

Gulf ESG Performance Data: 2022

Economic and Governance Dimensions

Topic	Unit	2019	2020	2021	2022	2022 Target
Revenue						
Total revenue	THB	33,548,800,000	35,832,510,804	52,869,787,348	101,397,437,667	
- Thailand	THB	33,318,074,057	33,390,953,566	46,801,275,909	93,772,483,457	
- International	THB	230,725,943	2,441,557,239	6,068,511,439	7,624,954,210	
Operating expenses						
- Employee expenses (wage and benefits)	THB	1,310,930,946	1,555,871,058	1,800,609,922	2,085,029,319	
- Net profit	THB	7,166,072,186	6,144,337,674	9,167,065,055	14,108,799,370	
- Dividend payment	THB	2,559,960,000	2,773,290,000	4,458,596,999	5,162,585,999	
- Cost of sales	THB	22,791,098,413	23,702,173,831	34,388,041,471	74,710,988,352	
- Income tax (expense) income	THB	13,676,629	-107,278,789	-346,895,137	-1,344,139,254	
Board of Directors						
Total board of directors	Persons	11	11	10	12	
Executive directors	Persons	4	4	4	4	
Independent directors ¹	Persons	6	6	5	7	
	% of total directors	55	55	50	58	33.33
Other non-executive directors	Persons	1	1	1	1	
Female directors	Persons	4	4	4	4	
	% of total directors	36	36	40	33	
Average board meeting attendance	%	91.30	91.40	97.73	98.81	
Minimum attendance required	%	75	75	75	75	
Corruption and Bribery						
Number of operations assessed for risks related to corruption	Number of operating projects in Thailand		-	14	14	
Percentage of operations assessed for risks related to corruption	%		-	100	100	
Written/ digital acknowledgement on Code of Conduct						
- Employees	%	100	100	100	100	
- Contractors/ suppliers/ service providers	%	100	100	100	100	
- Subsidiaries	%	100	100	100	100	
- Joint ventures (including stakes above 10%)	%	100	100	100	100	

¹ In April 2022, two additional independent directors were appointed to the Board of Directors, bringing the total number of independent directors to 5 and the total number of directors to 12.

Topic	Unit	2019	2020	2021	2022	2022 Target
Coverage	%	100	100	100	100	
Training on anti-corruption						
- Employees	%	100	100	100	100	
- Contractors/ suppliers/ service providers	%	2	2	2	2	
- Subsidiaries	%	100	100	100	100	
- Joint ventures (including stakes above 10%)	%	100	100	100	100	
Coverage	%	100	100	100	100	
Breaches on corruption						
Number of confirmed incidents of corruption	Cases	0	0	0	0	
Number of reported cases						
- Breach of code of conduct	Cases	0	0	0	0	
- Corruption and bribery	Cases	0	0	0	0	
- Discrimination	Cases	0	0	0	0	
Status of the breaches reported						
- Number of cases in which employees were dismissed or disciplined for corruption/ breaches	Cases	0	0	0	0	
- Number of confirmed incidents when contracts with business partners were terminated or not renewed due to violations related to corruption/ breaches	Cases	0	0	0	0	
- Public legal cases regarding corruption	Cases	0	0	0	0	
Amount of fine from non-compliance with laws and regulations	THB	0	0	0	0	
Political Contributions						
Total contributions	THB	10,058	29,318	45,368	306,068	
- Trade associations	THB	10,058	29,318	45,368	306,068	
- Political contributions/ lobbying/ other	THB	0	0	0	0	
Data coverage	% of whole organization (including associates, joint ventures, and subsidiaries)	100	100	100	100	

Topic	Unit	2019	2020	2021	2022	2022 Target
Customer Satisfaction Measurement						
Satisfied respondents	% of satisfied respondents out of total number of respondents to the survey	92.00	93.00	93.33	93.39	90.00
Data coverage	% of customers of projects which have been in operation for at least one year	100	100	100	100	
IT Security / Cybersecurity						
Total number of information security breaches or other cybersecurity incidents	Cases	0	0	0	0	
Total number of data breaches	Cases	0	0	0	0	
Total number of customers and employees affected by company's data breach	Cases	0	0	0	0	
Total amount of fines/penalties paid in relation to information security breaches or other cybersecurity incident	Cases	0	0	0	0	
Customer Privacy						
Number of substantiated complaints received from outside parties	Number	0	0	0	0	
- Identified leaks	Number	0	0	0	0	
- Thefts	Number	0	0	0	0	
- Loss of customer data	Number	0	0	0	0	
Number of substantiated complaints received from regulatory bodies	Number	0	0	0	0	
- Identified leaks	Number	0	0	0	0	
- Thefts	Number	0	0	0	0	
- Loss of customer data	Number	0	0	0	0	
Tax Management						
Consolidated financial report						
Effective Tax Rate	%	-0.18	1.71	3.64	8.70	

Environmental Dimension

Topic	Unit	2019	2020	2021	2022	2022 Target
Environmental Violations						
Fines related to environmental issues	THB	0	0	0	0	0
Electricity Generation						
Total electricity generation	GWh	9,679.76	10,018.47	13,441.91	17,707.42	
Total non-renewable energy sources	GWh	9,679.76	9,684.32	13,085.76	17,344.48	
- Natural gas	GWh	9,679.76	9,684.32	13,085.76	17,344.48	
- Nuclear/ Oil/ Coal/ Other non-renewables	GWh	0	0	0	0	
Total renewable energy sources	GWh	0	334.15	356.15	362.94	
- Wind	GWh	0	0	0	0	
- Solar	GWh	0	180.07	161.45	169.99	
- Biomass	GWh	0	154.08	194.70	192.95	
- Other	GWh	0	0	0	0	
Electricity Capacity						2030 Target
Total installed capacity	MW	1,705	2,195	3,567	5,264	13,099
Total non-renewable energy capacity	MW	1,586	1,586	2,951	4,431	10,552
- Natural gas	MW	1,586	1,586	2,951	4,431	10,552
- Nuclear/ Oil/ Coal/ Other non-renewables	MW	0	0	0	0	0
Total renewable energy capacity	MW	119	609	616	833	2,547
- Wind	MW	0	465	469	647	252
- Solar	MW	119	119	122	161	2,270
- Biomass	MW	0	25	25	25	25
- Other	MW	0	0	0	0	0
Energy Consumption						
Total non-renewable energy consumption	MWh	7,683.11	17,367.33	19,140.15	107,826.66	50,271,073
- Electricity consumption	MWh	7,683.11	17,367.33	19,140.15	107,826.66	
- Heating consumption	MWh	0	0	0	0	
- Cooling consumption	MWh	0	0	0	0	
- Steam consumption	MWh	0	0	0	0	
Total renewable energy consumption	MWh	0	1,676.27	251.96	1,465.85	
- Electricity consumption	MWh	0	1,676.27	251.96	1,465.85	

Topic	Unit	2019	2020	2021	2022	2022 Target
- Heating consumption	MWh	0	0	0	0	
- Cooling consumption	MWh	0	0	0	0	
- Steam consumption	MWh	0	0	0	0	
Percentage of renewable energy consumption to total consumption	%	0	9.65	1.32	1.36	
Total non-renewable energy sold	MWh	8,789,141.06	9,973,214.91	12,827,034.02	17,496,608.78	
- Electricity sold	MWh	8,789,133.70	9,462,542.48	12,252,399.69	16,976,116.66	
- Heating sold	MWh	0	0	0	0	
- Cooling sold	MWh	0	0	0	0	
- Steam sold	MWh	7.36	510,672.43	574,634.33	520,492.12	
Total renewable energy sold	MWh	0	378,604.98	335,502.91	342,315.74	
- Electricity sold	MWh	0	378,604.98	335,502.91	342,315.74	
- Heating sold	MWh	0	0	0	0	
- Cooling sold	MWh	0	0	0	0	
- Steam sold	MWh	0	0	0	0	
Energy intensity ratio	GJ / MWh	8.18	6.90	7.11	3.18	5
Data coverage	% of power projects that have achieved COD as of 31 December	100	100	100	100	
Water Consumption						
Water withdrawal	Mil. m ³	10.23	9.88	13.71	18.59	
- Total municipal water supplies	Mil. m ³	0	0	0	0	
- Fresh surface water	Mil. m ³	0.48	0.74	0.97	0.78	
- Fresh groundwater	Mil. m ³	0	0	0	0	
- Produced water	Mil. m ³	0	0	0.59	1.67	
- Third party	Mil. m ³	9.75	9.14	12.15	16.14	
Water discharge	Mil. m ³	1.86	1.55	2.92	3.16	
- Surface water	Mil. m ³	1.86	1.55	2.92	3.16	
- Fresh ground water	Mil. m ³	0	0	0	0	
Total water consumption	Mil. m ³	8.37	8.33	10.79	15.43	
- Total net freshwater consumption ²	Mil. m ³	8.37	8.33	10.79	15.43	20
- Total fresh surface water consumption	Mil. m ³	-1.33	-0.81	-1.95	-2.38	

² Total net freshwater consumption = (Total municipal water supplies withdrawal or from other water utilities + Fresh surface water withdrawal + fresh groundwater withdrawal) - Water returned to the source of extraction at similar or higher quality as raw water extracted from fresh surface water and fresh ground water

Topic	Unit	2019	2020	2021	2022	2022 Target
- Total ground water consumption	Mil. m ³	0	0	0	0	
- Total net freshwater consumption in water-stressed areas (Total water withdrawals – Total water discharges)	Mil. m ³	0	0	0	0	
Data coverage	% of power projects that have achieved COD as of 31 December	100	100	100	100	
Exposure to Water Stressed Areas						
Production plants in water-stressed areas ³	%	0	0	0	0	
Total number of production plants	Number	22	22	23	23	
Cost of goods sold in water-stressed areas	%	0	0	0	0	
Waste Management						
Total waste generated	Tonnes	39.62	3,153.52	27,742.53	10,332.63	
Total non-hazardous waste generated	Tonnes	31.50	125.14	58.78	10,303.51	
Total hazardous waste generated	Tonnes	8.12	3,028.38	27,683.75	29.12	
Non-hazardous waste management						
Total waste recycled / reused⁴	Tonnes	10.28	88.46	17.38	5,858.49	4,000
Total non-hazardous waste disposed	Tonnes	21.22	36.68	41.40	4,445.02	1,000
- Waste landfilled	Tonnes	21.22	0	0	0	
- Waste incinerated with energy recovery	Tonnes	0	36.68	24.14	17.64	
- Waste incinerated without energy recovery ⁵	Tonnes	0	0	0	0	
- Other disposal: Land development	Tonnes	0	0	17.26	4,427.38	
- Waste with unknown disposal method	Tonnes	0	0	0	0	
Hazardous waste management						
Total hazardous waste recycled / reused	Tonnes	0	4.09	6.42	3.16	
Total hazardous waste disposed	Tonnes	8.12	3,024.29	27,677.33	25.96	100

³ Water-stressed areas as defined by the WRI Aqueduct Water Risk Atlas and UN FAO AquaStat tools.

⁴ Total waste includes hazardous waste. Details of hazardous waste management are also presented.

⁵ A small amount of hazardous waste was incinerated at the beginning of 2021 before the Company found a more appropriate disposal method. By the end of 2022, the Company was able to achieve its target of Zero Waste to Incineration (does not include incineration for energy recovery).

Topic	Unit	2019	2020	2021	2022	2022 Target
- Hazardous waste landfilled	Tonnes	0.72	0	0	0	
- Hazardous waste incinerated with energy recovery	Tonnes	7.40	19.90	18.15	25.96	
- Hazardous waste incinerated without energy recovery	Tonnes	0	0	0	0	
Other disposal: On-site storage	Tonnes	0	3,004.39	27,659.18	0	
Waste with unknown disposal method	Tonnes	0	0	0	0	
Data coverage	% of power plants that have achieved COD as of 31 December	100	100	100	100	
Air Emissions						
Direct NOx emissions	Tonnes	1,562.40	1,657.16	1,856.04	2,315.90	3,908.53
Data coverage	% of power plants that have achieved COD as of 31 December	100	100	100	100	
Direct SOx emissions	Tonnes	119.68	119.30	178.37	119.24	301.50
Data coverage	% of power plants that have achieved COD as of 31 December	100	100	100	100	
Ash & gypsum waste						
Total ash & gypsum waste recycled / reused	Tonnes	0	0	16.31	5,795.66	
Total ash & gypsum waste disposed ⁶	Tonnes	0	0	0	0	0
Data coverage	% of power projects in operation as of 31 December	100	100	100	100	
Direct mercury emissions	Tonnes	N/A	N/A	N/A	N/A	
Direct dust emissions	Tonnes	94.36	77.60	130.45	148.99	357.70
Data coverage	% of power plants that have achieved COD as of 31 December	100	100	100	100	
SF6 emissions	Tonnes	0.37169	0.01316	1.17693	0.00700	0.01316

⁶ In 2022, the Company produced some ash and gypsum waste. However, all (100%) of the ash and gypsum waste is recycled and therefore does not count towards disposal.

Topic	Unit	2019	2020	2021	2022	2022 Target
Data coverage	% of power plants that have achieved COD as of 31 December	100	100	100	100	
Gas Leakage Rate						
Transportation leakages	%	0.00066	0.0019	0.00087	0.00071	
Distribution leakages	%	N/A	N/A	N/A	N/A	
Storage leakages	%	N/A	N/A	N/A	N/A	
Electricity Transmission & Distribution Losses						
Electricity transmission losses	%	0.56	0.49	0.53	0.51	
Technical distribution losses	%	N/A	N/A	N/A	N/A	
SAIDI transmission network	Hours	3	8	6	5	
SAIDI distribution network	Hours	N/A	N/A	N/A	N/A	
Greenhouse Gas Emissions						
Total GHG emissions	tCO ₂ e	9,512,526.53	8,503,887.23	12,334,362.17	13,676,085.13	
Total direct GHG emissions (Scope 1)	tCO ₂ e	9,458,152.59	8,463,732.83	9,626,793.97	10,491,006.33	9,929,319
- Scope 1 intensity	tCO ₂ e / MWh	0.387	0.389	0.397	0.388	
Data coverage	% of power plants which have achieved COD as of 31 December	100	100	100	100	
Total indirect GHG emissions (Scope 2)	tCO ₂ e	49,921.95	36,486.44	35,516.50	110,967.82	
- Location-based	tCO ₂ e	49,921.95	36,486.44	35,516.50	110,967.82	68,380
- Market-based	tCO ₂ e	0	0	0	0	0
Data coverage	% of power plants which have achieved COD as of 31 December	100	100	100	100	
Other indirect GHG emissions (Scope 3)	tCO ₂ e	4,451.99	3,667.96	2,672,051.70	3,074,110.98	2,735,217
Total GHG intensity	tCO ₂ e / MWh	0.390	0.391	0.508	0.505	

Social Dimension

Topic	Unit	2019		2020		2021		2022		2022 Target
		Male	Female	Male	Female	Male	Female	Male	Female	
Labor Indicators										
Total number of employees	Persons	834		886		919		1,074		
		576	258	611	275	633	286	741	333	
Data coverage	% of Full-Time Employees (FTE)	100		100		100		100		
Workforce Breakdown by Type of Contract										
Permanent employees	Persons	763		825		872		1,004		
		523	240	563	262	597	275	686	318	
Temporary employees	Persons	71		61		47		70		
		53	18	48	13	36	11	55	15	
Workforce Breakdown by Type of Hiring										
Full-Time Employees	Persons	834		886		919		1,074		
		576	258	611	275	633	286	741	333	
Part-Time Employees	Persons	0		0		0		0		
		0	0	0	0	0	0	0	0	
Workforce Breakdown by Position										
Top management positions (EVP-CEO)	Persons	15		17		20		19		
		11	4	10	7	12	8	12	7	
Middle management positions (VP-SVP II)	Persons	60		78		103		115		
		40	20	54	24	66	37	70	45	
Junior management positions (DM-AVP)	Persons	136		157		166		200		
		79	57	87	70	94	72	110	90	
Non-management (Officer – AM)	Persons	623		634		630		740		
		446	177	460	174	461	169	549	191	
Share of Women										2025 target
Share of women in total workforce	% of total workforce	30.94		31.04		31.12		31.01		30
Share of women in all management positions, including junior, middle and top management	% of total management positions	38.39		40.08		40.48		42.51		40
Share of women in top management positions	% of total top management positions	26.67		41.18		40.00		36.84		40
Share of women in junior management positions	% of total junior management positions	41.91		44.59		43.37		45.00		40

Topic	Unit	2019		2020		2021		2022		2022 Target
		Male	Female	Male	Female	Male	Female	Male	Female	
Share of women in management positions in revenue-generating functions	% of total managers in the functions	7		10		15		16.40		20
Share of women in STEM-related positions	% of total STEM positions	N/A		N/A		5		9.60		10
Board Breakdown by Age Group										
Below 30 years old	% of total directors	0	0	0	0	0	0	0	0	
30-50 years old	% of total directors	0	18	0	9	0	10	0	8	
Above 50 years old	% of total directors	64	18	64	27	60	30	67	25	
Workforce Breakdown by Age Group										
Below 30 years old	% of FTEs	28	10	26	10	22	9	21	9	
30-50 years old	% of FTEs	36	20	38	21	41	21	42	21	
Over 50 years old	% of FTEs	5	1	6	1	6	1	6	1	
People with disabilities ⁷	Persons	0	0	0	0	0	0	0	0	
	% of FTEs	0	0	0	0	0	0	0	0	
Data coverage	% of FTEs	100		100		100		100		
Workforce Breakdown by Nationality										
Thai	% of total workforce	99.88		99.77		99.78		99.72		
	% of all management positions	100		100		99.65		99.40		
Vietnamese	% of total workforce	0.12		0.23		0.22		0.19		
	% of all management positions	0		0		0.35		0.30		
French	% of total workforce	0		0		0		0.09		
	% of all management positions	0		0		0		0.30		
Hiring Breakdown by Age Group										
Total number of new hires	Number	146		63		72		187		
	Number	105	41	34	29	47	25	122	65	
- Below 30 years old	Number	72	28	21	21	27	17	90	45	
- 30-50 years old	Number	33	13	11	6	18	8	29	20	
- Over 50 years old	Number	0	0	2	2	2	0	3	0	

⁷ Due to the nature of the Company's work (project construction and operations), it is not safe to hire people with disabilities on yearly basis. However, the Company contributes to a Fund for the Empowerment of Disabled Persons.

Topic	Unit	2019		2020		2021		2022		2022 Target
		Male	Female	Male	Female	Male	Female	Male	Female	
Average hiring cost / FTE	THB	18,000		12,500		19,000		41,229		
Position Filled by Internal Candidates										
Percentage of open positions filled by internal candidates	%	31		82		76		39		
	%	26	5	47	35	47	30	29	10	
- Below 30 years old	%	15	4	16	11	14	12	11	2	
- 30-50 years old	%	9	1	27	24	23	17	13	7	
- Over 50 years old	%	2	0	4	0	9	1	5	1	
Turnover Breakdown by Age Group										
Total number of turnovers	%	4.7		6.9		5.2		7.8		5
	%	3.4	1.3	5.2	1.7	3.3	2.0	5.3	2.5	
- Below 30 years old	%	1.8	0.6	2.8	0.6	1.5	0.7	3.0	1.3	
- 30-50 years old	%	1.3	0.7	1.8	1.0	1.7	1.3	2.3	1.1	
- Over 50 years old	%	0.2	0	0.6	0.1	0	0	0	0.1	
Data coverage	% of all FTEs globally	100		100		100		100		
Voluntary turnover breakdown by Age Group										
Total number of voluntary turnovers	%	4.3		5.4		4.7		7.3		5
	%	3.0	1.3	4.2	1.2	2.8	1.8	5.0	2.4	
- Below 30 years old	%	1.7	0.6	2.7	0.6	1.5	0.7	3.0	1.2	
- 30-50 years old	%	1.2	0.7	1.5	0.7	1.3	1.2	2.0	1.0	
- Over 50 years old	%	0.1	0	0	0	0.0	0.0	0	0.1	
Data coverage	% of all FTEs globally	100		100		100		100		
Gender Pay Ratios										
Executive level (EVP-CEO) (base salary only) – Average female pay: Average male pay						0.79 : 1		0.79 : 1		
Executive level (EVP-CEO) (base salary and cash incentives) – Average female pay: Average male pay						0.95 : 1		0.95 : 1		
Management level (DM-SVP II) (base salary) – Average female pay: Average male pay						0.95 : 1		0.95 : 1		
Management level (DM-SVP II) (base salary and cash incentives) – Average female pay: Average male pay						1.03 : 1		1.03 : 1		
Non-management level (Officer-AM) (base salary only) – Average female pay: Average male pay						0.92 : 1		0.92 : 1		
Employees (base salary only) – Average female pay: Average male pay						0.93 : 1		0.93 : 1		

Topic	Unit	2019		2020		2021		2022		2022 Target
		Male	Female	Male	Female	Male	Female	Male	Female	
Freedom of Association										
Percentage of employees represented by collective bargaining agreements ⁸						54.73		49.91		
Human Capital Development										2025 Target
Average training hours per FTE	Hours	68.52		39.20		30.03		56.22		50
	Hours	82.90	32.27	46.36	22.79	37.72	12.37	62.59	16.18	
- Top management positions (EVP - CEO)	Hours	6.00	6.00	2.63	5.25	2.00	2.00	3.10	1.60	
- Middle management positions (VP-SVP(II))	Hours	58.41	17.57	27.07	27.44	13.38	2.94	21.20	2.04	
- Junior management positions (DM - AVP)	Hours	70.39	35.63	48.18	28.20	31.01	15.45	43.82	10.18	
- Non-management level (Officer - AM)	Hours	92.40	32.89	50.25	21.67	43.69	14.36	93.74	25.53	
Average amount spent per FTE	THB	8,099		6,795		5,190		4,473		
Human capital return on investment	THB	7.89937		7.4597		9.98828		12.38203		
Employees Receiving Regular Performance and Career Development Reviews										
Percentage of employees receiving regular performance and career development reviews (incl. management objective, multidimensional performance, formal comparative ranking of employees with one employee category)	% of all employees	100		100		100		100		
- Top management positions (EVP - CEO)	% of total top management positions	100	100	100	100	100	100	100	100	
- Middle management positions (VP-SVP(II))	% of total middle management positions	100	100	100	100	100	100	100	100	
- Junior management positions (DM - AVP)	% of total junior management positions	100	100	100	100	100	100	100	100	
- Non-management level (Officer - AM)	% of total non-management level	100	100	100	100	100	100	100	100	

⁸ Employees' collective bargaining rights are covered under the Welfare Committee which comprises employee representatives who negotiate with Management on behalf of employees to ensure their well-being.

Topic	Unit	2019		2020		2021		2022		2022 Target
		Male	Female	Male	Female	Male	Female	Male	Female	
Employee Engagement										
Employee engagement ⁹	% of actively engaged employees		81		81		77		77	80
Employee satisfaction	% of actively engaged employees		91		91		88		88	90
Data coverage	% of total employees		100		100		100		100	
Occupational Health and Safety										
Employee fatalities	Number		0		0		0		0	0
Contractor fatalities	Number		0		0		0		0	0
Employee LTIFR	n / million worked hours		0		0		0		0	0
Data coverage	% of employees		100		100		100		100	
Contractor LTIFR	n / million worked hours		0		0		0		0	0
Data coverage	% of contractors		100		100		100		100	
Incident rate	Injuries per worker		0		0		0		0	
Corporate Citizenship & Philanthropic Contributions										
Number of philanthropic contributions¹⁰										
- Cash contributions	THB		113,335,064.00		124,955,646.00		167,811,821.00		89,024,224.00	
- Time (during paid working hours)	THB		2,180,000.00		2,180,000.00		3,639,746.00		1,052,468.15	
- In-kind giving	THB		2,893,505.00		2,893,505.00		27,602,870.00		1,558,637.97	
- Management overheads	THB		1,360,000.00		1,360,000.00		540,214.00		2,353,746.90	

⁹ Employee engagement surveys are conducted every two years and it is group-wide survey. Scores from the previous year are reported for years where no employee engagement survey was conducted.

¹⁰ Data includes data from projects under the GJP group, an associate of the Company.