



PERFORMANCE OF KEY ECONOMIC,
GOVERNANCE, ENVIRONMENTAL,
AND SOCIAL INDICATORS
2024

ECONOMIC PERFORMANCE

Economic Performance		Unit	2021	2022	2023	2024
Business Overview						
Net Sales	Mil THB	141,047.69	155,586.35	136,152.71	138,433.06	
Total Cost						
• Operating cost	Mil THB	132,827.86	147,714.07	129,300.00	131,266.41	
• Total Employee expenses + related benefits	Mil THB	12,971.13	14,002.52	12,818.53	13,891.02	
• Cash paid for interest expenses	Mil THB	2,031.77 ⁽¹⁾	2,344.52	2,519.61	2,706.38	
• Dividend paid	Mil THB	3,946.89	4,399.38	3,891.13	3,099.21	
• Cash paid for corporate income tax	Mil THB	883.44	959.78	806.61	682.69	
○ Asia	Mil THB	372.40	488.54	397.66	445.39	
○ EU & Africa	Mil THB	480.55	384.00	454.93	159.36	
○ North America	Mil THB	30.50	87.24	-45.97	77.94	
R&D / Innovation						
• R&D spending as percentage of net sales	%	0.21	0.18	0.09	0.12	
Corporate Social Responsibility						
• CSR & community investment spending	Mil THB	68.32	101.84	77.56	61.85	
• 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.
- ⁽¹⁾ 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	2021		2022		2023		2024	
			Male	Female	Male	Female	Male	Female	Male	Female
2-7 a. (2021)	Human Capital Performance									
	Total workforce	Persons	44,705		48,630		44,797		44,753	
2-7 a. (2021)		Persons	42.91	57.09	42.93	57.07	43.28	56.72	43.01	56.99
Total Workforce by area										
2-7 a. (2021)	Asia	Persons	N/A	N/A	14,886	28,506	13,514	25,488	14,023	27,514
	US Region	Persons	N/A	N/A	238	311	253	215	264	206
	EU Region	Persons	N/A	N/A	1,904	2,785	2,144	3,183	2,259	3,487
2-7 a. (2021)	Total by Employment Contract and by Area									
	Permanent contract	Persons	N/A		12,557		41,470		43,606	
	Asia	Persons	N/A	N/A	3,389	4,249	13,186	25,172	13,677	26,881
	US Region	Persons	N/A	N/A	104	134	253	215	264	206
	EU Region	Persons	N/A	N/A	1,898	2,783	1,101	1,543	1,051	1,527
	Temporary contract	Persons	N/A		36,073		822		3,904	
	Asia	Persons	N/A	N/A	11,497	24,257	257	314	232	504
	US Region	Persons	N/A	N/A	134	177	-	-	-	-
	EU Region	Persons	N/A	N/A	6	2	115	136	1,208	1,960
	Non-guaranteed hours employees	Persons	N/A		No data		2,505		243	
	Asia	Persons	N/A	N/A	No data	No data	72	1	114	129
	US Region	Persons	N/A	N/A	No data	No data	-	-	-	-
	EU Region	Persons	N/A	N/A	No data	No data	928	1,504	-	-
2-7 b. (2021)	Total Workforce by Employment Type									
	Full time employee (FTE)	Persons	13,571		12,557		13,030		13,483	
	Asia	Persons	N/A	N/A	3,389	4,249	3,244	3,995	3,276	3,991
	US Region	Persons	N/A	N/A	104	134	253	215	264	206
	EU Region	Persons	N/A	N/A	1,898	2,783	2,142	3,181	2,259	3,487
	Daily staff	Persons	31,134		36,073		31,767		34,270	
	Asia	Persons	N/A	N/A	11,497	24,257	10,270	21,493	10,747	23,523
	US Region	Persons	N/A	N/A	134	177	-	-	-	-
	EU Region	Persons	N/A	N/A	6	2	2	2	-	-
2-7 c. (2021)	Full time employee (FTE)	Persons	13,571		12,557		13,030		13,483	
		Persons	N/A	N/A	5,391	7,166	5,639	7,391	5,799	7,684
2-7 c. (2021)	Daily staff	Persons	31,134		36,073		31,767		34,270	
		Persons	N/A	N/A	11,637	24,436	10,272	21,495	10,747	23,523
2-8 a. (2021)	Other: Migrant	% of FTEs	12.09		13.19		13.02		13.48	
		Persons	1,641		1,656		1,696		1,817	
		% of FTEs	N/A	N/A	4.91	8.28	4.88	8.14	5.27	8.20
		Persons	N/A	N/A	616	1,040	636	1,060	711	1,106

GRI	Data	Unit	2021		2022		2023		2024	
			Male	Female	Male	Female	Male	Female	Male	Female
405-1 (2016)	Total Workforce by Age Group									
	<30 years	% of FTEs	19.46		18.94		20.63		21.61	
		Persons	2,641		2,378		2,688		2,914	
		% of FTEs	N/A	N/A	8.62	10.32	8.83	11.80	9.38	12.23
		Persons	N/A	N/A	1,082	1,296	1,150	1,538	1,265	1,649
	30 - 50 years	% of FTEs	64.09		65.20		63.43		61.50	
		Persons	8,698		8,187		8,265		8,292	
		% of FTEs	N/A	N/A	28.01	37.19	27.95	35.48	26.65	34.85
		Persons	N/A	N/A	3,517	4,670	3,642	4,623	3,593	4,699
	>50 years	% of FTEs	16.45		15.86		15.94		16.89	
		Persons	2,232		1,992		2,077		2,277	
		% of FTEs	N/A	N/A	6.31	9.56	6.50	9.44	6.98	9.91
		Persons	N/A	N/A	792	1,200	847	1,230	941	1,336
405-1 a. (2016)	Total Workforce by Employee Category									
	Total management	% of FTEs	7.88		8.58		10.35		9.57	
		Persons	1,069		1,077		1,349		1,290	
		% of FTEs	4.27	3.61	4.56	4.02	5.36	4.99	4.95	4.62
		Persons	579	490	572	505	699	650	667	623
	Top-management	% of FTEs	0.18		0.40		0.41		0.36	
		Persons	25		50		54		49	
		% of FTEs	0.16	0.02	0.36	0.04	0.39	0.02	0.35	0.01
		Persons	22	3	45	5	51	3	47	2
	Senior-management ⁽¹⁾	% of FTEs	2.48		2.63		2.08		1.89	
		Persons	336		330		271		255	
		% of FTEs	1.61	0.87	1.61	1.02	1.25	0.83	1.13	0.76
		Persons	218	118	202	128	163	108	152	103
	Middle-management ⁽²⁾	% of FTEs	5.22		5.55		7.86		7.31	
		Persons	708		697		1,024		986	
		% of FTEs	2.50	2.72	2.59	2.96	3.72	4.14	3.47	3.84
		Persons	339	369	325	372	485	539	468	518
	Non-management	% of FTEs	92.12		91.42		89.65		90.43	
		Persons	12,502		11,480		11,681		12,193	
		% of FTEs	38.29	53.84	40.24	51.18	37.91	51.73	38.06	52.37
		Persons	5,196	7,306	5,053	6,427	4,940	6,741	5,132	7,061
	Daily worker	% of FTEs	70		74.18		70.91		76.58	
		Persons	31,134		36,073		31,767		34,270	
		% of FTEs	N/A	N/A	23.93	50.25	22.93	47.98	24.01	52.56
		Persons	N/A	N/A	11,637	24,436	10,272	21,495	10,747	23,523
405-1 b. (2016)	Total Workforce by Nationality									
	Thai	% of FTEs	57.73		55.68		53.61		51.82	
		Persons	7,835		6,992		6,985		6,987	
	Ghanian	% of FTEs	8.88		9.25		12.25		15.19	
		Persons	1,205		1,162		1,596		2,048	
	French	% of FTEs	5.64		5.84		5.46		5.10	
		Persons	765		733		712		688	

GRI	Data	Unit	2021		2022		2023		2024	
			Male	Female	Male	Female	Male	Female	Male	Female
Malagasy	% of FTEs		5.23		4.79		3.44		2.80	
	Persons		710		601		448		378	
Seychellois	% of FTEs		3.80		3.38		2.89		2.40	
	Persons		516		424		377		324	
Other	% of FTEs		18.84		21.06		22.35		22.68	
	Persons		2,557		2,645		2,912		3,058	
405-1 a. (2016)	Total Management Workforce by Nationality									
Thai	% of FTEs		62.74		5.97		5.63		5.32	
	Persons		8,514		750		733		717	
Ghanian	% of FTEs		1.13		0.07		0.28		0.24	
	Persons		153		9		36		33	
French	% of FTEs		10.00		0.25		1.16		1.08	
	Persons		1,357		31		151		146	
Malagasy	% of FTEs		0.09		0.01		0.01		0.01	
	Persons		12		1		1		1	
Seychellois	% of FTEs		2.45		0.20		0.20		0.17	
	Persons		332		25		26		23	
Other	% of FTEs		23.58		2.08		3.09		2.94	
	Persons		3,200		261		402		396	
405-1 b. (2016)	People with Disability	% of FTEs	1.56		1.71		1.86		1.69	
		Persons	212		215		242		228	
401-1 a (2016)	New Employee	% of FTEs	8.15		12.53		19.63		20.45	
		Persons	1,106		1,573		2,558		2,757	
	Percentage of open positions filled by internal candidates (internal hires)	% of open positions	14.19		7.65		5.99		6.10	
New employee hire and % internal hires	% of FTEs		9.60		13.67		20.94		21.82	
	Persons		1,303		1,716		2,728		2,942	
	% of FTEs	4.28	5.32	6.45	7.22	8.97	11.96	9.09	12.73	
	Persons	581	722	810	906	1,169	1,559	1,226	1,716	
% internal hires	% of FTEs		N/A		1.14		1.30		1.37	
	Persons		N/A		143		170		185	
	% of FTEs	N/A	N/A	0.45	0.69	0.54	0.77	0.50 ⁽³⁾	0.88 ⁽³⁾	
	Persons	N/A	N/A	56	87	70	100	67	118	
New Employee by area										
Asia	% of FTEs		N/A		9.24		7.25		8.51	
	Persons		N/A	564	596	518	427	582	566	
US Region	% of FTEs		N/A		0.44		0.86		0.77	
	Persons		N/A	19	36	65	47	70	34	
EU Region	% of FTEs		N/A		3.99		12.82		12.53	
	Persons		N/A	227	274	586	1,085	574	1,116	
New employee hire by age group										
<30 years	% of FTEs		1.06		7.14		10.47		10.66	
	Persons		144		896		1,364		1,437	
30 - 50 years	% of FTEs		1.18		5.89		9.35		9.00	

GRI	Data	Unit	2021		2022		2023		2024	
			Male	Female	Male	Female	Male	Female	Male	Female
>50 years	Persons		160		739		1,218		1,214	
	% of FTEs		0.04		0.65		1.12		2.16	
	Persons		5		81		146		291	
New employee hire and %internal hires by management level										
Top-management	% of FTEs		0.08		0.04		0.04		0.02	
	Persons		11.00		5		5		3	
Senior-management ⁽¹⁾	% of FTEs		0.08		0.96		0.21		0.24	
	Persons		11.00				27		32	
Middle-management ⁽²⁾	% of FTEs		0.35		120		0.78		1.84	
	Persons		47.00				101		248	
Non-management	% of FTEs		1.85		12.67		19.92		19.72	
	Persons		251.00		1,591		2,595		2,659	
Daily worker	% of FTEs		-		-		-		-	
	Persons		0		0		0		0	
New employee by nationality										
Thai	% of FTEs		N/A		7.03		6.86		7.71	
	Persons		N/A		883		894		1,039	
Other nationality (e.g. Burmese, Indonesian, Vietnamese, American, French, Italian, Polish, Portuguese, Seychellois, Kenyan, British, Malagasy)	% of FTEs		N/A		4.74		14.08		14.11	
	Persons		N/A		595		1,834		1,903	
401-1 b (2016)	Turnover									
	Total employee turnover rate	Persons	N/A		2,534		2,329		2,542	
			N/A	N/A	1,101	1,433	993	1,336	973	1,569
		% of FTEs	13.23		20.18		17.87		18.85	
	Voluntary employee turnover rate	%	40	60	43.45	56.55	42.64	57.36	38.28	61.72
		Persons	N/A		1,683		1,443		1,521	
			N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
		% of FTEs	14.89		13.40		11.07		11.28	
		%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Turnover by Area and Gender										
Asia	Persons		N/A		677	861	518	567	447	614
	% of FTEs		N/A		12.25		8.33		7.87	
US Region	Persons		N/A		27	28	45	50	63	47
	% of FTEs		N/A		0.44		0.73		0.82	
EU Region	Persons		N/A		397	544	430	719	463	908
	% of FTEs		N/A		7.49		8.82		10.17	
Turnover by Age Group and Gender										
<30 years	Persons		N/A		N/A		675		773	

GRI	Data	Unit	2021		2022		2023		2024	
			Male	Female	Male	Female	Male	Female	Male	Female
		% of Total employee turnover	36.56		5.74		5.18		5.73	
30 - 50 years	Persons		N/A		1,290		1,182		1,337	
	% of Total employee turnover		N/A		10.27		9.07		9.92	
>50 years	Persons		N/A		28.30		472		432	
	% of Total employee turnover		13.83		4.17		3.62		3.20	
Turnover rate by management level										
Top-management	% of Total employee turnover		9.09		0.05		0.06		0.06	
	Persons		9.09		6		8		8	
Senior-management ⁽¹⁾	% of Total employee turnover		8.16		1.15		0.34		0.29	
	Persons						44		39	
Middle-management ⁽²⁾	% of Total employee turnover		N/A		144		1.07		1.22	
	Persons						140		164	
Non-management	% of Total employee turnover		14.93		18.99		16.40		17.29	
	Persons		N/A		2,384		2,137		2,331	
Daily worker	% of Total employee turnover		N/A		N/A		N/A		N/A	
	Persons		N/A		N/A		N/A		N/A	
Turnover rate by nationality										
Thai	% of Total employee turnover		98.03		98.76		42.34		38.83	
	Persons		N/A		559		986		987	
Other nationality (e.g. Burmese, Indonesian, Vietnamese, American, French, Italian, Polish, Portuguese, Seychellois, Kenyan, British, Malagasy)	% of Total employee turnover		1.31		0.53		57.66		61.17	
	Persons		N/A		3		1,343		1,555	

GRI	Data	Unit	2021		2022		2023		2024	
			Male	Female	Male	Female	Male	Female	Male	Female
	Average hiring cost / FTE in the last fiscal year	Baht/FTE	N/A		11,492.86		17,491.78		22,519.11 ⁽⁴⁾	
405-2 (2016)	Ratio of basic salary and remuneration of women to men									
	Executive level (base salary only)	-	0.92		0.99		1.08		1.10	
	Executive level (base salary + other cash incentives)	-	0.83		0.87		1.03		1.11	
	Management level (base salary only)	-	0.80		0.79		0.86		0.84	
	Management level (base salary + other cash incentives)	-	0.75		0.83		0.86		0.84	
	Non-Management level (base salary only)	-	0.99		0.92		0.97		0.97	
	Data coverage of Equal remuneration	%	100		100		100		100	
404-1 (2016)	Training an Education									
	Average hours per FTE of training and development	Hours/ FTE/ year	6.70		4.94		6.19		3.76	
			7.23	6.70	2.10	2.84	5.61	6.71	3.30	4.10
	Average Hours of Training by age group									
	18 - 25 years	Hours/ FTE/ year	16.77		18.85		8.67		4.63	
	>25 - 35 years	Hours/ FTE/ year	15.57		23.04		5.68		3.41	
	>35 - 49 years	Hours/ FTE/ year	14.30		20.70					
	>49 years	Hours/ FTE/ year	12.19		15.88		5.06		4.04	
	Average Hours of Training by management level									
	Top-management	Hours/ FTE/ year	N/A	N/A	11.46	35.80	4.67		4.90	
	Senior-management	Hours/ FTE/ year	N/A	N/A	18.86	31.61	7.69		7.84	
	Middle-management	Hours/ FTE/ year	N/A	N/A	24.43	30.03	7.50		5.26	
	Non-management	Hours/ FTE/ year	N/A	N/A	18.04	20.71	6.05		3.63	
	Daily worker	Hours/ FTE/ year	N/A	N/A	15.12	17.15	N/A		N/A	
	Average Hours of Training by nationality									
	Thai	Hours/ FTE/ year	14.92		19.05	22.12	5.60		2.94	

GRI	Data	Unit	2021		2022		2023		2024	
			Male	Female	Male	Female	Male	Female	Male	Female
	Other nationality (e.g. Burmese, Indonesian, Vietnamese, American, French, Italian, Polish, Portuguese, Seychellois, Kenyan, British, Malagasy)	Hours/ FTE/ year	4.89		6.81	6.00	9.20		7.97	
Employee Training and Development Amount Spending										
Average amount spent per FTE on training and development	Baht/ FTE/ year		1,394		341.42		801.01		677.65 ⁽⁵⁾	
			1,353	1,141	334.36	357.72	782.74	816.95	669.79	683.47
Total investment on employees training	Million Baht	N/A	N/A	5.16	7.40	13.02	15.57	17.56	24.16	
Average Spending of Training by age group										
18 - 25 years	Baht/ FTE/ year		276		747.88		673.12		469.96	
>25 - 35 years	Baht/ FTE/ year		1,768		2,720.52		790.88		749.87	
>35 - 49 years	Baht/ FTE/ year		1,448		2,311.54					
>49 years	Baht/ FTE/ year		832.63		1,264.78		1,095.64		708.79	
Average Spending of Training by management level										
Top-management	Baht/ FTE/ year		17,160.00	1,686.74	-	1,931.52		2,668.64		
Senior-management	Baht/ FTE/ year			1,939.14	5,445.62		1,950.99		14,529.51 ⁽⁶⁾	
Middle-management	Baht/ FTE/ year		7,029.00	6,766.45	7,661.22		2,677.41		2,428.07	
Non-management	Baht/ FTE/ year		702.57	991.82	1,745.72		578.13		449.84	
Daily worker	Baht/ FTE/ year		61.19	69.39	45.20		N/A		N/A	
Average Spending of Training by nationality										
Thai	Baht/ FTE/ year		1,427.10	1,821.76	2,575.64		460.35		428.42	
Other nationality (e.g. Burmese, Indonesian, Vietnamese, American, French, Italian, Polish, Portuguese, Seychellois, Kenyan, British, Malagasy)	Baht/ FTE/ year		14,736.78	1,300.00	500.00		2,633.69		1,952.13	
Employee Engagement										
Employee engagement result	Employee Engagement Survey (% of actively engaged employees)		-		72		N/A		N/A	
HC ROI	Baht/Baht		1.63		1.56		1.53		1.52	
% Employees represented by an independent trade union or covered by collective bargaining agreements	% Employee		83.68		83.68		82.59		83.39	

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.
- ⁽¹⁾ : Change from Middle-management in 2022
- ⁽²⁾ : Change from Junior-management in 2022
- ⁽³⁾ : Divided by total monthly FTE / DJSI divided by total open positions (2.21 & 3.89)
- ⁽⁴⁾ : TH increase due to high demand from BU according to Sonar, TA bought additional LinkedIn Job Slots and Recruiter License as well as other external job boards e.g. JobsDB and social media ads in FB/LinkedIn for MA promotions.
- ⁽⁵⁾ : cost +50% (800K vs 1.2m)
- ⁽⁶⁾ : '+ LeadTUGrow (50% increase on costs out of 80% total increase)

GRI	Data	Unit	2021	2022	2023	2024 ⁽¹⁾
Occupational Health and Safety (2018)						
403-8 (2018), 13.19.9	Workers Covered by an Occupational Health and Safety Management System					
	Employee⁽²⁾					
	Covered by an occupational health and safety management system	Person	40,200	42,285	42,189	46,695
		%	100	100	100	100
	Covered by such a system that has been internally audited	Person	40,200	42,285	42,189	46,695
		%	100	100	100	100
	Covered by such a system that has been audited or certified by an external party	Person	40,200	42,285 ⁽³⁾	42,189	46,695
		%	N/A	N/A	N/A	N/A
	Contractor⁽⁴⁾					
	Covered by an occupational health and safety management system	Person	39,068	222,695	109,831	111,195
		%	100	100	100	100
	Covered by such a system that has been internally audited	Person	39,068	222,695	109,831	111,195
		%	100	100	100	100
	Covered by such a system that has been audited or certified by an external party	Person	39,068	222,695	109,831	111,195
		%	100	100	100	100
Work-related injuries						
403-9 (2018), 13.19.9	Fatalities as a Result of Work-Related Injury					
	Employee	Case	0	0	1 ⁽⁵⁾	0
	Contractor	Case	0	0	0	0
	Rate Fatalities as a Result of Work-Related Injury					
	Employee	Case/200,000 hours	0.0000	0.0000	0.0018	0.0000
		worked				
	Contractor	Case/200,000 hours	0.0000	0.0000	0.0000	0.0000
		worked				
	High-Consequence Work-Related Injuries (Excluding Fatalities)					
	Employee	Case	2	2	3	4 ⁽⁶⁾
	Contractor	Case	0	1	0	0
	Rate of High-Consequence Work-Related Injuries (Excluding Fatalities)					
	Employee	Case/200,000 hours	0.002	0.004	0.005	0.007
		worked				
	Contractor	Case/200,000 hours	0.000	0.019	0.000	0.000
		worked				

GRI	Data	Unit	2021	2022	2023	2024 ⁽¹⁾
		Total Recordable Incident Case⁽⁷⁾				
Employee	Case	311	436	293	383	
Contractor	Case	34	15	8	15	
		Total Recordable Incident Rate (TRIR)				
Employee	Case/200,000 hours	0.62	0.79	0.52	0.64	
	worked					
Contractor	Case/200,000 hours	0.56	0.29	0.13	0.51	
	worked					
		Number of Working Hours⁽⁸⁾				
Employee	Hours	100,071,200.05	110,124,276.32	112,210,833.19 ⁽³⁾	119,509,846.46	
Data coverage	% of revenue	99	99	99	100	
Contractor	Hours	12,245,425.93	10,504,055.95	11,955,015.87	5,843,751.96	
Data coverage	% of revenue	99	99	99	100	
		Lost Work Day (LWD) & Lost Day Rate (LDR)				
Employee	Lost workday	2,631	2,485	1,644	1,364	
	Lost workday/200,000 hours worked	5.26	4.51	2.93	2.28	
Contractor	Lost workday	187	164	92	255	
	Lost workday/200,000 hours worked	3.05	3.12	1.54	8.73	
Work-Related Ill Health						
403-10 (2018)	Number of Fatalities as a Result of Work-Related Ill Health⁽⁹⁾					
	Employee	Case	0	0	0	0
	Contractor	Case	0	0	0	0
Number of Cases of Recordable Work-Related Ill Health						
Employee	Employee	Case	0	0	0	0
	Contractor	Case	0	0	0	0
Occupational Diseases Rate (ODR)						
Employee	Case	0	0	0	0	0
	Case/200,000 hours	0	0	0	0	
	worked					
Data coverage	% of revenue	98	99	99	100	
Contractor	Case	0	0	0	0	0
	Case/200,000 hours	0	0	0	0	
	worked					
Data coverage	% of revenue	98	99	99	100	
Loss Time Injury Frequency Rate: LTIFR						
Employee	Case	196	183	134	125	
	Case/200,000 hours worked	0.39	0.32	0.24	0.21	
	Contractor	Case	24	10	7	13
	Case/200,000 hours worked	0.39	0.19	0.12	0.44	

GRI	Data	Unit	2021	2022	2023	2024 ⁽¹⁾
Occupational Illness Frequency Rate: OIFR						
-	Employee	Case/200,000 hours	0	0	0	0
		worked				
	Contractor	Case/200,000 hours	0	0	0	0
		worked				

Remark:

- N/A = Not available
- No data = No data
- Not Applicable = those indicators are not relevance to the company's business.
- ⁽¹⁾ 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.
- ⁽²⁾ The number of employee covers employees working in the factory.
- ⁽³⁾ The data has been amended from SD report 2023.
- ⁽⁴⁾ 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.
- ⁽⁵⁾ 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.
- ⁽⁶⁾ In 2024, there were 4 permanent disability incidents occurred in Thailand. The company is closely working on a comprehensive health and safety prevention program.
- ⁽⁷⁾ Total recordable incident (TRIR) including medical treatment, restricted work case, lost day case, disability and fatality
- ⁽⁸⁾ Total working hour covers employees and contractors.
- ⁽⁹⁾ Since 2021, there was no work-related ill health incident reported from Workmen's Compensation Fund.

ENVIRONMENTAL PERFORMANCE

GRI	Data	Unit	2021	2022	2023	2024 ^{1),(2)}
Material						
301-1 (2016)	Total material used	Tons	16,520	32,288.40	18,935.10	17,073.08
	Non renewable material	Tons	4,966.20	13,451.10	6,151.40	5,039.10
	Wood/Paper fiber packaging	Tons	4,537.00	11,375.10	5,476.3	5,039.10
	Plastic packaging	Tons	429.2	2,076.00	675.1	-
	Renewable material	Tons	11,553.80	18,837.30	12,783.70	12,033.98
	Metal packaging	Tons	10,865.00	18,064.20	12,638.4	11,323.24
	Glass packaging	Tons	77	773.1	145.3	-
	Plastic packaging	Tons	611.8	0	0	710.74
301-2 (2016)	Percentage of materials used that are recycled input materials	%	70	58.34	67.51	70
Energy⁽³⁾						
302-1 (e) (2016)	Total energy consumption within the organization	GJ	4,346,710	4,475,143	4,220,031	3,952,607
302-1 (a) (2016)	Total non-renewable energy	GJ	2,747,493	2,724,290	2,534,513	2,030,488
	Fuel Oil (Bunker Oil)	GJ	522,192	539,188	429,747	415,392
	Natural Gas	GJ	298,299	292,836	287,586	287,965
	Diesel	GJ	20,877	47,165	87,778	69,127
	Biodiesel (B7) ⁽⁴⁾	GJ	42,310	85,144	83,889	84,299
	Biodiesel (B10) ^{(4),(5)}	GJ	21,047	0	0	0
	LPG	GJ	235,281	231,958	226,357	272,176
	Coal	GJ	1,603,647	1,523,286	1,413,542	894,616
	Gasoline/ Petrol	GJ	2,504	2,725	3,282.41	3,283.353
	Biogasoline E10 ⁽⁴⁾	GJ	1,337	1,987	2,331	3,596
302-1 (b) (2016)	Biogasoline E20 ^{(4),(6)}	GJ	0	0	1.69	34.88
	Total renewable energy	GJ	250,268	445,385	480,637	686,162
	Biogas	GJ	71,657	51,437	52,059	56,056
	Wood Pellet	GJ	146,856	263,227	230,827	455,120
	Fuel wood/Wood chip	GJ	No data	2,800	2,731	22,043
	Saw Dust	GJ	3	5	111.68	142.67
	Palm kernel shell ⁽⁶⁾	GJ	0	0	74,616.8	32,465.7
302-1 (c) (2016)	Solar Panel	GJ	31,752	121,287	113,718	113,313
	Total Indirect Energy (electricity)	GJ	1,348,949	1,305,468	1,204,881	1,235,956
	Steam / heating / cooling and other energy (non-renewable) purchased for consumption	GJ	1,351,763	1,305,468	1,204,881	1,235,956
	Electricity (non-renewable) purchased	MWh	374,708	365,441.15	337,939	363,790
		GJ	1,348,949	1,305,468	1,204,868	1,235,953
	Steam (non-renewable) purchased ⁽⁶⁾	GJ	0	0	13	3
	Cooling (non-renewable) purchased	GJ	N/A	N/A	N/A	N/A

GRI	Data	Unit	2021	2022	2023	2024 ^{1),(2)}
302-2 (2016)	Energy consumption outside of the organization	GJ	No data	No data	No data	No data
302-3 (2016)	Total Energy Intensity	GJ/Ton FG	5.49	5.76	6.09	5.34
-	Total finish good volume (4)	Tons	793,282	776,319	692,813	739,844
302-4 (2016)	Total reduction of energy consumption	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	Reduction in energy requirements of products and services	GJ	N/A	N/A	N/A	N/A
-	data coverage	% Revenue	99.7	99.5	99.7	99.7
Greenhouse Gases Emission (GHGs) ^{(3),(7),(8)}						
305-1 (2016), 13.1.2	Direct GHG emission (Scope 1)^{(7),(8)}	Tons CO ₂ eq	323,493	295,653	269,052	227,901
	Biogenic CO ₂ emissions	Tons CO ₂ eq	33,245	37,645	44,370	58,287
305-2 (2016), 13.1.3	Indirect GHG emissions (Scope 2)^{(7),(8)}	Tons CO ₂ eq	188,119	180,705	165,309	177,962
305-3 (2016), 13.1.4	Total Other relevant indirect GHG emission (scope 3)⁽²⁰⁾	Tons CO ₂ eq	4,071,680	3,557,102	4,165,375	2,751,955
	Scope 3 Category 1: Purchased goods and services	Tons CO ₂ eq	3,020,096	2,455,661	3,072,215	2,176,696
	Scope 3 Category 2: Capital goods	Tons CO ₂ eq	14,327	30,610	63,370	32,9789
	Scope 3 Category 3: Fuel and energy related activities	Tons CO ₂ eq	42,823	68,045	68,262	80,188
	Scope 3 Category 4: Upstream transportation & distribution	Tons CO ₂ eq	162,303	108,441	60,551	47,795
	Scope 3 Category 5: Waste generated in operations	Tons CO ₂ eq	13,499	9,975	9,376	8,509
	Scope 3 Category 6: Business travel	Tons CO ₂ eq	2,315	3,503	3,635	4,015
	Scope 3 Category 7: Employee commuting	Tons CO ₂ eq	75,999	82,671	76,155	81,180

GRI	Data	Unit	2021	2022	2023	2024 ^{1),(2)}
	Scope 3 Category 8: Upstream leased assets	Tons CO ₂ eq	Not Applicable	Not Applicable	Not Applicable	Not Applicable
	Scope 3 Category 9: Downstream transportation & distribution	Tons CO ₂ eq	139,328	167,050	254,679	120,679
	Scope 3 Category 10: Processing of sold products	Tons CO ₂ eq	20,360	22,662	26,232	32,867
	Scope 3 Category 11: Use of sold products	Tons CO ₂ eq	Not Applicable	Not Applicable	Not Applicable	Not Applicable
	Scope 3 Category 12: End-of-life treatment of sold products	Tons CO ₂ eq	105,564	105,461	173,784	105,861
	Scope 3 Category 13: Downstream leased assets	Tons CO ₂ eq	Not Applicable	Not Applicable	Not Applicable	Not Applicable
	Scope 3 Category 14: Franchises	Tons CO ₂ eq	Not Applicable	Not Applicable	Not Applicable	Not Applicable
	Scope 3 Category 15: Investments	Tons CO ₂ eq	475,065	503,023	357,309	61,185
	Total biogenic CO ₂ emissions (scope 3)	Tons CO ₂ eq	N/A	N/A	N/A	N/A
305-4 (2016), 13.1.5	GHG emission intensity (scope 1 & 2)	Tons CO ₂ eq	0.64	0.61	0.63	0.55
	data coverage	%	99.7	99.5	99.7	99.7
305-5 (2016), 13.1.6	Total estimated annual CO₂ savings	Tons CO ₂ eq	N/A	N/A	N/A	N/A
	GHG annual reduction target at fiscal year	Tons CO ₂ eq	N/A	N/A	N/A	N/A
305-6 (2016), 13.1.7	Emission of ozone-depleting substance (ODS)	Tons CO ₂ eq	No data	No data	No data	No data
-	data coverage	% Revenue	99.7	99.5	99.7	99.7
NO_x, SO_x, and Other significant air emission⁽⁹⁾						
305-7 (2016), 13.1.8	NO _x	Tons NO ₂	N/A	N/A	73.6	21.1
	NO _x intensity	Tons NO ₂ /Ton FG	N/A	N/A	0.00011	0.00003
	SO _x	Tons SO _x	N/A	N/A	306.8	3.3
	SO _x intensity	Tons SO ₂ /Ton FG	N/A	N/A	0.0004	0.0000
	Persistent organic pollutants (POP)	Tons POP	N/A	N/A	N/A	N/A

GRI	Data	Unit	2021	2022	2023	2024 ^{1),(2)}
	POP intensity	Tons POP/Ton FG	N/A	N/A	N/A	N/A
	Volatile organic compounds (VOC)	Tons VOC	N/A	N/A	N/A	N/A
	VOC intensity	Tons VOC/Ton FG	N/A	N/A	N/A	N/A
	Hazardous air pollutants (HAP)	Tons HAP	N/A	N/A	N/A	N/A
	HAP intensity	Tons HAP/Ton FG	N/A	N/A	N/A	N/A
	Particulate matter (PM)	Tons PM	N/A	N/A	65.7	18.8
	PM intensity	Tons PM/Ton FG	N/A	N/A	0.00009	0.00003
Water Withdrawal⁽³⁾						
303-3 (a,c) (2018), 13.7.4	Total water withdrawal from all areas	Mil m ³	12.25	12.15	9.72	9.37
	Fresh water	(TDS ≤1,000 mg/L)	Mil m ³	8.75	9.55	8.34
	Surface water			0.78	0.85	0.61
	Groundwater	Mil m ³	2.37	2.44	2.25	2.27
	Seawater	Mil m ³	0	0	0	0
	Produced water	Mil m ³	Not applicable	Not applicable	Not applicable	Not applicable
	Rainwater collected by organization	Mil m ³	0.23	0.22	0.34	0.12
	Third party water⁽¹⁰⁾	Mil m ³	5.38	6.04	5.14	5.18
	Surface municipal water	Mil m ³	5.38	6.04	5.14	5.18
	Ground municipal water	Mil m ³	Not applicable	Not applicable	Not applicable	Not applicable
	Other water sources from manufacturing process⁽¹¹⁾	Mil m ³	0	0	0.0084	0.0118
	data coverage	% Revenue	99.7	99.5	99.7	99.7
	Other water (TDS >1,000 mg/L Total Dissolved Solids)	Mil m ³	3.5	2.60	1.38	1.17
	Surface water	Mil m ³	0.02	0.01	0.01	0.01
	Groundwater	Mil m ³	0	0	0	0
	Seawater	Mil m ³	3.48	2.59	1.37	1.16
	Produced water	Mil m ³	Not applicable	Not applicable	Not applicable	Not applicable
	Rainwater	Mil m ³	Not applicable	Not applicable	Not applicable	Not applicable
	Third party water	Mil m ³	Not applicable	Not applicable	Not applicable	Not applicable
	Surface municipal water	Mil m ³	Not applicable	Not applicable	Not applicable	Not applicable
	Ground municipal water	Mil m ³	Not applicable	Not applicable	Not applicable	Not applicable
	data coverage	% Revenue	99.7	99.5	99.7	99.7
303-3 (b,c) (2018), 13.7.4	Total water withdrawal from water stress area^{(12),(13)}	Mil m ³	0.22	0.21	0.22	0.22
	Fresh water (TDS ≤1,000 mg/L)	Mil m ³	0.22	0.21	0.22	0.22

GRI	Data	Unit	2021	2022	2023	2024 ^{1),(2)}
	Surface water	Mil m ³	0	0	-	-
	Groundwater	Mil m ³	0	0	-	-
	Seawater	Mil m ³	0	0	0	0
	Produced water	Mil m ³	Not applicable	Not applicable	Not applicable	Not applicable
	Rainwater	Mil m ³	0	0	-	-
	Third party water	Mil m ³	0.22	0.21	0.22	0.22
	Surface municipal water	Mil m ³	0.22	0.21	0.22	0.22
	Ground municipal water	Mil m ³	Not applicable	Not applicable	Not applicable	Not applicable
	data coverage	% Revenue	99.7	99.5	99.7	99.7
	Other water (TDS >1,000 mg/L Total Dissolved Solids)	Mil m ³	N/A	0	-	-
	Surface water	Mil m ³	N/A	0	-	-
	Groundwater	Mil m ³	N/A	0	0	0
	Seawater	Mil m ³	N/A	0	0	0
	Produced water	Mil m ³	Not applicable	Not applicable	Not applicable	Not applicable
	Rainwater	Mil m ³	Not applicable	Not applicable	Not applicable	Not applicable
	Third party water	Mil m ³	Not applicable	Not applicable	Not applicable	Not applicable
	Surface municipal water	Mil m ³	Not applicable	Not applicable	Not applicable	Not applicable
	Ground municipal water	Mil m ³	Not applicable	Not applicable	Not applicable	Not applicable
	data coverage	% Revenue	99.7	99.5	99.7	99.7
-	Total Water recycled & Water reused	Mil m ³	1.29	1.58	1.88	1.88
-		% of total water withdrawal	10.53	13.16	19.36	20.11
-	Water reused	Mil m ³	1.15	1.18	1.22	1.02
-	Water recycled	Mil m ³	0.14	0.40	0.66	0.86
Water Discharged ^{(3),(14),(15),(16)}						
303-4 (2018), 13.7.5	Total water discharged to all areas	Mil m ³	7.87	4.83	4.93	3.47
	Fresh water (TDS ≤1,000 mg/L)	Mil m ³	N/A	N/A	N/A	N/A
	Surface water	Mil m ³	4.48	1.05	3.55	2.18
	Groundwater	Mil m ³	0	0	0	0
	Seawater	Mil m ³	2.37	2.89	0.67	0.58
	Third party organization for further treatment process	Mil m ³	1.02	0.89	0.71	0.71
	data coverage	% Revenue	99.7	99.5	99.7	99.7
	Other water (TDS >1,000 mg/L Total Dissolved Solids)	Mil m ³	N/A	N/A	N/A	N/A

GRI	Data	Unit	2021	2022	2023	2024 ^{1),(2)}
303-4(b) 2018, 13.7.5	Surface water	Mil m ³	0	0	0	0
	Groundwater	Mil m ³	0	0	0	0
	Seawater	Mil m ³	2.37	2.89	0.67	0.58
	Third party organization for further treatment process	Mil m ³	N/A	N/A	0	0
	data coverage	% Revenue	99.7	99.5	99.7	99.7
303-4(b) 2018, 13.7.5	Total water discharged to all areas with water stress	Mil m ³	N/A	0.2	0.20	0.22
	Fresh water (TDS ≤1,000 mg/L)	Mil m ³	N/A	N/A	0.20	0.22
Water Consumption⁽³⁾						
303-5 (2018), 13.7.6	Total water consumption from all areas (Total water withdrawal - Total water discharge)	Mil m ³	4.38	7.31	4.79	5.90
	Total water consumption from all areas with water stress (Total water withdrawal - Total water discharge)	Mil m ³	N/A	0.01	0.01	0.00
-	Water Consumption intensity	m ³ /Ton FG	5.52	9.42	6.91	7.97
-	data coverage	% Revenue	99.7	99.5	99.7	99.7
Waste generated⁽⁸⁾						
306-3 (2020), 13.8.4	Total Waste generated	Tons	78,082	68,654	66,584	72,570
	Total non-hazardous waste generated	Tons	75,165	67,797	65,715	71,361
	Total hazardous waste generated	Tons	2,917	857	869	1,209
-	data coverage	% Revenue	99.7	99.5	99.7	99.7
Waste diverted from disposal⁽³⁾						
306-4 (2020), 13.8.5	Total Waste diverted from disposal	Tons	48,847	43,636	38,310	45,840
	Total Non-Hazardous waste diverted from disposal	Tons	48,477	42,731	37,794	45,153
	Preparation for reuse	Tons	2,362	600	734	381
	Onsite	Tons	0	0	0	0
	Offsite	Tons	2,362	600	734	381
	Recycling	Tons	29,643	26,364	19,844	22,619
	Onsite	Tons	0	0	0	0
	Offsite	Tons	29,643	26,364	19,844	22,619
	Other recovery operations: Composting	Tons	16,472	15,743	17,216	21,870
	Onsite	Tons	0	0	0	0
	Offsite	Tons	16,472	15,743	17,216	21,870

GRI	Data	Unit	2021	2022	2023	2024 ^{1),(2)}
	Other: Site reclamation ⁽¹⁷⁾	Tons	0	24	0	283
	Onsite	Tons	0	24	0	283.01
	Offsite	Tons	0	0	0	0
	Total Hazardous Waste diverted from disposal	Tons	370	905	515.32642	687.05324
	Preparation for reuse	Tons	243	263	229	293
	Onsite	Tons	0	0	0	0
	Offsite	Tons	243	263	229	293
	Recycling	Tons	127	135	286	394
	Onsite	Tons	0	0	0	0
	Offsite	Tons	127	135	286	394
	Other recovery operations: Composting	Tons	0	10	0	0
	Onsite	Tons	0	0	0	0
	Offsite	Tons	0	10	0	0
Waste directed to disposal ^{(3),(8)}						
306-5 (2020), 13.8.6	Total waste directed to disposal	Tons	23,345	35,716	40,310	39,564
	Total Non-hazardous waste directed to disposal	Tons	21,382.72	35,271.20	39,973.89	39,058.84
	Recovery, including Energy Recovery	Tons	8,278	10,060	10,173	11,020
	Onsite	Tons	0	0	0	0
	Offsite	Tons	8,278	10,060	10,173	11,020
	Incineration without Heat Recovery (i.e. Mass Burn)	Tons	232	145	1,880	1,831
	Onsite	Tons	0	0	0	0
	Offsite	Tons	232	145	1,880	1,831
	Landfilling	Tons	12,771	24,966	27,804	26,199
	Onsite	Tons	0	0	0	0
	Offsite	Tons	12,771	24,966	27,804	26,199
	Other disposal operations: On-site Storage	Tons	5,399	0	0	0
	Onsite	Tons	5,399	0	0	0
	Offsite	Tons	0	0	0	0
	Other disposal operations: Other Disposal Methods ⁽¹⁸⁾	Tons	102	101	117	9
	Onsite	Tons	0	0	0	0
	Offsite	Tons	102	101	117	9
	Total hazardous waste directed to disposal	Tons	1,962	445	336	505
	Recovery, including Energy Recovery	Tons	293	345	311	499
	Onsite	Tons	0	0	0	1
	Offsite	Tons	293	345	311	498
	Incineration without Heat Recovery (i.e. Mass Burn)	Tons	45	31	10	3

GRI	Data	Unit	2021	2022	2023	2024 ^{1),(2)}
-	Onsite	Tons	0	0	0	0
	Offsite	Tons	45	31	10	3
	Landfilling	Tons	1,624	2	2	3
	Onsite	Tons	0	0	0	0
	Offsite	Tons	1,624	2	2	3
	Other disposal operations: On-site Storage	Tons	585	4	17	17
	Onsite	Tons	585	4	17.36	17.28
	Offsite	Tons	0	0	0	0
	Other disposal operations: Other Disposal Methods ⁽¹⁸⁾	Tons	0.36	68	13	0.30
	Onsite	Tons	0	0	0	0
	Offsite	Tons	0.36	68	13.21	0.30
-	Waste disposed by landfill and incineration	Tons	23,243	35,548	40,179	39,555
-	Waste disposed by landfill and incineration per production unit	kg/Ton FG	29.30	45.79	57.99	53.46
Food Loss ^{(4),(19)}						
-	Total weight of food loss from operations (A)	Tons	140,442	151,907	146,995	154,592
	Total weight of food loss volumes used for alternative purposes (B)	Tons	139,154	150,833	145,918	153,323
	Total food loss discarded (A - B)	Tons	1,287	1,074	1,077	1,270
	Food loss intensity	Tons/Bat h Billion	9.45	7.14	8.27	9.61
	data coverage	% Revenue	100	100	100	100
Packaging Materials						
2.3.3	Total weight of wood/paper fiber packaging	Tons	4,537.20	11,375.10	5476.3	5039.1
	Recycled and/or certified wood/paper fiber	% of total weight	73.18	55.72	59.27	68.58
	Total weight of metal packaging	Tons	10,865.02	18,064.20	12638.40	11,323.24
	Recycled metal	% of total weight	48.31	48.45	38.29	44.02
	Total weight of glass packaging	Tons	76.68	773.1	145.3	-
	Recycled glass	% of total weight	75.00	0.81	0	-
Plastic Packaging						
2.3.4	Total weight of all plastic packaging	Tons	1,041.30	2,076.00	675.1	710.7

GRI	Data	Unit	2021	2022	2023	2024 ^{1),(2)}
	Percentage of recyclable plastic packaging	% of the total weight of all plastic packaging	58.77	46.55	65.87	86.24
	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	3.52	1.29	3.46	4.91
	Data Coverage	% of cost of goods sold	90.00	90.00	90.00	90

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.

- ⁽¹⁾ 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 for retail operations in the 2025 reporting years.

- ⁽²⁾ In 2024, the following operations were merged to be Pakfood PCL (Culinary) and started operation in January and June 2024, respectively

- Pakfood PCL (Chaophraya operation): started operation in January 2024

- Pakfood PCL (Asia operation): Merged and started operation in June 2024

- ⁽³⁾ The following performance data have been amended from the performance data reported in SD report 2023 for more accuracy:

Reporting year 2021:

- Water withdrawal in all water stress area
- Water discharge in all water stress area
- Waste generated
- Waste diverted from disposal
- Waste directed to disposal

Reporting year 2022-2023

- Total finish good volume
- Energy consumption
- Greenhouse gases
- Water withdrawal
- Water discharged
- Water consumption
- Waste generated
- Waste diverted from disposal
- Waste directed to disposal

- ⁽⁴⁾ The company adjusted reporting the energy consumption for renewable and non-renewable separately in SD Report 2024.

- Non-renewable energy consumption part includes Biodiesel B7 (pure Diesel 93%), Biodiesel B10 (pure Diesel 90%), Biogasoline E10 (gasoline 90%), and Biogasoline E20 (gasoline 80%)

- Renewable energy consumption part includes Biodiesel B7 (biodiesel 7%), Biodiesel B10 (biodiesel 10%), Biogasoline E10 (ethanol 10%), and Biogasoline E20 (ethanol 20%)

- ⁽⁵⁾ Biodiesel B10 is no longer used in 2022

- ⁽⁶⁾ The following energy fules has been used in TU's operations since 2023.

- Biogasoline E20
- Palm kernel shell

- Steam purchased from other organisation: consumption period is 2023 to February 2024
 - In addition, there was vegetable oil consumed for steam generation in 2024
- (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.
- (8) GHG Emission trends:

The GHG emission trend in 2024 decreased from GHG emission in 2023 due to the following improvement:

 - Increasing of renewable fuels in steam generation process (i.e. woodchip, palm kernel shell, wood pellet)
 - Change energy fuels for other stationary and mobile source from non-renewable energy fuels to be renewable energy fuels (i.e. biogasoline E10, biogasoline E20, Diesel B7)
 - Increasing of solar consumption
 - Adjusting the emission factor for grid electricity in the operation located in Norway
- (9) The initial reporting of significant emission e.g. NOx, SOx 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%). The water risk assessment was conducted during 2024 and there was no operations located in the water stress classified as Extremely high level in 2024.
- (14) Water discharge:

The treated wastewater from TU's operations are discharged to the following destinations

 1. Surface water
 2. Seawater
 3. Third party organisation for further treatment process

Third party organisation for further treatment process includes central wastewater treatment process organised by local authority.
- (15) Information on water discharge to freshwater and other water bodies is currently unavailable due to the absence of Total Dissolved Solids (TDS) measurements for the receiving water sources.
- (16) In 2024, the wastewater treatment plant improvement in Ghana has been ongoing and the project is expected to be completed in 2025.
- (17) Waste for site reclamation has been diverted from composting waste and reported in 2022 and 2024.
- (18) In 2021-2024, "Other Disposal Methods" waste is not classified as any specific waste disposal methods listed in the table but are still recognized ways to treat or manage waste in a safe or regulatory-compliant manner.
- (19) Food loss:
 - The food loss data in 2021-2023 have been amended from the performance data reported in SD report 2023 for more data accuracy.
 - Regarding to Thai Union's Commitment on Food Loss & Waste Reduction, the Company has set target of zero food loss in 5 major facilities by 2030.
 - 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 (i.e. packaging, feedmill, and marine ingredients business), revenue from non-human consumption is excluded from the denominator.
- (20) As of 2024, Thai Union reduced Scope 3 emissions by 32% from the 2021 baseline—3% countable toward the SBTi target and 28% from improved data methods. The key driver was reduced purchase of pole-and-line-caught tuna.

Summary of Key Sustainability Index

FY2021 - FY2024

- Governance & Economic,
- Environment, and
- Social

Key Sustainability Index
FY2021 - FY2024

ID	REF / GRI STANDARD	PERFORMANCE INDICATORS	UNIT	FY2021	FY2022	FY2023	FY2024	TARGET
	GRI 2-9	Board Type						
1.2.2		Independent Director	Person	5	5	5	5	
1.2.2		Other Non-executive Director	Person	5	5	5	2	
1.2.2		Executive Director	Person	6	5	4	4	
		Non-Executive Chairperson/ Lead Director						
1.2.3	GRI 2-11	Number of years Chairman is non-executive and independent	Years	N/A	1	2	3	
		Board Gender Diversity						
1.2.5	GRI 2-9, GRI 405-1	Number of female directors	Person	2	2	2	2	
		Board Effectiveness						
1.2.6	GRI 2-18	Average board meeting attendance	%	95	92	93.18	99.86	
1.2.6	GRI 2-10	Number of non-executive or independent directors with 4 or less other mandates	Person	6	6	7	10	
		Board Average Tenure						
1.2.7		Average tenure of board member	Years	12	12	13	14	
	GRI 2-27, 205-3, 406-1, 418-1	Reporting on Breaches						
1.5.5		Total breach reported	Case	21	20	74	42	
1.5.5		Breakdown of breaches reported						
		Corruption and Bribery	Case	0	0	0	0	
		Discrimination & Harrassment	Case	12	8	34	11	
		Confidentiality of Information or Privacy policy	Case	0	0	0	0	
		Conflicts of interest	Case	-	0	0	0	
		Money Laundering or Insider Trading	Case	-	0	0	0	
		Customer Privacy Data	Case	-	0	0	0	
		Other Human & labor rights including work-related practices	Case	9	12	40	31	
1.5.5		Number of confirmed breaches case						
		Corruption and Bribery	Case	-	0	0	0	
		Discrimination & Harrassment	Case	-	3	1	2	
		Confidentiality of Information or Privacy policy	Case	-	0	0	0	
		Conflicts of interest	Case	-	0	0	0	
		Money Laundering or Insider Trading	Case	-	0	0	0	
		Customer Privacy Data	Case	-	0	0	0	
		Other Human & labor rights including work-related practices	Case	-	11	3	10	
1.5.5		Consequences of breaches						
		Verbal warnings	Case	0	6	3	5	
		Written warnings	Case	12	3	1	1	
		Contract terminations	Case	5	3	0	0	
		Pending investigations	Case	0	0	0	0	
		Other	Case	4	2	2	4	
		Amount of fines and convictions related to corruption and bribery cases	THB	-	-	-	0	

Key Sustainability Index
FY2021 - FY2024

ID	REF / GRI STANDARD	PERFORMANCE INDICATORS	UNIT	FY2021	FY2022	FY2023	FY2024	TARGET
	GRI 415-1	Contributions and Other Spendings						
1.6.1		Total contribution and other spendings	THB	43,101,020	38,207,243	36,923,540	36,684,230	
		Contributions in Lobbying, interest representation or similar	THB	-	-	-	0	
		Contributions in Local, regional or national political campaigns, organizations, or candidates	THB	-	-	-	0	
		Contributions in Trade association or tax except groups	THB	43,101,020	38,207,243	36,923,540	36,684,230	
		Contributions in Other (e.g. spending related to ballots measures or referendums)	THB	-	-	-	0	
		Data Coverage of Total contribution and other spendings	THB	100	100	100	100	
	GRI 2-5, 2-6	Supply Chain Management						
1.7.5		Total Tier-1 suppliers	Suppliers	-	963	682	593	
		Total Tier-1 significant suppliers	Suppliers	-	159	109	390	
		Total spend on Tier-1 significant suppliers in Tier-1	%	-	86.32	91	57	
		Total non Tier-1 significant suppliers	Suppliers	-	136	13	7	
		Total significant suppliers (Tier-1 and non Tier-1)	Suppliers	-	295	122	397	
1.7.6	GRI 2-5, 308-2, 414-2	Total suppliers assessed via desk assessments/on-site assessments	Suppliers	-	295	122	600	
		Percentage of Significant suppliers assessed						100% of significant suppliers assessed via desk assessments/on-site assessments
		Suppliers assessed with substantial actual/potential negative impacts	Suppliers	-	69	107	68	
		Percentage of suppliers with substantial actual/potential negative impacts with agreed corrective action/improvement plan	%		100	100	100	
		Suppliers with substantial actual/potential negative impacts that were terminated	Suppliers		1	0	0	
		Total number of suppliers supported in corrective action plan implementation	Suppliers	-	65	107	68	
		Percentage of suppliers assessed with substantial actual/potential negative impacts supported in corrective action plan implementation	%	-	94.20	100	100	100% of significant suppliers supported in corrective action plan implementation
		Suppliers in capacity building programs	Suppliers	-	154	101	593	
								100% of significant suppliers in capacity building programs

Key Sustainability Index
FY2021 - FY2024

ID	REF / GRI STANDARD	PERFORMANCE INDICATORS	UNIT	FY2021	FY2022	FY2023	FY2024	TARGET
GRI 201-1	Tax Reporting							
1.8.2	Number of employees by country							
	Thailand	Employee	37,020	41,788	37,527	39,767		
	France	Employee	759	781	758	742		
	USA	Employee	483	549	463	470		
	Germany	Employee	700	662	361	357		
	Ghana	Employee	954	951	1,252	1,576		
	Poland	Employee	621	465	448	440		
	Portugal	Employee	525	523	530	562		
	Seychelles	Employee	1,962	1,787	1,801	1,766		
	Vietnam	Employee	-	1,360	1,216	1,521		
	Others	Employee	1,861	404	441	552		
1.8.2	% Coverage against total number of employees by country							
	Thailand	%	82.48	84.81	76.17	83.28		
	France	%	1.69	1.59	1.54	1.55		
	USA	%	1.08	1.11	0.94	0.98		
	Germany	%	1.56	1.34	0.73	0.75		
	Ghana	%	2.13	1.93	2.54	3.30		
	Poland	%	1.38	0.94	0.91	0.92		
	Portugal	%	1.17	1.06	1.08	1.18		
	Seychelles	%	4.37	3.63	3.66	3.70		
	Vietnam	%	-	2.76	2.47	3.19		
	Others	%	4.15	0.82	0.90	1.16		
	Total	%	100	100	0.00	100		
1.8.2	Revenue by country							
	Thailand	THB	85,275,333,995	111,613,309,395	67,613,590,810	104,597,506,378		
	France	THB	24,704,943,616	25,869,885,874	26,965,772,575	25,493,458,972		
	USA	THB	51,007,274,164	56,007,187,772	27,698,278,659	41,857,055,099		
	Germany	THB	5,538,795,216	6,361,782,823	6,908,812,962	6,581,437,134		
	Ghana	THB	3,724,865,284	3,363,591,491	3,420,867,022	3,592,331,384		
	Poland	THB	2,614,344,970	2,672,024,341	2,910,378,173	3,238,116,789		
	Portugal	THB	3,176,381,159	3,210,593,015	3,565,775,520	3,814,056,031		
	Seychelles	THB	16,585,681,035	19,612,634,080	18,051,418,162	18,858,372,195		
	Vietnam	THB	Not Disclosed	2,365,174,537	2,283,440,523	2,252,884,700		
	Others	THB	17,469,822,500	16,729,574,108	17,024,140,600	19,059,406,359		
1.8.2	% Coverage against total revenue by country							
	Thailand	%	40.59	45.04	27.28	45.61		
	France	%	11.76	10.44	10.88	11.12		
	USA	%	24.28	22.60	11.18	18.25		
	Germany	%	2.64	2.57	2.79	2.87		
	Ghana	%	1.77	1.36	1.38	1.57		
	Poland	%	1.24	1.08	1.17	1.41		
	Portugal	%	1.51	1.30	1.44	1.66		
	Seychelles	%	7.89	7.91	7.28	8.22		
	Vietnam	%	-	0.95	0.92	0.98		
	Others	%	8.32	6.75	6.87	8.31		
	Total	%	100	100	71.20	100		

Key Sustainability Index
FY2021 - FY2024

ID	REF / GRI STANDARD	PERFORMANCE INDICATORS	UNIT	FY2021	FY2022	FY2023	FY2024	TARGET
1.8.2		Profit (Loss) before tax by country						
		Thailand	THB	14,159,344,937	22,262,283,729	(12,384,671,409)	10,522,622,773	
		France	THB	2,517,200,551	2,371,548,955	1,666,236,871	489,714,304	
		USA	THB	(513,823,857)	(3,997,838,110)	(27,012,441,913)	233,878,270	
		Germany	THB	(84,802,463)	(180,549,980)	(490,719,504)	(1,005,100,349)	
		Ghana	THB	107,054,760	194,937,135	62,161,758	68,300,805	
		Poland	THB	128,016,997	28,903,551	275,117,999	225,281,569	
		Portugal	THB	49,776,567	76,647,182	160,246,133	88,422,240	
		Seychelles	THB	11,111,268	206,032,646	408,777,472	340,626,951	
		Vietnam	THB	Not Disclosed	228,236,200	118,767,523	33,392,340	
		Others	THB	444,780,715	193,464,287	(483,986,422)	1,016,386,238	
		Total	THB	16,818,659,474	21,383,665,595	(37,680,511,492)	12,013,525,140	
1.8.2		% Coverage against total profit (loss) before tax by country						
		Thailand	%	84.19	104.11	(57.92)	87.59	
		France	%	14.97	11.09	7.79	4.08	
		USA	%	(3.06)	(18.70)	(126.32)	1.95	
		Germany	%	(0.50)	(0.84)	(2.29)	(8)	
		Ghana	%	0.64	0.91	0.29	0.57	
		Poland	%	0.76	0.14	1.29	1.88	
		Portugal	%	0.30	0.36	0.75	0.74	
		Seychelles	%	0.07	0.96	1.91	2.84	
		Vietnam	%	-	1.07	0.56	0.28	
		Others	%	2.64	0.90	(2.26)	8.46	
		Total	%	100	100	100	100	
1.8.2		Income tax accrued (current year) by country						
		Thailand	THB	368,109,373	437,210,310	325,465,967	493,649,666	
		France	THB	125,306,473	288,379,414	61,922,219	6,185,474	
		USA	THB	32,548,791	36,103,502	80,311,690	38,651,640	
		Germany	THB	3,215,699	161,250	13,897,868	(67,818,703)	
		Ghana	THB	19,182,469	97,327,159	34,476,429	49,752,067	
		Poland	THB	47,106,426	48,335,679	60,946,390	30,908,621	
		Portugal	THB	14,560,208	41,022,887	66,218,055	37,046,487	
		Seychelles	THB	-	-	74,262,122	39,213,905	
		Vietnam	THB	Not Disclosed	43,206,273	27,424,588	11,333,145	
		Others	THB	94,958,712	64,142,904	13,953,574	24,164,921	
1.8.2		% Coverage against total income tax accrued (current year) by country						
		Thailand	%	52.21	41.41	30.82	74.45	
		France	%	17.77	27.31	5.86	0.93	
		USA	%	4.62	3.42	7.61	5.83	
		Germany	%	0.46	0.02	1.32	(10)	
		Ghana	%	2.72	9.22	3.27	7.50	
		Poland	%	6.68	4.58	5.77	4.66	
		Portugal	%	2.07	3.89	6.27	5.59	
		Seychelles	%	-	-	7.03	5.91	
		Vietnam	%	-	4.09	2.60	1.71	
		Others	%	13.47	6.07	1.32	3.64	
		Total	%	100	100	72	100	

Key Sustainability Index
FY2021 - FY2024

ID	REF / GRI STANDARD	PERFORMANCE INDICATORS	UNIT	FY2021	FY2022	FY2023	FY2024	TARGET
1.8.2	Income tax paid by country							
	Thailand	THB	359,109,258	487,154,280	396,650,726	443,053,336		
	France	THB	267,712,488	184,447,068	247,146,601	(72,690,778)		
	USA	THB	30,495,192	92,697,057	(39,332,236)	77,939,070		
	Germany	THB	56,503,164	(38,927,663)	1,523,962	(102,672,101)		
	Ghana	THB	2,676,804	140,865,984	51,411,906	52,547,737		
	Poland	THB	53,970,597	61,208,335	42,742,923	73,057,566		
	Portugal	THB	39,020,977	5,853,850	52,060,154	74,118,721		
	Seychelles	THB	-	-	-	109,980,503		
	Vietnam	THB	-	-	-	0		
	Others	THB	73,955,307	26,481,413	54,404,360	27,356,087		
1.8.2	% Coverage against total income tax accrued (current year) by country							
	Thailand	%	40.65	50.76	41.33	64.90		
	France	%	30.30	19.22	25.75	(10)		
	USA	%	3.45	9.66	(4.10)	11.42		
	Germany	%	6.40	(4.06)	0.16	(15)		
	Ghana	%	0.30	14.68	5.36	7.70		
	Poland	%	6.11	6.38	4.45	10.70		
	Portugal	%	4.42	0.61	5.42	10.86		
	Seychelles	%	-	-	-	16.11		
	Vietnam	%	-	-	-	0		
	Others	%	8.37	2.76	5.67	4.01		
	Total	%	100	100	84	100		
1.8.3	Effective Tax Rate							
	Earning Before Tax	THB	9,013,244,000	6,563,607,000	(13,820,230,000)	6,503,913,000		
	Reported Taxes	THB	741,532,000	(839,663,000)	(619,941,000)	430,022,000		
	Cumulative acceptable Adjustments	%	(706,000)	(65,787,000)	6,654,000	(6,572,000)		
	Effective Tax Rate	THB	8	(12)	0	0		
	Cash Tax Paid	%	883,444,000	959,780,000	806,608,000	682,690,000		
	Cash Tax Rate	THB	10	15	(0)	0		
1.9.3	Information Security							
	Total number of breaches occurred in last FY	Case	-	-	-	-	0	
1.10.2	Product Recalls							
	Number of recalls issued mandated by relevant government agencies	Case	0	0	0	2		
	Quantity of products recalled							
	Cost	THB	0	0	0	6,400,000		

Key Sustainability Index

FY2021 - FY2024

ID	REF / GRI STANDARD	PERFORMANCE INDICATORS	UNIT	FY2021	FY2022	FY2023	FY2024	TARGET
-		Data Coverage for Environmental Indicators	% Revenue	99.7	99.5	99.7	99.7	
-		Total Finish Good Volume ⁽³⁾	Tons	793,282	776,319	692,813	739,844	
2.1.3		Environmental Management System (EMS) verification through:						
	<small>QUALITY CERTIFICATE GALLERY</small>	International standard (e.g. ISO 14001, JIS Q 14001, EMAS certification)	% Operations	92	92	85	94	
		Third party verification (not including EMS already certified with International Standards)	% Operations	8	8	12	6	
		Internal verification (not including EMS certified with International Standards or by Third Party)	% Operations	0	0	3	0	
		Total EMS verification coverage	% Operations	100	100	100	100	
2.1.4	GRI 2-27	Environmental Violations with penalty more than \$10,000 USD						
		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)	Total energy consumption within the organization ⁽³⁾	MWh	1,207,419	1,243,095	1,172,231	1,097,946	
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	1,137,901	1,119,377	1,038,721	907,346	950,667
2.2.2	GRI 302-1 (b)	Total renewable energy consumption	MWh	69,519	123,718	133,510	190,601	
2.2.2		Data Coverage	% Revenue	99.7	99.5	99.7	99.7	
2.3.2	GRI 301-1	Non-plastic Packaging Materials						
		Total weight of wood/paper fiber packaging	Tons	4,537.20	11,375.10	5,476.30	5,039.10	
		Recycled and/or certified wood/paper fiber	% of total weight	73.18	55.72	59.27	68.58	
		Total weight of metal packaging	Tons	10,865.02	18,064.20	12,638.40	11,323.24	
		Recycled metal	% of total weight	48.31	48.45	38.29	44.02	
		Total weight of glass packaging	Tons	76.68	773.10	145.30	-	
		Recycled glass	% of total weight	75.00	0.81	0.00	-	
		Data Coverage	% of cost of goods sold	90	95	90	90	
2.3.3	GRI 301-1	Plastic Packaging Materials						
2.3.3 A		Total weight of plastic packaging	Tons	1,041.30	2,076.00	675.10	710.70	
2.3.3 B		% recyclable plastic packaging	% from total plastic packaging	58.77	46.55	65.87	86.24	
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	3.52	1.29	3.46	4.91	
		Data Coverage	% of cost of goods sold	90.00	90.00	90.00	90.00	

Key Sustainability Index

FY2021 - FY2024

ID	REF / GRI STANDARD	PERFORMANCE INDICATORS	UNIT	FY2021	FY2022	FY2023	FY2024	TARGET
Waste ⁽³⁾								
	GRI 306-3	Total waste generated	Tons	78,082	68,654	66,584	72,570	
2.4.2	GRI 306-4	Total waste recycled/reused (diverted from disposal)	Tons	48,847	43,140	38,309	45,840	
2.4.2	GRI 306-5	Total waste disposed	Tons	23,345	35,718	40,310	39,564	39,756
2.4.2		Waste landfilled	Tons	14,395	24,968	27,806	26,202	
2.4.2		Waste incinerated with energy recovery	Tons	8,571	10,405	10,484	11,519	
2.4.2		Incineration without energy recovery (i.e. Mass Burn)	Tons	277	176	1,890	1,834	
2.4.2		Other disposal operations: Other Disposal Methods ⁽¹⁸⁾	Tons	102	169	130	9	
2.4.2		Unknown	Tons	0	0	0	0	
2.4.2		Other operations: On-site Storage (temporary)	Tons	5,984	4	17	17	
2.4.2		Data Coverage	% Revenue	99.7	99.5	99.7	99.7	
GRI 306-4 Food Loss & Waste Impact ⁽¹⁹⁾								
2.4.4 (A)		Total weight of food loss from operations	Tons	140,442	151,907	146,995	154,592	157,295
2.4.4 (B)		Total weight of food loss volumes used for alternative purposes	Tons	139,154	150,833	145,918	153,323	155,852
2.4.4 (C)		Total food loss discarded (A - B)	Tons	1,288	1,074	1,077	1,269	1,443
2.4.4 (D)		Food loss intensity	Tons/Bath Billion	9	7	8	10	
		Data coverage	% Revenue	100.0	100.0	100.0	100.0	
GRI 303-5 Fresh Water Consumption								
2.5.2 (A)		Total water withdrawal (excluding saltwater)	Mil m ³	8.75	9.55	8.34	8.20	
2.5.2 (B)		Total water discharge (excluding saltwater)	Mil m ³	5.50	1.94	4.26	2.89	
2.5.2		Total net fresh water consumption (A-B)	Mil m ³	3.25	7.61	4.08	5.31	5.35
		Data coverage	% Revenue	99.7	99.5	99.7	99.7	
2.5.3	GRI 303-5	Freshwater consumption in Water-stressed Areas ⁽³⁾	Mil m ³	0.22	0.21	0.22	0.22	0.22
		Data coverage	% Total Sites	100	100	100	100	
Water-related incidents								
2.5.4		Total actual and opportunity costs due to water related incidents (above 10,000 USD)	THB	0	0	0	0	
GHG Emissions ⁽³⁾								
2.6.1	GRI 305-1	Direct GHG emission (Scope 1) ^{(7), (8)}	Tons CO _{2eq}	323,493	295,653	269,052	227,901	253,379
2.6.2	GRI 305-2	Indirect GHG emission (Scope 2) ^{(7), (8)}	Tons CO _{2eq}	188,119	180,705	165,309	177,962	179,093
2.6.3	GRI 305-3	Total Indirect GHG emission (Scope 3) ⁽²⁰⁾	Tons CO _{2eq}	4,071,680	3,557,102	4,165,375	2,751,955	3,038,525
		Cat 1. Purchased Goods and Services	Tons CO _{2eq}	3,020,096	2,455,661	3,072,215	2,176,696	
		Cat 2. Capital Goods	Tons CO _{2eq}	14,327	30,610	63,370	32,979	
		Cat 3. Fuel-and-energy-related-activities (not included in Scope 1 or 2)	Tons CO _{2eq}	42,823	68,045	68,262	80,188	
		Cat 4. Upstream transportation and distribution	Tons CO _{2eq}	162,303	108,441	60,551	47,795	
		Cat 5. Waste generated in operations	Tons CO _{2eq}	13,499	9,975	9,376	8,509	
		Cat 6. Business travel	Tons CO _{2eq}	2,315	3,503	3,635	4,015	
		Cat 7. Employee commuting	Tons CO _{2eq}	75,999	82,671	76,154	81,180	

Key Sustainability Index
FY2021 - FY2024

ID	REF / GRI STANDARD	PERFORMANCE INDICATORS	UNIT	FY2021	FY2022	FY2023	FY2024	TARGET
2.6.1- 2.6.3	Cat 8. Upstream leased assets	Tons CO ₂ eq	Not Applicable					
	Cat 9. Downstream transportation & distribution	Tons CO ₂ eq	139,328	167,050	254,679	120,680		
	Cat 10. Processing of sold products	Tons CO ₂ eq	20,360	22,662	26,232	32,867		
	Cat 11. Use of sold products	Tons CO ₂ eq	Not Applicable					
	Cat 12. End of life treatment of sold products	Tons CO ₂ eq	105,564	105,461	173,784	105,861		
	Cat 13. Downstream leased assets	Tons CO ₂ eq	Not Applicable					
	Cat 14. Franchises	Tons CO ₂ eq	Not Applicable					
	Cat 15. Investments	Tons CO ₂ eq	475,065	503,023	359,114	61,185		
	Data coverage for GHG Emissions	% Revenue	99.7	99.5	99.7	99.7	99.7	
	<u>SR2024</u>	Sustainable Raw Materials						
2.8.2	Coverage of Agricultural Crop Certification/Accreditation (percent weight of such commodity certified)							
	Palm oil (accredited for RSPO certificate)	% of total such commodity	71.00	N/A	77	72		
	Soy (accredited for RTRS certificate)	% of total such commodity	N/A	N/A	1	26		
	Sugar (accredited for GMP, HACCP, FSSC22000, ISO22000, BRC, HALAL, KOSHER certificate)	% of total such commodity	N/A	N/A	100	100		
	Cereals (Rice, Wheat, and Starch) (accredited for GMP, HACCP, FSSC22000, ISO22000, BRC, HALAL, KOSHER certificate)	% of total such commodity	N/A	N/A	100	100		
	Other: Cacao, Coffee, Cotton, Tobacco	% of total such commodity	Not Applicable	Not Applicable	Not Applicable	Not Applicable		
2.8.3	Coverage of Animal Product Certification/Accreditation (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	71.45	60.9		
	Dairy products (accredited for GMP, HACPP, FSSC22000, ISO9001, ISO14001, ISO45001, BRC, IFS Food, Halal certificate)	% of total such commodity	N/A	N/A	100	100		
	Poultry products (accredited for Farm Fresh certificates)	% of total such commodity	N/A	N/A	7	5		
	Wild fisheries products: Tuna (accredited for MSC, in-progress for MSC certification and in FIPs)	% of total such commodity	N/A	81.00	85.48	98.9		
	Other: Cattle products (excl. dairy), Swine products	% of total such commodity	Not Applicable	Not Applicable	Not Applicable	Not Applicable		

Key Sustainability Index
FY2021 - FY2024

ID	REF / GRI STANDARD	PERFORMANCE INDICATORS	UNIT	FY2021	FY2022	FY2023	FY2024	TARGET
3.1.4	GRI 405-1	Workforce Breakdown: Gender						<i>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, management positions in revenue-generating functions within our operations, and Females in STEM-related management positions.</i>
		Female shares of total workforce	% Total workforce	57.09	57.07	56.72	56.99	
		Females in all management positions, including junior, middle and top management	% Total management positions	45.84	46.89	48.18	48.29	
		Females in middle management positions	% Total middle management positions	52.12	53.37	52.64	52.54	
		Females in senior management positions	% Total senior management positions	35.12	38.79	39.85	40.39	
		Females in top management positions	% Total top management positions	12.00	10.00	5.55	4.08	
		Females in management positions in revenue-generating functions (excluding support function)	% All such managers	55.39	53.76	46.08	50.54	
		Females in STEM-related positions (i.e. computer programmer, engineer, scientist, etc.)	% Total STEM positions	39.89	40.77	41.13	39.40	
3.1.5	GRI 405-1	Workforce Breakdown based on Nationality, as % of each nationality from total of full-time equivalents (FTEs)						
		Thai	% from total FTE	57.73	55.68	53.61	51.82	
		Ghanian	% from total FTE	8.88	9.25	12.25	15.19	
		French	% from total FTE	5.64	5.84	5.46	5.10	
		Malagasy	% from total FTE	5.23	4.79	3.44	2.80	
		Seychellois	% from total FTE	3.80	3.38	2.89	2.40	
		Other	% from total FTE	18.84	21.06	22.35	22.68	
3.1.5	GRI 405-1	Share in all management positions based on Nationality, as % of total management workforce						
		Thai	% of total management workforce	62.74	69.64	54.34	54.48	
		Ghanian	% of total management workforce	1.13	0.84	2.67	2.51	
		French	% of total management workforce	10.00	2.88	11.19	11.09	
		Malagasy	% of total management workforce	0.09	0.09	0.07	0.08	
		Seychellois	% of total management workforce	2.45	2.32	1.93	1.75	
		Other	% of total management workforce	23.58	24.23	29.80	30.09	

Key Sustainability Index
FY2021 - FY2024

ID	REF / GRI STANDARD	PERFORMANCE INDICATORS	UNIT	FY2021	FY2022	FY2023	FY2024	TARGET
3.1.6	GRI 405-1	Gender Pay Indicators (ratio of women to men remuneration)						
		Executive level (base salary only)	-	0.92	0.99	1.08	1.10	
		Executive level (base salary + other cash incentives)	-	0.83	0.87	1.03	1.11	
		Management level (base salary only)	-	0.80	0.79	0.86	0.84	
		Management level (base salary + other cash incentives)	-	0.75	0.83	0.86	0.84	
		Non-management level (base salary only)	-	0.99	0.92	0.97	0.97	
		Data Coverage	%	100	100	100	100	
3.1.7	GRI 2-30	Freedom of Association	% Employees represented by an independent trade union or covered by collective bargaining agreements	% of employees	83.68	83.68	82.59	83.39
3.3.1	GRI 404-1	Training and Development Inputs						
		Average hours of training per year	Hours/FTE	6.70	4.94	6.19	3.76	
		Breakdown by Gender						
		Male	Hours/FTE	7.23	2.10	5.61	3.30	
		Female	Hours/FTE	N/A	2.84	6.71	4.10	
		Breakdown by Management Level						
		Non-management	Hours/FTE	N/A	19.38	6.05	3.63	
		Middle-management and Senior-management	Hours/FTE	N/A	26.24	7.60	6.55	
		Top-management	Hours/FTE	N/A	23.63	4.67	4.90	
		Breakdown by Age Group						
		< 30 years	Hours/FTE	N/A	N/A	8.67	4.63	
		30 - 50 years	Hours/FTE	N/A	N/A	5.68	3.41	
		> 50 years	Hours/FTE	N/A	N/A	5.06	4.04	
		Breakdown by Nationality						
		Thai	Hours/FTE	N/A	27.15	5.60	2.94	
		Others	Hours/FTE	N/A	20.26	9.20	7.97	
		Average amount spent annually on training per FTE	THB/FTE	1,394	341	801	678	
		Breakdown by Gender						
		Male	THB/FTE	1,353	334	783	670	
		Female	THB/FTE	1,141	358	817	683	
		Breakdown by Management Level						
		Non-management	THB/FTE	703	1,369	578	450	
		Middle-management and Senior-management	THB/FTE	7,029	5,453	2,314	8,479	
		Top-management	THB/FTE	17,160	1,687	1,932	2,669	
		Breakdown by Age Group						
		< 30 years	THB/FTE	276	748	673	470	
		30 - 50 years	THB/FTE	1,768	2,721	791	750	
		> 50 years	THB/FTE	833	1,265	1,096	709	
		Breakdown by Nationality						
		Thai	THB/FTE	1,427	2,199	460	428	
		Others	THB/FTE	14,737	900	2,634	1,952	

Key Sustainability Index

FY2021 - FY2024

ID	REF / GRI STANDARD	PERFORMANCE INDICATORS	UNIT	FY2021	FY2022	FY2023	FY2024	TARGET
3.3.1	GRI 404-1	Coverage of FTE Training data		19.16	18.22	100	100	
3.3.3		Human Capital Return on Investment						
	GRI 201-1	HC ROI	THB/THB	1.63	1.56	1.53	1.52	
	GRI 2-7 (b)	Total FTE	person	13,571	12,557	13,030	13,483	
3.3.4	GRI 404-1 (a)	Hiring						
		Number of new hires	Number of employees	1,106	1,573	2,558	2,757	
		% of open positions filled by internal candidates (internal hires)	% Internal hires	14.19	7.65	5.99	6.10	
		Breakdown by Gender						
		Male	Number of new employees	581	810	1,169	1,226	
			% Internal hires	4.28	6.45	2.46	2.21	
		Female	Number of new employees	722	906	1,559	1,716	
			% Internal hires	5.32	7.22	3.52	3.89	
		Breakdown by Management Level						
		Non-management	Number of new employees	251	1,591	2,595	2,659	
			% Internal hires	1.85	12.67	5.39	4.55	
		Middle-management	Number of new employees	47	120	101	248	
			% Internal hires	0.35	0.96	0.46	1.29	
		Senior-management	Number of new employees	11	-	27	32	
			% Internal hires	36	0.96	0.11	0.23	
		Top-management	Number of new employees	2	5	5	3	
			% Internal hires	0.08	0.04	0.04	0.03	
		Breakdown by Age Group						
		< 30 years	Number of new employees	144	896	1,364	1,437	
			% Internal hires	17	7.14	1.80	2.04	
		30 - 50 years	Number of new employees	160	739	1,218	1,214	
			% Internal hires	8	5.89	3.84	3.95	
		> 50 years	Number of new employees	5	81	146	291	
			% Internal hires	80	0.65	0.35	0.10	
		Breakdown by Nationality						
		Thai	Number of new employees	-	883	894	1,039	
			% Internal hires	-	7.03	5.04	3.49	
		Others	Number of new employees	-	595	1,834	1,903	
			% Internal hires	-	5.00	0.95	2.60	

Key Sustainability Index
FY2021 - FY2024

ID	REF / GRI STANDARD	PERFORMANCE INDICATORS	UNIT	FY2021	FY2022	FY2023	FY2024	TARGET
3.3.4	GRI 404-1 (a)	Coverage of new employee hire and %internal hires	% of FTEs	19.16	18.22	100	100	
3.3.5	GRI 401-1	Total employee turnover						
		Total employee turnover rate	% Employee	13.23	20.18	17.87	18.85	
		Voluntary turnover rate	% Employee	10.18	13.40	11.07	11.28	
3.3.5	GRI 401-1	Breakdown of total employee turnover rate						
		By gender						
		Male	%	39.73	43.45	42.64	38.28	
		Female	%	60.27	56.55	57.36	61.72	
		By management level						
		Non-management	%	14.93	18.99	16.40	17.29	
		Middle-management	%	8.16	1.15	1.07	1.22	
		Senior management	%	-	-	0.34	0.29	
		Top-management	%	9.09	0.05	0.06	0.06	
		By age group						
		< 30 years	%	36.56	5.74	5.18	5.73	
		30 - 50 years	%	49.61	10.27	9.07	9.92	
		> 50 years	%	13.83	4.17	3.62	3.20	
		By nationality						
		Thai	%	98.03	98.76	42.34	38.83	
		Other nationality	%	1.31	0.53	57.66	61.17	
3.3.7	GRI 401-2	Employee Support Programs						
		Paid parental leave for the primary caregiver provided by Thai Union (Thailand - Maternity Leave)	days	45	45	45	45	
		Legal requirement of paid parental leave for the primary caregiver (Thailand - Maternity Leave)	days	45	45	45	45	
		Paid parental leave for the non-primary caregiver provided by Thai Union (Thailand - Paternity Leave)	days	3	3	3	3	
		Legal requirement of paid parental leave for the non-primary caregiver (Thailand - Paternity Leave)	days	0	0	0	0	
		Paid family or care leave beyond parental leave provided by Thai Union (Thailand - Personal Leave)	days	5	5	5	5	
		Legal requirement of paid family or care leave beyond parental leave (Thailand - Personal Leave)	days	0	0	0	0	
3.3.9	GRI 401-1	Employee Engagement: Actively engaged employee	% Actively engaged employee	73	72	72	76	% of employees with top level of engagement, satisfaction, wellbeing, or employee net promoter score (eNPS) higher than 70%
		Overall						

Key Sustainability Index

FY2021 - FY2024

ID	REF / GRI STANDARD	PERFORMANCE INDICATORS	UNIT	FY2021	FY2022	FY2023	FY2024	TARGET
3.4.3	GRI 403-9	Fatalities						
		Employee	fatalities	0	0	1	0	
		Contractor	fatalities	0	0	0	0	
		Data coverage	% Revenue	99	99	99	99	
3.4.4	GRI 403-9	LTIFR - Employees						
			n/million worked hours	1.96	1.67	1.20	1.05	
		Employee	n/200,000 worked hours	0.39	0.32	0.24	0.21	
		Data coverage	% Revenue	99	99	99	99	
3.4.5	GRI 403-9	LTIFR - Contractors						
			n/million worked hours	1.96	0.95	0.60	2.20	
		Contractor	n/200,000 worked hours	0.39	0.19	0.12	0.44	
		Data coverage	% Revenue	99	99	99	99	
3.5.3		Health & Nutrition Revenues*						
		Revenue from products with Nutri Score A or B	million THB	-	-	-	17,846.45	
		Revenue from products with Thai Union Nutrition Guideline (TUNG)	million THB	-	-	-	12,107.63	
		Total revenue from health products	million THB	-	-	-	29,954.07	
3.6.1		Online strategies & Customer online						
		% of total customers using online services	%	5.0	4.8	5.5	5.6	5.0
		% of revenues generated online	%	6.7	6.5	6.5	6.7	5.0
3.6.2		Customer satisfaction measurement						
		Satisfied respondents (respond)	%	84	86	88	89	86
		coverage of customers/consumers surveyed	%	80	80	80	92	

* Remark: Given Thai Union's extensive global operations, Thai Union has established a corporate nutrition profiling system—Thai Union Nutrition Guideline (TUNG)—to standardize product formulation and ensure consistent quality in terms of health and nutritional value.

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