

Quantitative ESG Data 2024

The quantitative ESG data for 2024 covers data from operating projects of the Company and its subsidiaries. For some topics, data covers only operating projects in Thailand. In all cases, data coverage is 100% of such projects, unless otherwise indicated. Targets are for 2024 unless otherwise indicated.

Additional information can be found in the Company's Annual Report (56-1 One Report), Sustainability Report, Financial Statements, and corporate website. (<https://www.gulf.co.th>)



Environmental Dimension

Topic	Unit	2021	2022	2023	2024	Target
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Environmental policy and management systems

Environmental management system (EMS): certification / audit / verification

Total	% ¹	100	100	100	100	
• Verified through international standards ²	%	100	92.9	93.3	93.8	100 by 2025
• Third-party verification	%	0	0	0	0	
• Internal certification / audit ³	%	0	7.1	6.7	6.2	

Energy

Energy consumption

Total	MWh	26,054,164	33,604,481	57,160,021	67,060,370	
• Non-renewable	MWh	24,863,265	32,286,749	55,821,715	66,230,535	
• Renewable	MWh	1,190,899	1,317,732	1,338,306	829,835	
Energy intensity	GJ/MWh	3.51	3.18	2.96	2.61	≤ 3.00

¹ Percentage of power projects in Thailand which have achieved commercial operation for at least one year.

² ISO 14001

³ Regular on-site Environmental and Social Management System (ESMS) audit by the Company's safety, health and environment (SHE) team and Sustainability Department.



Environmental Dimension

Topic	Unit	2021	2022	2023	2024	Target
Waste and pollutants						
Waste disposal						
Total waste generated	Tons	27,890	37,958	89,696	38,029	
• Non-hazardous waste	Tons	27,844	37,894	89,674	37,922	
• Hazardous waste	Tons	45	65	21	107	
Non-hazardous waste						
• Total non-hazardous waste recycled / reused	Tons	169	4,486	77,646	37,630	
• Total non-hazardous waste recovered ⁴	Tons	41	5,820	12,028	179	
• Total non-hazardous waste stored on site ⁵	Tons	27,634	27,588	0	0	
• Total non-hazardous waste disposed	Tons	0	0	0	113 ⁶	
○ Landfilled	Tons	0	0	0	106 ⁶	0 operational waste
○ Incinerated without energy recovery	Tons	0	0	0	7 ⁶	
○ Otherwise disposed	Tons	0	0	0	0	
○ Unknown disposal method	Tons	0	0	0	0	
Ash and gypsum waste ⁷						
Total waste recycled / reused	Tons	16	5,796	12,018	7,822	
Total waste disposed	Tons	0	0	0	0	

⁴ Recovery refers to methods that transform the waste into usable products, allowing some of the energy or other benefits to be recovered and utilized, including incineration with energy recovery and composting.

⁵ Ash and soil from the Company's biomass power project was stored on site until the Company was able to find sustainable methods to manage the waste. From 2023 onwards, the waste stored from previous years was removed through waste reuse or recovery.

⁶ The Company has started including municipal waste in its reporting in 2024. A small amount of municipal waste was landfilled or incinerated as there are currently no sustainable methods available. No operational waste was landfilled or incinerated.

⁷ The Company does not generate gypsum waste. Ash is generated from the Company's biomass power projects and is counted as part of the Company's total waste generation.



Environmental Dimension

Topic	Unit	2021	2022	2023	2024	Target
Waste and pollutants (continued)						
Hazardous waste						
Total waste generated	Tons	45	65	21	107	
Total waste recycled / reused	Tons	7	5	1	17	
Total waste recovered	Tons	18	32	20	90	
Waste stored on site	Tons	20	28	0	0	
Total waste disposed	Tons	0	0	0	0	
• Landfilled	Tons	0	0	0	0	0 operational waste
• Incinerated without energy recovery	Tons	0	0	0	0	
• Otherwise disposed	Tons	0	0	0	0	
• Unknown disposal method	Tons	0	0	0	0	
NOx emissions						
Direct NOx emissions	Tons	1,856.0	2,315.9	4,109.9	4,808.7	< 5,866.0
SOx emissions						
Direct SOx emissions	Tons	178.4	119.2	259.8	188.0	< 1,134.0
Direct mercury emissions ⁸						
Direct mercury emissions	Tons	N/A	N/A	N/A	N/A	
Dust emissions						
Direct dust emissions	Tons	130.5	149.0	355.6	185.9	< 1,065.0

⁸ The Company does not generate direct mercury emissions.



Environmental Dimension

Topic	Unit	2021	2022	2023	2024	Target
Water						
Water consumption						
Total water withdrawal	Mil. m ³	13.71	18.59	29.79	33.85	
• Third-party sources ⁹	Mil. m ³	12.74	17.81	28.79	33.26	
• Produced water	Mil. m ³	0	0	0	0	
• Fresh surface water	Mil. m ³	0.97	0.78	1.00	0.59	
• Fresh groundwater	Mil. m ³	0	0	0	0	
Total water discharged	Mil. m ³	2.92	3.16	5.11	5.12	
• Returned to municipal / other treatment system	Mil. m ³	2.24	2.66	4.71	5.02	
• Returned to the source of extraction	Mil. m ³	0.68	0.50	0.40	0.1	
Total water consumption ¹⁰	Mil. m ³	10.79	15.43	24.68	28.73	
Water intensity	m ³ / MWh	0.82	0.86	0.78	0.74	≤ 1.00
Water consumption in water-stressed areas¹¹						
Operations in water-stressed areas	Projects	14	14	15	16 ¹²	
Total water consumption in water-stressed areas	Mil. m ³	10.79	15.43	24.68	28.37	

⁹ Third-party sources include purchasing raw and reclaimed water from industrial estates or water suppliers.

¹⁰ Total water consumption (also called total net freshwater consumption) = Total withdrawals – total discharge.

¹¹ Water stress is defined as demand equal to 40% - 80% of water availability, as assessed by the WRI Aqueduct Water Risk Atlas.

¹² From a total of 18 projects included in the reporting boundary.



Environmental Dimension

Topic	Unit	2021	2022	2023	2024	Target
Climate strategy						
Greenhouse gas (GHG) emissions						
Total GHG emissions	Tons	5,109,713	8,791,140	14,624,745	17,102,847	Net Zero by 2050 ¹³
Total emissions intensity	tCO ₂ e / MWh	0.406	0.495	0.467	0.441	
Direct emissions (scope 1)	Tons	5,094,990	6,651,222	11,245,262	13,304,395	
Total scope 1 intensity	tCO ₂ e / MWh	0.405	0.375	0.359	0.343	Reduce by 25% by 2030
Indirect emissions (scope 2) ¹⁴	Tons	10,782	53,794	23,547	22,984	
Total scope 2 intensity	tCO ₂ e / MWh	0.001	0.003	0.001	0.001	
Other indirect emissions (scope 3) ¹⁵	Tons	3,941	2,086,124	3,355,936	3,775,468	
Total scope 3 intensity	tCO ₂ e / MWh	0.000	0.117	0.107	0.097	
SF ₆ emissions	Tons	1.178	0.007	1.292 ¹⁶	0.015	
Product stewardship						
Electricity transmission and distribution losses¹⁷						
Transmission losses	%	0.53	0.51	0.66	0.39	
Distribution losses	%	N/A	N/A	N/A	N/A	
Electricity transmission and distribution reliability						
SAIDI (transmission network)	Hours	0.23	0.17	0.16	0.16	

¹³ Scope 1 and scope 2 emissions.

¹⁴ Location-based assessment.

¹⁵ In 2022, the Company changed the way it calculated scope 3 data to include category 3 (fuel- and energy-related activities not included in scope 1), thus resulting in a significant increase in scope 3 and total GHG emissions. A breakdown of the scope 3 data collected can be found in the Company's Sustainability Report.

¹⁶ In 2023, the Company upgraded equipment after finding potential manufacturing defects. The upgrades required venting of SF₆ which is used as an insulator for electrical equipment.

¹⁷ The Company does not operate in electricity distribution. Loss and reliability data is for its transmission network only.



Environmental Dimension

Topic	Unit	2021	2022	2023	2024	Target
Product stewardship (continued)						
Gas leakage rate¹⁸						
Transportation leakages	%	0.000210	0.000162	0.000143	0.000191	
Distribution leakages	%	N/A	N/A	N/A	N/A	
Storage leakages	%	N/A	N/A	N/A	N/A	
Efficiency of generation and availability factor¹⁹						
Efficiency open- / combined-cycle gas plants	BTU / kWh	7,161	7,389	6,762	6,556	
Availability factor (gas plants)	%	98.1	95.0	97.2	96.4	
Biodiversity						
Biodiversity exposure and assessment						
Total number of sites ²⁰	Sites	14	14	15	15	
Total area	Hectares	146.0	146.0	223.2	223.2	
% of sites assessed for biodiversity impacts	%	100	100	100	100	
Sites with significant biodiversity impact	Sites	0	0	0	0	
• Sites with biodiversity management plans ²¹	Sites	N/A	N/A	N/A	N/A	

¹⁸ The Company does not have gas distribution or storage assets. Gas leakage calculated from vent and fugitive leaks.

¹⁹ Calculated from operating power projects in Thailand. Average age of plants: 4.24 years.

²⁰ Covers only operating power projects in Thailand.

²¹ The Company has developed biodiversity management plans for all sites, as part of the Environmental Impact Assessment process conducted at each site. The existence of such plans should not be taken to mean any site has significant biodiversity impact.



Social Dimension

Topic	Unit	2021	2022	2023	2024	Target
Labor practice indicators						
Workforce breakdown by number of employees						
Total	People	919	1,074	1,168	1,319	
• Males	People	633	741	779	890	
• Proportion of males	%	68.9	69.0	66.7	67.5	
• Females	People	286	333	389	429	
• Proportion of females	%	31.1	31.0	33.3	32.5	≥ 30
Workforce breakdown by type of contract						
Permanent	People	872	1,004	1,130	1,232	
Contract	People	47	70	38	87	
Workforce breakdown by function						
Energy business	People	81	134	177	185	
Power projects	People	477	534	548	571	
Other businesses and investments	People	25	40	42	53	
Management and secretaries	People	19	12	20	29	
Support functions	People	317	354	381	481	
Workforce breakdown by age						
Below 30 years	People	283	332	360	382	
30 – 49 years	People	569	662	735	831	
50 years and over	People	67	80	73	106	



Social Dimension

Topic	Unit	2021	2022	2023	2024	Target
Labor practice indicators (continued)						
Workforce breakdown by nationality						
Thai						
• % of total workforce	%	99.8	99.7	99.8	99.9	
• % of management	%	99.7	99.4	99.7	99.7	
Vietnamese						
• % of total workforce	%	0.2	0.2	0.1	0.1	
• % of management	%	0.3	0.3	0	0	
Other						
• % of total workforce	%	0	0.1	0.1	0.1	
• % of management	%	0	0.3	0.3	0.2	
Workforce breakdown by position						
Top management	People	20	19	20	29	
• Males	People	12	12	13	18	
• Proportion of males	%	60.0	63.2	65.0	62.1	
• Females	People	8	7	7	11	
• Proportion of females	%	40.0	36.8	35.0	37.9	
Middle management	People	103	115	112	138	
• Males	People	66	74	67	85	
• Proportion of males	%	64.1	60.9	59.8	61.6	
• Females	People	37	45	45	53	
• Proportion of females	%	35.9	39.1	40.2	38.4	



Social Dimension

Topic	Unit	2021	2022	2023	2024	Target
Labor practice indicators (continued)						
Workforce breakdown by position (continued)						
Junior management	People	166	200	236	262	
• Males	People	94	110	138	147	
• Proportion of males	%	56.6	55.0	58.5	56.1	
• Females	People	72	90	98	115	
• Proportion of females	%	43.4	45.0	41.5	43.9	
Non-management	People	630	740	800	847	
• Males	People	461	549	561	600	
• Proportion of males	%	73.2	74.2	70.1	70.8	
• Females	People	169	191	239	247	
• Proportion of females	%	26.8	25.8	29.9	29.2	
Share of women						
Proportion of females in all management positions	%	40.5	42.5	40.8	41.7	≥ 40 by 2025
Proportion of females in management positions in revenue-generating functions	%	30.1	31.2	40.9	40.0	
Proportion of females in STEM-related positions	%	5.0	9.6	31.6	29.7	
People with disabilities						
Employees with disabilities ¹	People	N/A	N/A	N/A	N/A	

¹ Due to the nature of the Company's work (project construction and operations), it is not safe for people with disabilities. However, the Company contributes to the Fund for the Empowerment of Disabled Persons annually.



Social Dimension

Topic	Unit	2021	2022	2023	2024	Target
Labor practice indicators (continued)						
Gender pay indicators (average female pay : average male pay) ²						
All employees (base salary)		0.93:1	0.93:1	1.16:1	1.19:1	≤ 10%
Top management						
• Base salary only		0.79:1	0.79:1	0.84:1	1.03:1	
• Base salary and other cash incentives		0.95:1	0.95:1	0.95:1	1.03:1	≤ 10%
Other management						
• Base salary only		0.95:1	0.95:1	0.88:1	0.92:1	
• Base salary and other cash incentives		1.03:1	1.03:1	0.90:1	0.92:1	≤ 10%
Non-management (base salary)		0.92:1	0.92:1	0.88:1	0.90:1	≤ 10%

² The comparisons show average female pay to average male pay. The Company has an equal pay for equal work policy. However, some pay variations may arise due to differences in employee qualifications or experience.



Social Dimension

Topic	Unit	2021	2022	2023	2024	Target
Human rights and labor rights						
Freedom of association / collective bargaining						
Employees represented by trade unions or collective bargaining agreements ³	%	100	100	100	100	
Operations or suppliers in which freedom of association or collective bargaining may be at risk	Operations / suppliers	0	0	0	0	
Other human and labor rights						
Operations or suppliers at significant risk of child labor	Operations / suppliers	0	0	0	0	0
Operations or suppliers at significant risk of forced or compulsory labor	Operations / suppliers	0	0	0	0	0
Incidents of violations involving rights of indigenous peoples	Incidents	0	0	0	0	0
Incidents of discrimination or harassment	Incidents	0	0	0	0	0
Occupational health and safety (OHS)						
Fatalities						
• Employees	Cases	0	0	0	0	0
• Contractors	Cases	0	0	0	0	0
Lost-time injury frequency rate (LTIFR per million hours worked)						
• Employees	LTIFR	0	0	0	0	0
• Contractors	LTIFR	0	0	0	0	0
Workers ⁴ covered by an OHS system	%	100	100	100	100	100

³ Employees' collective bargaining rights are covered under the Company's Welfare Committee which covers all employees of the Company and its subsidiaries, and comprises employee representatives who negotiate with Management on behalf of employees to ensure their well-being.

⁴ Workers includes both the Company's employees (including employees of subsidiaries) as well as contractors.



Social Dimension

Topic	Unit	2021	2022	2023	2024	Target
Human capital development						
Training and development inputs						
Average hours of training	Hours/FTE ⁵	30.0	58.6	35.8	31.6	≥ 30
Breakdown by type						
• Legal and compliance	Hours/FTE	3.4	4.1	5.0	5.4	
• Technical / operational	Hours/FTE	24.6	27.9	23.2	18.9	
• Leadership / management	Hours/FTE	1.9	2.1	5.0	1.3	
• Supplementary	Hours/FTE	13.1	20.4	2.6	8.0	
Breakdown by gender						
• Males	Hours/FTE	37.7	62.6	26.7	37.7	
• Females	Hours/FTE	12.4	16.2	24.7	24.7	
Breakdown by position						
• Top management	Hours/FTE	2.1	3.5	19.2	4.0	
• Middle management	Hours/FTE	9.6	12.5	22.6	27.4	
• Junior management	Hours/FTE	24.4	26.2	30.6	26.4	
• Non-management	Hours/FTE	35.2	55.3	54.3	37.5	
Average amount spent on training and development per FTE	THB	5,190	4,473	10,927	17,071	
Human capital return on investment (HC ROI)						
HC ROI ⁶		9.99	12.38	8.45	XX	

⁵ Calculated as average hours per full-time employee per year.

⁶ Human capital return on investment (HC ROI) = (Total revenue – (Total operating expenses – Total employee-related expenses)) / Total employee-related expenses



Social Dimension

Topic	Unit	2021	2022	2023	2024	Target
Talent attraction and retention						
Hiring						
Total new employee hires	People	72	187	231	196	
Open positions filled by internal candidates ⁷	%	76	39	33	95	
Average hiring cost per FTE	THB	19,000	41,229	14,200	16,946.30	
Employee turnover rate						
Total turnover ⁸	%	5.2	7.8	8.4	7.7	
Voluntary turnover	%	4.7	7.3	7.2	6.9	< 7.5
Trend of employee well-being⁹						
Employee engagement	%	-	77	-	82 ¹⁰	80

⁷ Details regarding hiring, including additional data breakdowns, can be found on the Company's website. In 2022 and 2023, a lower proportion of open positions were filled by internal hires as a significant number of new positions were opened due to the Company's business expansion.

⁸ Total turnover includes involuntary turnover such as retirements and medical causes. The Company has not laid off any employees for reasons such as downsizing or restructuring.

⁹ Employee engagement and satisfaction surveys are conducted every two years. Additional details about the survey process can be found in the Company's Sustainability Report.

¹⁰ In 2024, the Company changed its engagement survey to be adapted from Gallup's Q12 Employee Engagement Survey, covering eight critical areas, with a total score of 4.11 out of 5.00. Additional details can be found in the Company's Sustainability Report.

Human Rights Risk Assessment

The company conducts a human rights risk assessment on a regular basis (at least annually). The process first examines different areas of the Company's business 1) within the organization among the Company's employees, 2) within the local communities where the Company operates, 3) at sites under construction and development, and 4) at sites in operation. See GULF's 2024 Sustainability Report for more detail.

Scope of activities	Human rights issues assessed	Related stakeholders	% of sites assessed	% of site with sufficient internal controls
Business activities				
Within the organization (the Company and its subsidiaries)	<ul style="list-style-type: none"> - Labor rights - Non-discrimination - Health and safety - Gender equality 	<ul style="list-style-type: none"> - Employees - Women 	100	100
	Management measures <ul style="list-style-type: none"> - Set out Human Rights Policy, Diversity Policy, and Non-discrimination and Harassment Policy to ensure human rights protection in the workplace 			
Sites in operation	<ul style="list-style-type: none"> - Labor rights - Health and safety - Impacts from business operations 	<ul style="list-style-type: none"> - Employees - Contractors - Suppliers - Visitors - Local communities 	100	100
	Management measures <ul style="list-style-type: none"> - Set out and communicate the Code of Conduct as a guidance for appropriate conduct, including promoting occupational health and safety, with mandatory annual training - Comply with ISO 45001 standards - Develop Emergency Response Plans and conduct regular fire drills - Provide PPE for staff and visitors in operating sites, and conduct safety briefings for all suppliers, contractors, and visitors - Conduct regular meetings with local communities (e.g., Environmental Impact Committee meetings) to monitor human rights impacts 			

Scope of activities	Human rights issues assessed	Related stakeholders	% of sites assessed	% of site with sufficient internal controls
Related activities				
Sites under development and construction	<ul style="list-style-type: none"> - Labor rights - Migrant labor - Child labor - Health and safety - Impacts from business activities - Resettlement 	<ul style="list-style-type: none"> - Contractors - Suppliers - Migrant workers - Children - Vulnerable groups in the local communities (e.g., indigenous people) 	100	100
	Management measures <ul style="list-style-type: none"> - Conduct an environmental and social impact assessment and establish mitigation plans before beginning construction on any major project - Require contractors to provide written acknowledgement of and comply with the Company's Supplier Code of Conduct, covering human rights issues including labor rights and other rights stipulated in international standards - Include human rights criteria in TORs and contracts for suppliers and contractors - Conduct daily safety briefings before commencing work - Station a site manager and designated staff to screen contractors and monitor safety - Work with local communities and government agencies to understand needs, and co-develop a resettlement and/or compensation plan accordingly 			
Local communities around Company operations	<ul style="list-style-type: none"> - Impacts from business operations - Health and safety 	<ul style="list-style-type: none"> - Local community (including women, children, and vulnerable groups) 	100	100
	Management measures <ul style="list-style-type: none"> - Set out an Environmental and Social Management Policy - Set targets such as zero waste to landfill to minimize environmental impacts from operations - Conduct regular environmental impact monitoring (e.g., continuous emissions monitoring) - Appoint Community Relations and Safety Officers to every area/site to serve as contact points for the local community - Conduct regular meetings with local communities (e.g., Environmental Impact Committee meetings) to monitor human rights impacts 			

Remark: labor rights refer to fair wages and working hours, freedom of association, migrant labor, forced labor/slavery, child labor, and human trafficking.



Governance Dimension

Topic	Unit	2021	2022	2023	2024	Target
Corporate governance						
Board of Directors (1-tier system)						
Total	People	10	12	12	12	
• Independent directors	People	5	7	7	7	
• Executive directors	People	4	4	4	4	
• Non-executive directors	People	1	1	1	1	
• Proportion of females	%	40	33	33	33	≥ 33
Board meeting attendance ¹	%	97.7	98.8	94.9	97.0	≥ 75 ²
Business ethics						
Written / digital acknowledgement of Codes of Conduct						
• Employees	%	100	100	100	100	100
• Suppliers ³	%	100	100	100	100	100
• Subsidiaries	%	100	100	100	100	100
• Joint Ventures ⁴	%	100	100	100	100	100
Anti-corruption and bribery						
Number of operations assessed for risks related to corruption or bribery	Operating power projects in Thailand	14/14	14/14	15/15	15/15	
Training on anti-corruption						
• Employees	%	100	100	100	100	100
• Suppliers	%	2	2	2	3	
• Subsidiaries	%	100	100	100	100	100
• Joint Ventures	%	100	100	100	100	100

¹ Average for all directors for 2024 (total 14 meetings).

² Minimum Board meeting attendance requirement.

³ Includes suppliers, contractors, and other third parties providing goods and services.

⁴ Includes joint ventures and associates.



Governance Dimension

Topic	Unit	2021	2022	2023	2024	Target
Business ethics (continued)						
Reporting on breaches ⁵						
• Corruption or bribery	Cases	0	0	0	0	0
• Discrimination or harassment	Cases	0	0	0	0	0
• Conflicts of interest	Cases	0	0	0	0	0
• Money laundering or insider trading	Cases	0	0	0	0	0
• Fraud	Cases	0	0	0	0	0
• Customer data privacy	Cases	0	0	0	0	0
• Other criminal wrongdoing	Cases	0	0	0	0	0
Fines resulting from legal / ethical violations						
• Misconduct	THB	0	0	0	0	0
• Corruption or bribery	THB	0	0	0	0	0
• Environmental violations	THB	0	0	0	0	0
• Social violations	THB	0	0	0	0	0
Policy influence						
Contributions and other spending						
Total	THB	45,368	56,068	56,068	56,068	
• Trade associations	THB	45,368	56,068	56,068	56,068	
• Political parties or lobbying interests	THB	0	0	0	0	
• Other spending ⁶	THB	0	0	0	0	

⁵ Cases refers to substantiated cases of wrongdoing.

⁶ Such as ballot measures or referendums.



Governance Dimension

Topic	Unit	2021	2022	2023	2024	Target
Supply chain management						
KPIs for supplier screening						
Tier-1 suppliers (total)	Suppliers	1,908	1,179	1,901	2,222	
Significant suppliers	Suppliers	17	13	13	15	
% of total spent on significant suppliers	%	92	97	97	82	
Significant non-tier 1	Suppliers	2	2	2	2	
% of total spent on local suppliers	%	XX	XX	XX	XX	
KPIs for supplier assessment and development						
Suppliers assessed via desk / on-site assessments ⁷	Suppliers	1,908	1,179	1,901	2,222	
% of significant suppliers assessed	%	100	100	100	100	
Suppliers with substantial impacts ⁸	Suppliers	0	0	0	0	
Suppliers with agreed corrective action plans	Suppliers	N/A	N/A	N/A	N/A	
Suppliers terminated for negative impacts	Suppliers	N/A	N/A	N/A	N/A	
Suppliers that participated in capacity-building programs	Suppliers	N/A	N/A	40	60	
New suppliers						
Written acknowledgement of Supplier Code of Conduct	% of new suppliers	100	100	100	100	100
New suppliers screened using environmental criteria	% of new suppliers	100	100	100	100	100
New suppliers screened using social criteria	% of new suppliers	100	100	100	100	100

⁷ Assessments are conducted for all new suppliers and at least once every 3 years for current suppliers.

⁸ Substantial negative financial, reputational or sustainability-related impacts.



Governance Dimension

Topic	Unit	2021	2022	2023	2024	Target
Information security / cybersecurity						
Process and infrastructure						
IT infrastructure certified ⁹	%	100	100	100	100	100
Security breaches	Cases	0	0	0	0	0
Employees receiving information security or cybersecurity training	% of employees	100	100	100	100	100

⁹ Certified to ISO 27001 and/or NIST standards.



GULF's Business (Economic Dimension)

Topic	Unit	2021	2022	2023	2024	Target
Financial performance						
Total revenue	M THB	33,370.4	49,983.7	116,950.7	124,584.7	
Total operating expenses	M THB	25,782.1	36,685.4	95,936.9	100,720	
• Employee expenses ¹	M THB	1,800.6	2,085.0	2,822.4	2,907	
Basic earnings per share	THB	0.65	0.97	1.27	1.55	
Electricity generation						
Total installed capacity	MW	3,171.9	4,624.6	5,967.8	7,319.7	
• Conventional capacity	MW	2,911.2	4,236.2	5,561.2	6,886.2	
○ Natural gas-fired	MW	2,911.2	4,236.2	5,561.2	6,886.2	
• Renewable capacity	MW	260.7	388.4	406.6	433.5	> 40% by 2035 ²
○ Solar	MW	231.7	235.4	253.6	281.5	> 2,500 by 2030
○ Wind	MW	4	128	128	128	> 1,200 by 2030
○ Biomass	MW	25	25	25	25	
○ Other ³	MW	-	-	-	-	> 1,500 by 2030
Total electricity generation	MWh	13,162,988	17,844,187	31,466,827	38,822,896	
• Conventional sources	MWh	12,827,034	17,496,609	30,966,724	38,124,036	
○ Gas-fired generation	MWh	12,827,034	17,496,609	30,966,724	38,124,036	
• Renewable sources	MWh	335,954	347,578	500,103	698,860	
○ Solar	MWh	161,898	175,250	182,231	230,278	
○ Wind	MWh	-	7,399	153,595	311,995	
○ Biomass	MWh	174,056	172,328	172,312	156,586	
○ Other ³	MWh	-	-	-	-	
Customer relationship management						
Customer satisfaction ⁴	%	93.6	94.0	94.9	94.4	90

¹ Employee wages and benefits.

² Target to increase the proportion of renewable energy capacity to at least 40% of total installed capacity by 2035.

³ Includes hydropower and waste-to-energy projects (currently under development).

⁴ Average satisfaction score from customers of the Company's natural gas-fired SPPs in Thailand.

