>3</sup>	Not applicable	Not applicable	Not applicable	Not applicable
	<b>Other water source from manufacturing process<sup>(11)</sup></b>	Mil m <sup>3</sup>	0	0	0	0.0084
	data coverage	% Revenue	99.8	99.7	99.5	99.7
	<b>Other water (TDS &gt;1,000 mg/L Total Dissolved Solids)</b>	Mil m <sup>3</sup>	4.73	3.5	2.60	1.38
	Surface water	Mil m <sup>3</sup>	0.01	0.02	0.01	0.01
	Groundwater	Mil m <sup>3</sup>	0	0	0	0
	Seawater	Mil m <sup>3</sup>	4.72	3.48	2.59	1.37
	Produced water	Mil m <sup>3</sup>	Not applicable	Not applicable	Not applicable	Not applicable
	Rainwater	Mil m <sup>3</sup>	Not applicable	Not applicable	Not applicable	Not applicable
	<b>Third party water</b>	Mil m <sup>3</sup>	Not applicable	Not applicable	Not applicable	Not applicable
	Surface municipal water	Mil m <sup>3</sup>	Not applicable	Not applicable	Not applicable	Not applicable
	Ground municipal water	Mil m <sup>3</sup>	Not applicable	Not applicable	Not applicable	Not applicable
	data coverage	% Revenue	99.8	99.7	99.5	99.7
303-3 (b,c) (2018), 13.7.4	<b>Total water withdrawal from water stress area<sup>(12),(13)</sup></b>	Mil m <sup>3</sup>	N/A	N/A	0.21	0.22
	<b>Fresh water (TDS ≤1,000 mg/L)</b>	Mil m <sup>3</sup>	N/A	N/A	0.21	0.22
	Surface water	Mil m <sup>3</sup>	N/A	N/A	0	-
	Groundwater	Mil m <sup>3</sup>	N/A	N/A	0	-

GRI	Data	Unit	2020	2021	2022	2023 <sup>(1),(2),(3)</sup>
	Seawater	Mil m <sup>3</sup>	N/A	N/A	0	0
	Produced water	Mil m <sup>3</sup>	Not applicable	Not applicable	Not applicable	Not applicable
	Rainwater	Mil m <sup>3</sup>	N/A	N/A	0	-
	<b>Third party water</b>	Mil m <sup>3</sup>	N/A	N/A	0.21	0.22
	Surface municipal water	Mil m <sup>3</sup>	N/A	N/A	0.21	0.22
	Ground municipal water	Mil m <sup>3</sup>	Not applicable	Not applicable	Not applicable	Not applicable
	data coverage	% Revenue	99.8	99.7	99.5	99.7
	<b>Other water (TDS &gt;1,000 mg/L Total Dissolved Solids)</b>	Mil m <sup>3</sup>	N/A	N/A	0	-
	Surface water	Mil m <sup>3</sup>	N/A	N/A	0	-
	Groundwater	Mil m <sup>3</sup>	N/A	N/A	0	0
	Seawater	Mil m <sup>3</sup>	N/A	N/A	0	0
	Produced water	Mil m <sup>3</sup>	Not applicable	Not applicable	Not applicable	Not applicable
	Rainwater	Mil m <sup>3</sup>	Not applicable	Not applicable	Not applicable	Not applicable
	<b>Third party water</b>	Mil m <sup>3</sup>	Not applicable	Not applicable	Not applicable	Not applicable
	Surface municipal water	Mil m <sup>3</sup>	Not applicable	Not applicable	Not applicable	Not applicable
	Ground municipal water	Mil m <sup>3</sup>	Not applicable	Not applicable	Not applicable	Not applicable
	data coverage	% Revenue	99.8	99.7	99.5	99.7
-	<b>Total Water recycled &amp; Water reused</b>	Mil m <sup>3</sup>	1.95	1.29	1.58	1.88
-		% of total water withdrawal	14.4	10.53	13.16	19.50
-	Water reused	Mil m <sup>3</sup>	0.96	1.15	1.18	1.22
-	Water recycled	Mil m <sup>3</sup>	0.99	0.14	0.40	0.66
<b>Water Discharged</b> <sup>(4),(14),(15),(16)</sup>						
303-4 (2018), 13.7.5	<b>Total water discharged to all areas</b>	Mil m <sup>3</sup>	3.49	7.87	8.20	5.56
	<b>Fresh water (TDS ≤1,000 mg/L)</b>	Mil m <sup>3</sup>	N/A	N/A	N/A	N/A
	Surface water	Mil m <sup>3</sup>	1.07	4.48	4.42	3.56
	Groundwater	Mil m <sup>3</sup>	0	0	0	0
	Seawater	Mil m <sup>3</sup>	1.64	2.37	2.89	1.29
	<b>Third party organization for further treatment process</b>	Mil m <sup>3</sup>	0.78	1.02	0.89	0.71
	data coverage	% Revenue	99.8	99.7	99.5	99.7
	<b>Other water (TDS &gt;1,000 mg/L Total Dissolved Solids)</b>	Mil m <sup>3</sup>	N/A	N/A	N/A	N/A
	Surface water	Mil m <sup>3</sup>	0	0	0	0

GRI	Data	Unit	2020	2021	2022	2023 <sup>(1),(2),(3)</sup>
	Groundwater	Mil m <sup>3</sup>	0	0	0	0
	Seawater	Mil m <sup>3</sup>	1.64	2.37	2.89	1.29
	<b>Third party organization for further treatment process</b>	Mil m <sup>3</sup>	N/A	N/A	N/A	0
	data coverage	% Revenue	99.8	99.7	99.5	99.7
303-4(b) 2018, 13.7.5	<b>Total water discharged to all areas with water stress</b>	Mil m <sup>3</sup>	N/A	N/A	0.2	0.20
	Fresh water (TDS ≤1,000 mg/L)	Mil m <sup>3</sup>	N/A	N/A	N/A	0.20
<b>Water Consumption</b> <sup>(4)</sup>						
303-5 (2018), 13.7.6	<b>Total water consumption from all areas</b> (Total water withdrawal - Total water discharge)	Mil m <sup>3</sup>	10.05	4.38	3.95	4.10
	<b>Total water consumption from all areas with water stress</b> (Total water withdrawal - Total water discharge)	Mil m <sup>3</sup>	N/A	N/A	0.01	0.02
-	<b>Water Consumption intensity</b>	m <sup>3</sup> /Ton FG	12.91	5.52	5.09	5.92
-	data coverage	% Revenue	99.8	99.7	99.5	99.7
<b>Waste generated</b> <sup>(8)</sup>						
306-3 (2020), 13.8.4	<b>Total Waste generated</b>	Tons	59,615	77,903	68,118	64,551
	<b>Total non-hazardous waste generated</b>	Tons	58,472	74,986	67,214	63,494
	<b>Total hazardous waste generated</b>	Tons	1,143	2,917	904	1,057
	data coverage	% Revenue	99.8	99.7	99.5	99.7
<b>Waste diverted from disposal</b> <sup>(4)</sup>						
306-4 (2020), 13.8.5	<b>Total Waste diverted from disposal</b>	Tons	34,244	48,847	43,609	38,309
	<b>Total Non-Hazardous waste diverted from disposal</b>	Tons	33,764	48,477	42,704	37,794
	Preparation for reuse	Tons	3,737	2,362	2,587	2,080
	Onsite	Tons	0	0	0	0
	Offsite	Tons	3,737	2,362	2,587	2,080
	Recycling	Tons	20,785	29,643	24,378	18,499
	Onsite	Tons	0	0	0	0
	Offsite	Tons	20,785	29,643	24,378	18,499
	Other recovery operations: Composting	Tons	9,242	16,472	15,715	17,216
	Onsite	Tons	0	0	0	0
	Offsite	Tons	9,242	16,472	15,715	17,216

GRI	Data	Unit	2020	2021	2022	2023 <sup>(1),(2),(3)</sup>
	Other: Site reclamation <sup>(17)</sup>	Tons	0	0	24	0
	Onsite	Tons	0	0	24	0
	Offsite	Tons	0	0	0	0
	<b>Total Hazardous Waste diverted from disposal</b>	Tons	480	370	905	515
	Preparation for reuse	Tons	225	243	264	229
	Onsite	Tons	0	0	0	0
	Offsite	Tons	225	243	264	229
	Recycling	Tons	254	127	135.1	285
	Onsite	Tons	0	0	0	0
	Offsite	Tons	254	127	135.1	285
	Other recovery operations: Composting	Tons	0	0	10	0
	Onsite	Tons	0	0	0	
	Offsite	Tons	0	0	10	0
<b>Waste directed to disposal <sup>(8)</sup></b>						
306-5 (2020), 13.8.6	<b>Total waste directed to disposal</b>	Tons	25,371	23,072	24,959	26,035
	<b>Total Non-hazardous waste directed to disposal</b>	Tons	24,708	21,110	24,513	25,700
	Recovery, including Energy Recovery	Tons	1,897	8,006	9,602	10,900
	Onsite	Tons	0	0	0	0
	Offsite	Tons	1,897	8,006	9,602	10,900
	Incineration without Heat Recovery (i.e. Mass Burn)	Tons	551	295	232	147
	Onsite	Tons	0	0	0	0
	Offsite	Tons	551	295	232	147
	Landfilling	Tons	13,407	12,707	14,679	14,537
	Onsite	Tons	0	0	0	0
	Offsite	Tons	13,407	12,707	14,679	14,537
	Other disposal operations: On-site Storage	Tons	0	5,399	0	0
	Onsite	Tons	0	5,399	0	0
	Offsite	Tons	0	0	0	0
	Other disposal operations: Other Disposal Methods <sup>(18)</sup>	Tons	8,853	102	0.10	115
	Onsite	Tons	0	0	0	0
	Offsite	Tons	8,853	102	0.10	115.12
	<b>Total hazardous waste directed to disposal</b>	Tons	663	1,962	445	336
	Recovery, including Energy Recovery	Tons	210	293	345	310
	Onsite	Tons	0	0	0	0

GRI	Data	Unit	2020	2021	2022	2023 <sup>(1),(2),(3)</sup>
-	Offsite	Tons	210	293	345	310
	Incineration without Heat Recovery (i.e. Mass Burn)	Tons	5	45	31	10
	Onsite	Tons	0	0	0	0
	Offsite	Tons	5	45	31	10
	Landfilling	Tons	420	1,624	2	2
	Onsite	Tons	0	0	0	0
	Offsite	Tons	420	1,624	2	2
	Other disposal operations: On-site Storage	Tons	0	585	50	207
	Onsite	Tons	0	585	50	207
	Offsite	Tons	0	0	0	0
	Other disposal operations: Other Disposal Methods <sup>(18)</sup>	Tons	28	0	68	13
	Onsite	Tons	0	0	0	0
	Offsite	Tons	28	0.36	68	13
-	Waste disposed by landfill and incineration	Tons	16,491	22,970	24,891	25,907
-	Waste disposed by landfill and incineration per production unit	kg/Ton FG	21	29	32	37
<b>Food Loss <sup>(4),(19)</sup></b>						
-	Total weight of food loss from operations (A)	Tons	118,087	124,059	139,651	125,970
	Total weight of food loss volumes used for alternative purposes (B)	Tons	116,458	122,835	138,659	125,015
	Total food loss discarded (A - B)	Tons	1,628	1,224	992	955
	Food loss intensity	Tons/Bath Billion	15.05	10.84	8.35	9.01
	data coverage	% Revenue	95.38	100	100	100
<b>Packaging Materials</b>						
2.3.3	Total weight of wood/paper fiber packaging	Tons	21,021.01	4,537.20	11,375.10	5476.3
	Recycled and/or certified wood/paper fiber	% of total weight	67.00	73.18	55.72	59.27
	Total weight of metal packaging	Tons	25,824.45	10,865.02	18,064.20	12638.40
	Recycled metal	% of total weight	67.00	48.31	48.45	38.29
	Total weight of glass packaging	Tons	736.41	76.68	773.1	145.3
	Recycled glass	% of total weight	67.00	75.00	0.81	0
	<b>Plastic Packaging</b>					
2.3.4	<b>Total weight of all plastic packaging</b>	Tons	1,957.10	1,041.30	2,076.00	675.1

GRI	Data	Unit	2020	2021	2022	2023 <sup>(1),(2),(3)</sup>
	Percentage of recyclable plastic packaging	% of the total weight of all plastic packaging	33.00	58.77	46.55	65.87
	Percentage of compostable plastic packaging	% of the total weight of all plastic packaging	0	0	0	0
	Percentage of recycled content within your plastic packaging	% of the total weight of all plastic packaging	0	3.52	1.29	3.46
	Data Coverage	% of cost of goods sold	94.00	90.00	90.00	90.00

**Remark:**

- N/A = Not available (the data is not ready to disclose in the reporting year)
- No data = No data
- Not Applicable = those indicators are not relevance to the company's business.
- <sup>(1)</sup> Scope of Data:
  1. Data covers the following operations:
    - Factories in Thailand, Indonesia, Vietnam, France, Portugal, Poland, Germany, Norway, Ghana, Seychelles, Lithuania, Russia Federal, and the United States of America.
    - Offices and Farms in Thailand
  2. The environmental data excludes the following operations:
    - Retail operations
    - Offices located outside Thailand

The data reporting is in progress and expected to report in the next 2 reporting years.
- <sup>(2)</sup> The performance data of following farms and hatcheries operations is not included in the performance data 2023 since those operations have been ceased since 2022.
  - Thai Union Hatchery Co.,Ltd. (7 operations)
  - TMK Farm Co.,Ltd. (2 operation)
- <sup>(3)</sup> In 2023, The following manufacturing operation has been ceased since April 2023 and the performance data were reported until June 2023.
  - Hawesta-Feinkost Hans Westphal GmbH & Co. KG, Germany
- <sup>(4)</sup> The following performance data have been amended from the performance data reported in SD report 2022 for more accuracy:
  - Reporting year 2020-2021:
    - Waste directed to disposal
    - Non hazardous waste - composting category from onsite to offsite
  - Reporting year 2022
    - Total finish good volume
    - Energy consumption
    - Greenhouse gases
    - Water withdrawal
    - Water discharged
    - Water consumption
    - Waste generated
    - Waste diverted from disposal
    - Waste directed to disposal
    - Non hazardous waste - composting category from onsite to offsite
- <sup>(5)</sup> Biodiesel B10 is no longer used in 2022
- <sup>(6)</sup> The following energy flues have been used in TU's operations since 2023.
  - Biogasoline E20
  - Palm kernel shell
  - Steam purchased from other organization.

- (7) The data of GHG emission are calculated based on the amendment of GHG emission calculation methodology in 2021. The following key amendments of GHG emission calculation methodology are:
  - Amendment of emission factors for GHG scope 1 emission aligning with Thailand Greenhouse Gases Management Organization (TGO), GHG Protocol, 2006 Intergovernmental Panel on Climate Change (IPCC) Guidelines for National Greenhouse Gas Inventories, and 2013 IPCC Fifth Assessment Report (AR5).
  - Amendment of emission factors for GHG scope 2 (electricity) by country aligning with GHG Protocol: Green-e Energy Residual Mix Emissions Rates (2018), UNFCCC Harmonized Grid Emission factor data set version 3.0 (December 2021), Institute for Global Environmental Strategies (2022), and TGO.
  - Amendment of GHG emission calculation methodology for wastewater treatment plant, refrigerant, and domestic septic tank regarding to the 2006 IPCC Guidelines for National Greenhouse Gas Inventories Volume 5 Waste.
  - The indirect GHG emission (scope 2) is verified in market-based approach.
- (8) GHG Emission trends:
  1. The GHG emission trend in 2022 decreased from GHG emission in 2021 due to the following improvement:
    - Improve measurement method of methane generated from wastewater treatment plant by using actual meter reading instead of calculation.
    - Change wastewater treatment process in factory in Vietnam.
    - Change unit of natural gas consumption from m<sup>3</sup> to kWh, which can result in the emission factor adjustment to align with the accurate natural gas consumption unit.
    - Adjust scope of septic tank calculation.
  2. The GHG emission trend in 2023 decreased from GHG emission in 2022 due to the following improvement:
    - Adjust emission factor of electricity in the operations located in France, Poland and Portugal.
    - Increase electricity consumption from solar panels.
    - Change energy fuels from non-renewable source to renewable sources in steam generation process (i.e. wood pellet, wood chip, palm kernel shell)
    - Increase energy fuels from fossil fuels to biofuels in stationary combustion and mobile combustion activities.
- (9) The initial reporting of significant emissions e.g. NO<sub>x</sub>, SO<sub>x</sub> and TSP have been placed in the performance year 2023.
- (10) The third-party water includes desalinated water produced from seawater by private utilities and municipal water produced by the public utilities.
- (11) Other water source is water generated from manufacturing process (e.g. ice packed from freezed raw materials). The Company will monitor the volume of this water withdrawal source and improve in the next reporting year.
- (12) The water stress assessment has been conducted by using the AQUEDUCT provided by the Water Resources Institute (WRI).
- (13) According to the AQUEDUCT, water stress area has been evaluated based on the country level. The result of water stress area has been classified as High level (40%-80%) and Extremely High level (>80%)
- (14) Water discharge: The treated wastewater from TU's operations is discharged to the following destinations
  1. Surface water
  2. Seawater
  3. Third party organization for further treatment process

Third party organization for further treatment process includes central wastewater treatment process organized by local authority.
- (15) The information of water discharged to fresh water and other water is not available since no information is available for TDS values of wastewater discharged to the offsite.
- (16) In 2023, Major equipment upgrade in the wastewater treatment facilities have been started in Ghana and Seychelle to increase efficiency and strengthen compliance that has been acknowledged and approved by local authorities.
- (17) Waste for site reclamation has been diverted from composting waste and reported in 2022.
- (18) In 2020-2022, "Other Disposal Methods" waste is not classified as any specific waste disposal methods listed in the table.
- (19) Food loss:
  - The food loss data in 2022 have been amended from the performance data reported in SD report 2022.
  - Regarding to Thai Union's Commitment on Food Loss & Waste Reduction, the Company has set a target of reducing food loss in ambient, frozen and chilled seafood operations by 50 percent by 2025, compared to a 2021 baseline.
  - Food loss categories from Company's operations include food scraps, by products, and inedible parts of raw materials, such as tuna, salmon, shrimp, and other seafood species.
  - The scope of food loss data does not include the food retail operations.
  - Intensity is calculated from Ton of food loss discarded (A-B), divided by Revenue from ambient, frozen and chilled seafood operations that manufacture products intended for human consumption.
  - As food loss definition does not cover products intended for non-human consumption, revenue from Thai Union Feedmill PCL. (TFM) is excluded from the denominator.

# **Summary of Key Sustainability Index**

## **FY2020 - FY2023**

- Governance & Economic,
- Environment, and
- Social

# Key Sustainability Index

FY2020 - FY2023

ID	REF / GRI STANDARD	PERFORMANCE INDICATORS	UNIT	FY2020	FY2021	FY2022	FY2023	TARGET
	GRI 2-9	<b>Board Type</b>						
1.2.2		Independent Director	Person	4	5	5	5	
1.2.2		Other Non-executive Director	Person	4	5	5	5	
1.2.2		Executive Director	Person	6	6	5	4	
	GRI 2-11	<b>Non-Executive Chairperson/ Lead Director</b>						
1.2.3	GRI 2-9, GRI 405-1	Number of years Chairman is non-executive and independent	Years	N/A	N/A	1	2	
	GRI 2-9	<b>Board Gender Diversity</b>						
1.2.5	GRI 2-9, GRI 405-1	Number of female directors	Person	1	2	2	2	
	GRI 2-9	<b>Board Effectiveness</b>						
1.2.6	GRI 2-18	Average board meeting attendance	%	92	95	92	93.18	
1.2.6	GRI 2-10	Number of non-executive or independent directors with 4 or less other mandates	Person	6	6	6	7	
	GRI 2-9	<b>Board Average Tenure</b>						
1.2.7		Average tenure of board member	Years	16	12	12	13	
	GRI 2-27, 205-3, 406-1, 418-1	<b>Reporting on Breaches</b>						
1.5.5		Total breach reported	Case	62	21	20	74	
1.5.5		Breakdown of breaches reported						
		Corruption and Bribery	Case	14	-	-	-	
		Discrimination & Harrassment	Case	-	12	8	34	
		Confidentiality of Information or Privacy policy	Case	1	-	-	-	
		Conflicts of interest	Case	-	-	-	-	
		Money Laundering or Insider Trading	Case	-	-	-	-	
		Customer Privacy Data	Case	-	-	-	-	
		Other Human & labor rights including work-related practices	Case	44	9	12	40	
1.5.5		Number of confirmed breaches case						
		Corruption and Bribery	Case	-	-	-	-	
		Discrimination & Harrassment	Case	-	-	3	1	
		Confidentiality of Information or Privacy policy	Case	-	-	-	-	
		Conflicts of interest	Case	-	-	-	-	
		Money Laundering or Insider Trading	Case	-	-	-	-	
		Customer Privacy Data	Case	-	-	-	-	
		Other Human & labor rights including work-related practices	Case	-	-	11	3	
1.5.5		Consequences of breaches						
		Verbal warnings	Case	21	-	6	3	
		Written warnings	Case	27	12	3	1	
		Contract terminations	Case	9	5	3	-	
		Pending investigations	Case	-	-	-	-	
		Other	Case	5	4	2	2	

## Key Sustainability Index

FY2020 - FY2023

ID	REF / GRI STANDARD	PERFORMANCE INDICATORS	UNIT	FY2020	FY2021	FY2022	FY2023	TARGET
<b>GRI 415-1 Contributions and Other Spendings</b>								
1.6.1		Total contribution and other spendings	THB	27,789,822	43,101,020	38,207,243	36,923,540	
		Contributions in Lobbying, interest representation or similar	THB	-	-	-	-	
		Contributions in Local, regional or national political campaigns, organizations, or candidates	THB	-	-	-	-	
		Contributions in Trade association or tax except groups	THB	27,789,822	43,101,020	38,207,243	36,923,540	
		Contributions in Other (e.g. spending related to ballots measures or referendums)	THB	-	-	-	-	
		Data Coverage of Total contribution and other spendings	THB	100	100	100	100	
<b>SR 2023 Total Finish Good Volume</b>								
-			Tons	778,098	793,282	776,297	692,380	
<b>GRI 2-5, 2-6 Supply Chain Management</b>								
1.7.5		Total Tier-1 suppliers	Suppliers	-	-	963	682	
		Total Tier-1 significant suppliers	Suppliers	-	-	159	109	
		Total spend on Tier-1 significant suppliers in Tier-1	%	-	-	86.32	91	
		Total non Tier-1 significant suppliers	Suppliers	-	-	136	13	
		Total significant suppliers (Tier-1 and non Tier-1)	Suppliers	-	-	295	122	
1.7.6	GRI 2-5, 308-2, 414-2	Total suppliers assessed via desk assessments/on-site assessments	Suppliers	-	-	295	122	
		Percentage of Significant suppliers assessed				100	100	100% of significant suppliers assessed via desk assessments/on-site assessments
			%	-	-			
		Suppliers assessed with substantial actual/potential negative impacts	Suppliers	-	-	69	107	
		Percentage of suppliers with substantial actual/potential negative impacts with agreed corrective action/improvement plan	%			100	100	
		Suppliers with substantial actual/potential negative impacts that were terminated	Suppliers			1	0	
		Total number of suppliers supported in corrective action plan implementation	Suppliers	-	-	65	107	
		Percentage of suppliers assessed with substantial actual/potential negative impacts supported in corrective action plan implementation	%	-	-	94.20	100	100% of significant suppliers supported in corrective action plan implementation
			Suppliers	-	-	154	101	
		Suppliers in capacity building programs	%	-	-	52	83	100% of significant suppliers in capacity building programs

## Key Sustainability Index

FY2020 - FY2023

ID	REF / GRI STANDARD	PERFORMANCE INDICATORS	UNIT	FY2020	FY2021	FY2022	FY2023	TARGET
	GRI 201-1	<b>Tax Reporting</b>						
1.8.2		Number of employees by country						
		Thailand	Employee	37,032	37,020	41,788	37,527	
		France	Employee	1,097	759	781	758	
		USA	Employee	495	483	549	463	
		Germany	Employee	706	700	662	361	
		Ghana	Employee	948	954	951	1,252	
		Poland	Employee	668	621	465	448	
		Portugal	Employee	822	525	523	530	
		Seychelles	Employee	1,980	1,962	1,787	1,801	
		Vietnam	Employee	-	-	1,360	1,216	
		Others	Employee	1,754	1,861	404	441	
1.8.2		% Coverage against total number of employees by country	%	81.39	82.48	84.81	83.77	
		Thailand	%	2.41	1.69	1.59	1.69	
		France	%	1.09	1.08	1.11	1.03	
		USA	%	1.55	1.56	1.34	0.81	
		Germany	%	2.08	2.13	1.93	2.79	
		Ghana	%	1.47	1.38	0.94	1.00	
		Poland	%	1.81	1.17	1.06	1.18	
		Portugal	%	4.35	4.37	3.63	4.02	
		Seychelles	%	-	-	2.76	2.71	
		Vietnam	%	3.85	4.15	0.82	0.98	
		Others	%	100	100	100	100	
1.8.2		Revenue by country						
		Thailand	THB	76,206,502,881	85,275,333,995	111,613,309,395	67,613,590,810	
		France	THB	23,184,445,074	24,704,943,616	25,869,885,874	26,965,772,575	
		USA	THB	46,912,208,254	51,007,274,164	56,007,187,772	27,698,278,659	
		Germany	THB	6,263,873,526	5,538,795,216	6,361,782,823	6,908,812,962	
		Ghana	THB	2,839,586,528	3,724,865,284	3,363,591,491	3,420,867,022	
		Poland	THB	2,349,952,076	2,614,344,970	2,672,024,341	2,910,378,173	
		Portugal	THB	3,029,515,181	3,176,381,159	3,210,593,015	3,565,775,520	
		Seychelles	THB	16,366,898,831	16,585,681,035	19,612,634,080	18,051,418,162	
		Vietnam	THB	Not Disclosed	Not Disclosed	2,365,174,537	2,283,440,523	
		Others	THB	19,082,908,392	17,469,822,500	16,729,574,108	17,024,140,600	
1.8.2		% Coverage against total revenue by country	%	38.83	40.59	45.04	38.32	
		Thailand	%	11.81	11.76	10.44	15.28	
		France	%	23.91	24.28	22.60	15.70	
		USA	%	3.19	2.64	2.57	3.92	
		Germany	%	1.45	1.77	1.36	1.94	
		Ghana	%	1.20	1.24	1.08	1.65	
		Poland	%	1.54	1.51	1.30	2.02	
		Portugal	%	8.34	7.89	7.91	10.23	

## Key Sustainability Index

FY2020 - FY2023

ID	REF / GRI STANDARD	PERFORMANCE INDICATORS	UNIT	FY2020	FY2021	FY2022	FY2023	TARGET
		Vietnam	%	-	-	0.95	1.29	
		Others	%	9.72	8.32	6.75	9.65	
		Total	%	100	100	100	100	
1.8.2		Profit (Loss) before tax by country						
		Thailand	THB	8,480,131,753	14,159,344,937	22,262,283,729	(12,384,671,409)	
		France	THB	2,962,141,015	2,517,200,551	2,371,548,955	1,666,236,871	
		USA	THB	(845,374,485)	(513,823,857)	(3,997,838,110)	(27,012,441,913)	
		Germany	THB	93,755,694	(84,802,463)	(180,549,980)	(490,719,504)	
		Ghana	THB	(107,100,657)	107,054,760	194,937,135	62,161,758	
		Poland	THB	106,933,248	128,016,997	28,903,551	275,117,999	
		Portugal	THB	132,629,513	49,776,567	76,647,182	160,246,133	
		Seychelles	THB	65,024,591	11,111,268	206,032,646	408,777,472	
		Vietnam	THB	Not Disclosed	Not Disclosed	228,236,200	118,767,523	
		Others	THB	104,906,282	444,780,715	193,464,287	(483,986,422)	
1.8.2		% Coverage against total profit (loss) before tax by country						
		Thailand	%	77.14	84.19	104.11	32.87	
		France	%	26.95	14.97	11.09	(4.42)	
		USA	%	(7.69)	(3.06)	(18.70)	71.69	
		Germany	%	0.85	(0.50)	(0.84)	1.30	
		Ghana	%	(0.97)	0.64	0.91	(0.16)	
		Poland	%	0.97	0.76	0.14	(0.73)	
		Portugal	%	1.21	0.30	0.36	(0.43)	
		Seychelles	%	0.59	0.07	0.96	(1.08)	
		Vietnam	%	-	-	1.07	(0.32)	
		Others	%	0.95	2.64	0.90	1.28	
		Total	%	100	100	100	100	
1.8.2		Income tax accrued (current year) by country						
		Thailand	THB	319,851,035	368,109,373	437,210,310	325,465,967	
		France	THB	411,375,493	125,306,473	288,379,414	61,922,219	
		USA	THB	(254,414,139)	32,548,791	36,103,502	80,311,690	
		Germany	THB	52,973,140	3,215,699	161,250	13,897,868	
		Ghana	THB	298,467	19,182,469	97,327,159	34,476,429	
		Poland	THB	44,743,489	47,106,426	48,335,679	60,946,390	
		Portugal	THB	37,894,493	14,560,208	41,022,887	66,218,055	
		Seychelles	THB	-	-	-	74,262,122	
		Vietnam	THB	Not Disclosed	Not Disclosed	43,206,273	27,424,588	
		Others	THB	124,790,615	94,958,712	64,142,904	13,953,574	
1.8.2		% Coverage against total income tax accrued (current year) by country						
		Thailand	%	43.37	52.21	41.41	42.89	
		France	%	55.78	17.77	27.31	8.16	
		USA	%	(34.50)	4.62	3.42	10.58	
		Germany	%	7.18	0.46	0.02	1.83	
		Ghana	%	0.04	2.72	9.22	4.54	
		Poland	%	6.07	6.68	4.58	8.03	

## Key Sustainability Index

FY2020 - FY2023

ID	REF / GRI STANDARD	PERFORMANCE INDICATORS	UNIT	FY2020	FY2021	FY2022	FY2023	TARGET
	Portugal	%		5.14	2.07	3.89	8.73	
	Seychelles	%		-	-	-	9.79	
	Vietnam	%		-	-	4.09	3.61	
	Others	%		16.92	13.47	6.07	1.84	
	Total	%		100	100	100	100	
1.8.2	Income tax paid by country							
	Thailand	THB		199,425,611	359,109,258	487,154,280	396,650,726	
	France	THB		482,151,920	267,712,488	184,447,068	247,146,601	
	USA	THB		(297,823,519)	30,495,192	92,697,057	(39,332,236)	
	Germany	THB		70,061,562	56,503,164	(38,927,663)	1,523,962	
	Ghana	THB		8,023,059	2,676,804	140,865,984	51,411,906	
	Poland	THB		36,871,935	53,970,597	61,208,335	42,742,923	
	Portugal	THB		42,593,308	39,020,977	5,853,850	52,060,154	
	Seychelles	THB		-	-	-	-	
	Vietnam	THB		-	-	-	-	
	Others	THB		126,899,586	73,955,307	26,481,413	54,404,360	
1.8.2	% Coverage against total income tax accrued (current year) by country							
	Thailand	%		29.85	40.65	50.76	49.18	
	France	%		72.16	30.30	19.22	30.64	
	USA	%		(44.57)	3.45	9.66	(4.88)	
	Germany	%		10.49	6.40	(4.06)	0.19	
	Ghana	%		1.20	0.30	14.68	6.37	
	Poland	%		5.52	6.11	6.38	5.30	
	Portugal	%		6.37	4.42	0.61	6.45	
	Seychelles	%		-	-	-	-	
	Vietnam	%		-	-	-	-	
	Others	%		18.99	8.37	2.76	6.74	
	Total	%		100	100	100	100	
1.8.3	<b>Effective Tax Rate</b>							
	Earning Before Tax	THB		7,232,776,000	9,013,244,000	6,563,607,000	(13,820,230,000)	
	Reported Taxes	THB		723,764,000	741,532,000	(839,663,000)	(619,941,000)	
	Cumulative acceptable Adjustments	%		(23,016,000)	(706,000)	(65,787,000)	6,654,000	
	Effective Tax Rate	THB		10	8	(12)	0	
	Cash Tax Paid	%		668,203,000	883,444,000	959,780,000	806,608,000	
	Cash Tax Rate	THB		9	10	15	(0)	
-	GRI 201-1	Total employee related expenses (salaries and benefits)	THB	13,748,400,000	12,971,130,000	14,002,520,000	12,818,530,000	
		Total revenue	THB	132,402,436,000	141,047,695,000	155,586,350,000	136,152,710,000	
		Operating Expense	THB	124,568,870,000	132,827,860,000	147,714,070,000	129,300,000,000	

## Key Sustainability Index

FY2020 - FY2023

ID	REF / GRI STANDARD	PERFORMANCE INDICATORS	UNIT	FY2020	FY2021	FY2022	FY2023	TARGET
-	<a href="#">SR2023</a>	<b>Data Coverage for Environmental Indicators</b>	% Revenue	99.8	99.7	99.5	99.7	
-	<a href="#">AR2023</a>	<b>Total Finish Good Volume</b>	Tons	778,098	793,282	776,297	692,380	
2.1.3		<b>Environmental Management System (EMS) verification through:</b>						
	<a href="#">QUALITY CERTIFICATE GALLERY</a>	International standard (e.g. ISO 14001, JIS Q 14001, EMAS certification)	% Operations	94	92	92	85	
		Third party verification (not including EMS already certified with International Standards)	% Operations	6	8	8	12	
		Internal verification (not including EMS certified with International Standards or by Third Party)	% Operations	0	0	0	3	
		<b>Total EMS verification coverage</b>	% Operations	100	100	100	100	
2.1.4	GRI 2-27	<b>Environmental Violations with penalty more than \$10,000 USD</b>						
		Number of violations of legal obligations/regulations.	cases	0	0	0	0	
		Amount of fines/penalties related to the above.	THB	0	0	0	0	
		Environmental liability accrued at year end.	THB	0	0	0	0	
	GRI 302-1 (e)	<b>Total energy consumption within the organization</b>	MWh	1,218,873	1,208,995	1,224,728	1,175,590	
2.2.2	GRI 302-1 (a) + (c)	Total non-renewable energy consumption [direct non-renewable fuel consumption and indirect energy purchased from non-renewable sources]	MWh	1,152,443	1,139,476	1,120,553	1,039,705	1,043,869
2.2.2	GRI 302-1 (b)	Total renewable energy consumption	MWh	66,430	69,519	104,176	135,886	
2.2.2		<b>Data Coverage</b>	% Revenue	99.8	99.7	99.5	99.7	
2.3.2	GRI 301-1	<b>Non-plastic Packaging Materials</b>						
		Total weight of wood/paper fiber packaging	Tons	21,021.01	4,537.20	11,375.10	5476.3	
		Recycled and/or certified wood/paper fiber	% of total weight	67	73.18	55.72	59.27	
		Total weight of metal packaging	Tons	25,824.45	10,865.02	18,064.20	12638.40	
		Recycled metal	% of total weight	67	48.31	48.45	38.29	
		Total weight of glass packaging	Tons	736.41	76.68	773.1	145.3	
		Recycled glass	% of total weight	67	75	0.81	0	
		<b>Data Coverage</b>	% of cost of goods sold	94	90	95	90	
2.3.3	GRI 301-1	<b>Plastic Packaging Materials</b>						
2.3.3 A		Total weight of plastic packaging	Tons	1,957.10	1,041.30	2,076.00	675.10	
2.3.3 B		% recyclable plastic packaging	% from total plastic packaging	33.00	58.77	46.55	65.87	
2.3.3 C		% compostable plastic packaging	% from total plastic packaging	0.00	0.00	0.00	0.00	
2.3.3 D		% recycled content within plastic packaging	% from total plastic packaging	0.00	3.52	1.29	3.46	
		<b>Data Coverage</b>	% of cost of goods sold	94	90	90	90	

## Key Sustainability Index

FY2020 - FY2023

ID	REF / GRI STANDARD	PERFORMANCE INDICATORS	UNIT	FY2020	FY2021	FY2022	FY2023	TARGET
<b>Wastes</b>								
	GRI 306-3	Total waste generated	Tons	59,615	77,903	68,118	64,551	
2.4.2	GRI 306-4	Total waste recycled/reused (diverted from disposal)	Tons	34,244	48,847	43,609	38,309	
2.4.2	GRI 306-5	Total waste disposed	Tons	25,371	23,072	24,959	26,035	
2.4.2		Waste landfilled	Tons	13,827	14,331	14,681	14,539	
2.4.2		Waste incinerated with energy recovery	Tons	2,107	8,299	9,947	11,210	
2.4.2		Incineration without energy recovery (i.e. Mass Burn)	Tons	556	340	263	157	
2.4.2		Other disposal operations: Other Disposal Methods <sup>(18)</sup>	Tons	8,881	102	68	128	
		Unknown	Tons	0	0	0	1	
		Other operations: On-site Storage (temporary)	Tons	0	5,984	50	207	
		Data Coverage	% Revenue	99.8	99.7	99.5	99.7	
<b>GRI 306-4 Food Loss &amp; Waste Impact</b>								
2.4.4 (A)		Total weight of food loss from operations	Tons	118,087	124,059	139,651	125,970	
2.4.4 (B)		Total weight of food loss volumes used for alternative purposes	Tons	116,458	122,835	138,659	125,015	
2.4.4 (C)		Total food loss discarded (A - B)	Tons	1,628	1,224	992	955	
2.4.4 (D)		Food loss intensity	Tons/Bath Billion	15	11	8	9	
		Data coverage	% Revenue	95.4	100.0	100.0	100.0	
<b>GRI 303-5 Fresh Water Consumption</b>								
2.5.2 (A)		Total water withdrawal (excluding saltwater)	Mil m <sup>3</sup>	8.81	8.75	9.55	8.27	
2.5.2 (B)		Total water discharge (excluding saltwater)	Mil m <sup>3</sup>	1.85	5.50	5.31	4.27	
2.5.2		Total net fresh water consumption (A-B)	Mil m <sup>3</sup>	6.96	3.25	4.24	4.00	
		Data coverage	% Revenue	99.8	99.7	99.5	99.7	
2.5.3	GRI 303-5	<b>Freshwater consumption in Water-stressed Areas</b>	Mil m <sup>3</sup>	N/A	N/A	0.21	0.22	0.25
		Data coverage	% Total Sites	N/A	N/A	100	100	
<b>Water-related incidents</b>								
2.5.4		Total actual and opportunity costs due to water related incidents (above 10,000 USD)	THB	0	0	0	0	
<b>GHG Emissions</b>								
2.6.1	GRI 305-1	<b>Direct GHG emission (Scope 1)</b>	Tons CO <sub>2eq</sub>	317,453	323,493	295,649	269,031	287,178
2.6.2	GRI 305-2	<b>Indirect GHG emission (Scope 2)<sup>(7)(8)</sup></b>	Tons CO <sub>2eq</sub>	186,852	188,119	180,713	165,305	170,200
2.6.3	GRI 305-3	<b>Total Indirect GHG emission (Scope 3)</b>	Tons CO <sub>2eq</sub>	N/A	4,071,680	3,557,102	4,167,374	3,729,659
		Cat 1. Purchased Goods and Services	Tons CO <sub>2eq</sub>	N/A	3,020,096	2,455,661	3,072,215	
		Cat 2. Capital Goods	Tons CO <sub>2eq</sub>	N/A	14,327	30,610	63,370	
		Cat 3. Fuel-and-energy-related-activities (not included in Scope 1 or 2)	Tons CO <sub>2eq</sub>	N/A	42,823	68,045	68,262	
		Cat 4. Upstream transportation and distribution	Tons CO <sub>2eq</sub>	N/A	162,303	108,441	60,551	
		Cat 5. Waste generated in operations	Tons CO <sub>2eq</sub>	N/A	13,499	9,975	9,376	
		Cat 6. Business travel	Tons CO <sub>2eq</sub>	N/A	2,315	3,503	3,635	
		Cat 7. Employee commuting	Tons CO <sub>2eq</sub>	N/A	75,999	82,671	76,154	

## Key Sustainability Index

FY2020 - FY2023

ID	REF / GRI STANDARD	PERFORMANCE INDICATORS	UNIT	FY2020	FY2021	FY2022	FY2023	TARGET
		Cat 8. Upstream leased assets	Tons CO <sub>2eq</sub>	Not Applicable	Not Applicable	Not Applicable	Not Applicable	
		Cat 9. Downstream transportation & distribution	Tons CO <sub>2eq</sub>	N/A	139,328	167,050	254,679	
		Cat 10. Processing of sold products	Tons CO <sub>2eq</sub>	N/A	20,360	22,662	26,232	
		Cat 11. Use of sold products	Tons CO <sub>2eq</sub>	Not Applicable	Not Applicable	Not Applicable	Not Applicable	
		Cat 12. End of life treatment of sold products	Tons CO <sub>2eq</sub>	N/A	105,564	105,461	173,784	
		Cat 13. Downstream leased assets	Tons CO <sub>2eq</sub>	Not Applicable	Not Applicable	Not Applicable	Not Applicable	
		Cat 14. Franchises	Tons CO <sub>2eq</sub>	Not Applicable	Not Applicable	Not Applicable	Not Applicable	
		Cat 15. Investments	Tons CO <sub>2eq</sub>	N/A	475,065	503,023	359,114	
2.6		Data coverage for GHG Emissions	% Revenue	99.80	99.70	99.50	99.7	
	<a href="#">SR2023</a>	<b>Sustainable Raw Materials</b>						
2.8.2		<b>Coverage of Agricultural Crop Certification/Accreditation</b> (percent weight of such commodity certified)						
		Palm oil (accredited for RSPO certificate)	% of total such commodity	63.00	71.00	N/A	77	
		Soy (accredited for RTRS certificate)	% of total such commodity	N/A	N/A	N/A	1	
		Sugar (accredited for GMP, HACCP, FSSC22000, ISO22000, BRC, HALAL, KOSHER certificate)	% of total such commodity	N/A	N/A	N/A	100	
		Cereals (Rice, Wheat, and Starch) (accredited for GMP, HACCP, FSSC22000, ISO22000, BRC, HALAL, KOSHER certificate)	% of total such commodity	N/A	N/A	N/A	100	
		Other: Cacao, Coffee, Cotton, Tobacco	% of total such commodity	Not Applicable	Not Applicable	Not Applicable	Not Applicable	
2.8.3		<b>Coverage of Animal Product Certification/Accreditation</b> (percent weight of such commodity certified)						
		Aquaculture products: Shrimp and Salmon (accredited for Aquaculture Stewardship Council (ASC) Certificate)	% of total such commodity	N/A	N/A	N/A	71.45	
		Dairy products (accredited for GMP, HACPP, FSSC22000, ISO9001, ISO14001, ISO45001, BRC, IFS Food, Halal certificate)	% of total such commodity	N/A	N/A	N/A	100	
		Poultry products (accredited for Farm Fresh certificates)	% of total such commodity	N/A	N/A	N/A	7	
		Wild fisheries products: Tuna (accredited for MSC, in-progress for MSC certification and in FIPs)	% of total such commodity	N/A	N/A	81.00	85.48	
		Other: Cattle products (excl. dairy), Swine products	% of total such commodity	Not Applicable	Not Applicable	Not Applicable	Not Applicable	

# Key Sustainability Index

FY2020 - FY2023

ID	REF / GRI STANDARD	PERFORMANCE INDICATORS	UNIT	FY2020	FY2021	FY2022	FY2023	TARGET
3.1.4	GRI 405-1	<b>Workforce Breakdown: Gender</b>						As part of SeaChange® 2030, Thai Union is committed to 50% of all management positions to be held by women, by 2030. Our target covers total workforce, and all management positions, i.e., middle, senior, top management positions, and management positions in revenue-generating functions within our operations.
		Female shares of total workforce	% Total workforce	57.52	57.09	57.07	56.72	
		Females in all management positions, including junior, middle and top management	% Total management positions	51.37	45.84	46.89	48.18	
		Females in middle management positions	% Total middle management positions	54.45	52.12	53.37	52.64	
		Females in senior management positions	% Total senior management positions	28.09	35.12	38.79	39.85	
		Females in top management positions	% Total top management positions	12.00	12.00	10.00	5.55	
		Females in management positions in revenue-generating functions (excluding support function)	% All such managers	56.99	55.39	53.76	46.08	
		Females in STEM-related positions (i.e. computer programmer, engineer, scientist, etc.)	% Total STEM positions	40.14	39.89	40.77	41.13	
		Data Coverage	% Revenue	97.9	99.1	100	100	
3.1.5	GRI 405-1	<b>Workforce Breakdown based on Nationality, as % of each nationality from total of full-time equivalents (FTEs)</b>						
		Thai	% from total FTE	57.99	57.73	55.68	53.61	
		Ghanian	% from total FTE	7.47	8.88	9.25	12.25	
		French	% from total FTE	6.16	5.64	5.84	5.46	
		Malagasy	% from total FTE	5.64	5.23	4.79	3.44	
		Seychellois	% from total FTE	4.10	3.80	3.38	2.89	
		Other	% from total FTE	16.94	18.84	21.06	22.35	
3.1.5	GRI 405-1	<b>Share in all management positions based on Nationality, as % of total management workforce</b>						
		Thai	% of total management workforce	71.11	62.74	69.64	54.34	
		Ghanian	% of total management workforce	0.00	1.13	0.84	2.67	
		French	% of total management workforce	11.05	10.00	2.88	11.19	
		Malagasy	% of total management workforce	0.00	0.09	0.09	0.07	
		Seychellois	% of total management workforce	0.00	2.45	2.32	1.93	
		Other	% of total management workforce	17.84	23.58	24.23	29.80	
		Data Coverage	% Revenue	97.9	99.1	100	100	

## Key Sustainability Index

FY2020 - FY2023

ID	REF / GRI STANDARD	PERFORMANCE INDICATORS	UNIT	FY2020	FY2021	FY2022	FY2023	TARGET
3.1.6	GRI 405-1	<b>Gender Pay Indicators (ratio of women to men remuneration)</b>						
		Executive level (base salary only)	-	0.85	0.92	0.99	1.08	
		Executive level (base salary + other cash incentives)	-	0.77	0.83	0.87	1.03	
		Management level (base salary only)	-	0.70	0.80	0.79	0.86	
		Management level (base salary + other cash incentives)	-	0.68	0.75	0.83	0.86	
		Non-management level (base salary only)	-	1.00	0.99	0.92	0.97	
		Data Coverage	%	100	100	100	100	
3.1.7	GRI 2-30	<b>Freedom of Association</b>						
		% Employees represented by an independent trade union or covered by collective bargaining agreements	% of employees	83.17	83.68	83.68	82.59	
3.3.1	GRI 404-1	<b>Training and Development Inputs</b>						
		Average hours of training per year	Hours/FTE	5.90	6.70	4.94	6.19	
		Breakdown by Gender						
		Male	Hours/FTE	N/A	7.23	2.10	5.61	
		Female	Hours/FTE	N/A	N/A	2.84	6.71	
		Breakdown by Management Level						
		Non-management	Hours/FTE	N/A	N/A	19.38	6.05	
		Middle-management and Senior-management	Hours/FTE	N/A	N/A	26.24	7.60	
		Top-management	Hours/FTE	N/A	N/A	23.63	4.67	
		Breakdown by Age Group						
		< 30 years	Hours/FTE	N/A	N/A	N/A	8.67	
		30 - 50 years	Hours/FTE	N/A	N/A	N/A	5.68	
		> 50 years	Hours/FTE	N/A	N/A	N/A	5.06	
		Breakdown by Nationality						
		Thai	Hours/FTE	N/A	N/A	27.15	5.60	
		Others	Hours/FTE	N/A	N/A	20.26	9.20	
		Average amount spent annually on training per FTE	THB/FTE	1,692	1,394	341	801	
		Breakdown by Gender						
		Male	THB/FTE	N/A	1,353	334	783	
		Female	THB/FTE	N/A	1,141	358	817	
		Breakdown by Management Level						
		Non-management	THB/FTE	N/A	703	1,369	578	
		Middle-management and Senior-management	THB/FTE	N/A	7,029	5,453	2,314	
		Top-management	THB/FTE	N/A	17,160	1,687	1,932	
		Breakdown by Age Group						
		< 30 years	THB/FTE	N/A	276	748	673	
		30 - 50 years	THB/FTE	N/A	1,768	2,721	791	
		> 50 years	THB/FTE	N/A	833	1,265	1,096	
		Breakdown by Nationality						
		Thai	THB/FTE	N/A	1,427	2,199	460	
		Others	THB/FTE	N/A	14,737	900	2,634	

## Key Sustainability Index

FY2020 - FY2023

ID	REF / GRI STANDARD	PERFORMANCE INDICATORS	UNIT	FY2020	FY2021	FY2022	FY2023	TARGET
3.3.1	GRI 404-1	<b>Coverage of Employee Training data</b>						
		Breakdown by gender	% of FTEs	N/A	19.16	18.22	100	
		Breakdown by management level	% of FTEs	N/A	19.16	18.22	100	
		Breakdown by age group	% of FTEs	N/A	19.16	18.22	100	
		Breakdown by nationality	% of FTEs	N/A	19.16	18.22	100	
		Breakdown by type of training	% of FTEs	N/A	N/A	N/A	N/A	
3.3.3		<b>Human Capital Return on Investment</b>						
	GRI 201-1	HC ROI	THB/THB	1.57	1.63	1.56	1.53	
	GRI 2-7 (b)	Total FTE	person	12,967	13,571	12,557	13,030	
3.3.4	GRI 404-1 (a)	<b>Hiring</b>						
		Number of new hires	Number of employees	1,867	1,106	1,573	2,558	
		% of open positions filled by internal candidates (internal hires)	% Internal hires	33.51	14.19	7.65	5.99	
		Breakdown by Gender						
		Male	Number of new employees	1,028	581	810	1,169	
			% Internal hires	7.93	4.28	6.45	2.46	
		Female	Number of new employees	1,130	722	906	1,559	
			% Internal hires	8.71	5.32	7.22	3.52	
		Breakdown by Management Level						
		Non-management	Number of new employees	256	251	1,591	2,595	
			% Internal hires	1.97	1.85	12.67	5.39	
		Middle-management	Number of new employees	38	47	120	101	
			% Internal hires	0.29	0.35	0.96	0.46	
		Senior-management	Number of new employees	22	11	-	27	
			% Internal hires	45	36	0.96	0.11	
		Top-management	Number of new employees	2	2	5	5	
			% Internal hires	0.17	0.08	0.04	0.04	
		Breakdown by Age Group						
		< 30 years	Number of new employees	-	144	896	1,364	
			% Internal hires	-	17	7.14	1.80	
		30 - 50 years	Number of new employees	-	160	739	1,218	
			% Internal hires	-	8	5.89	3.84	
		> 50 years	Number of new employees	-	5	81	146	
			% Internal hires	-	80	0.65	0.35	
		Breakdown by Nationality						
		Thai	Number of new employees	-	-	883	894	
			% Internal hires	-	-	7.03	5.04	
		Others	Number of new employees	-	-	595	1,834	
			% Internal hires	-	-	5.00	0.95	

# Key Sustainability Index

FY2020 - FY2023

ID	REF / GRI STANDARD	PERFORMANCE INDICATORS	UNIT	FY2020	FY2021	FY2022	FY2023	TARGET
3.3.4	GRI 404-1 (a)	<b>Coverage of new employee hire</b>						
(cont.)		Breakdown by gender	% of FTEs	36.04	19.16	18.22	100	
		Breakdown by management level	% of FTEs	36.04	19.16	18.22	100	
		Breakdown by age group	% of FTEs	N/A	19.16	18.22	100	
		Breakdown by nationality	% of FTEs	N/A	19.16	18.22	100	
3.3.7	GRI 401-2	<b>Employee Support Programs</b>						
		Paid parental leave for the primary caregiver provided by Thai Union (Thailand - Maternity Leave)	days	Not disclosed	45	45	45	
		Legal requirement of paid parental leave for the primary caregiver (Thailand - Maternity Leave)	days	Not disclosed	45	45	45	
		Paid parental leave for the non-primary caregiver provided by Thai Union (Thailand - Paternity Leave)	days	Not disclosed	3	3	3	
		Legal requirement of paid parental leave for the non-primary caregiver (Thailand - Paternity Leave)	days	Not disclosed	0	0	0	
		Paid family or care leave beyond parental leave provided by Thai Union (Thailand - Personal Leave)	days	Not disclosed	5	5	5	
		Legal requirement of paid family or care leave beyond parental leave (Thailand - Personal Leave)	days	Not disclosed	0	0	0	
3.3.8	GRI 401-1	<b>Total employee turnover</b>						
		Total employee turnover rate	% Employee	17.49	13.23	20.18	17.87	
		Voluntary turnover rate	% Employee	14.89	14.89	13.40	11.07	
3.3.8	GRI 401-1	<b>Breakdown of total employee turnover rate</b>						
		By gender						
		Male	%	32.00	39.73	43.45	42.64	
		Female	%	28.90	60.27	56.55	57.36	
		By management level						
		Non-management	%	-	14.93	18.99	16.40	
		Middle-management	%	-	8.16	1.15	1.07	
		Senior management	%	-	-	-	0.34	
		Top-management	%	-	9.09	0.05	0.06	
		By age group						
		< 30 years	%	-	36.56	5.74	5.18	
		30 - 50 years	%	-	49.61	10.27	9.07	
		> 50 years	%	-	13.83	4.17	3.62	
		By nationality						
		Thai	%	-	98.03	98.76	42.34	
		Other nationality	%	-	1.31	0.53	57.66	
3.3.9	GRI 401-1	<b>Employee Engagement: Actively engaged employee</b>						% of employees with top level of engagement, satisfaction, wellbeing, or employee net promoter score (eNPS) higher than 70%
		Overall	% Actively engaged employee	-	73	72	72	
		Data coverage (Overall)	% Employee	100	100	100	100	

**Key Sustainability Index**  
FY2020 - FY2023

ID	REF / GRI STANDARD	PERFORMANCE INDICATORS	UNIT	FY2020	FY2021	FY2022	FY2023	TARGET
3.4.3	GRI 403-9	<b>Fatalities</b>						
		Employee	fatalities	0	0	0	1	
		Contractor	fatalities	0	0	0	0	
		Data coverage	% Revenue	100	99.1	99	99	
3.4.4	GRI 403-9	<b>LTIFR - Employees</b>						
			n/million worked hours	2.42	1.96	1.67	1.20	
		Employee	n/200,000 worked hours	0.48	0.39	0.32	0.24	
		Data coverage	% Revenue	98	99.0	99	99	
3.4.5	GRI 403-9	<b>LTIFR - Contractors</b>						
			n/million worked hours	1.08	1.96	0.95	0.60	
		Contractor	n/200,000 worked hours	0.22	0.39	0.19	0.12	
		Data coverage	% Revenue	98	99.0	99	99	
3.5.2	GRI 403-9	<b>Health &amp; Nutrition</b>						
		Percentage of marked new products with nutrition labels	%	93	97	99	100	
3.6.1		<b>Online strategies &amp; Customer online</b>						
		% of total customers using online services	%	6.5	6.2	5.97	5.50	5.00
		% of revenues generated online	%	8.9	7.7	7.9	6.52	5.00
3.6.1		<b>Customer satisfaction measurement</b>						
		Satisfied respondents	%	85	84	86	88	86
		coverage of customers/consumers surveyed	%	80	80	80	80	