

Quantitative ESG Data 2025

The quantitative ESG data for 2025 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 2025 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	2022	2023	2024	2025	Target
Environmental policy and management systems						
Environmental management system (EMS): certification / audit / verification						
Total	% ¹	100	100	100	100	100
Verified through international standards ²	%	92.9	93.3	93.8	75.0 ²	
Third-party verification	%	0	0	0	0	
Internal certification / audit ³	%	7.1	6.7	6.2	25.0	
Energy						
Energy consumption						
Total	MWh	33,604,481	57,160,021	67,060,370	62,135,717	
Non-renewable	MWh	32,286,749	55,821,715	66,230,535	61,361,569	
Renewable	MWh	1,317,732	1,338,306	829,835	774,148	
Energy intensity	GJ/MWh	3.18	2.96	2.61	2.57	≤ 2.85

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

² ISO 14001, In 2025, Five new Solar power plants began operating for their first full year. The certification is pursued after a plant has been in commercial operation for at least 1 year. As a result, the percentage of power plants certified under ISO 14001 has decreased noticeably this year.

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	2022	2023	2024	2025	Target
Waste and pollutants						
Waste disposal						
Total waste generated	Tons	37,958	89,696	38,029	10,983	
Non-hazardous waste	Tons	37,894	89,674	37,922	10,793	
Hazardous waste	Tons	65	21	107	190	
Non-hazardous waste						
Total non-hazardous waste recycled / reused	Tons	4,486	77,646	37,630	10,506	
Total non-hazardous waste recovered ⁴	Tons	5,820	12,028	179	118	
Total non-hazardous waste stored on site ⁵	Tons	27,588	0	0	0	
Total non-hazardous waste disposed	Tons	0	0	113 ⁶	169	
Landfilled (Industrial waste)	Tons	0	0	0	0	0 operational waste
Landfilled (Municipal waste)	Tons	N/A	N/A	106 ⁶	158	
Incinerated without energy recovery (Industrial waste)	Tons	0	0	0	0 ⁷	
Incinerated without energy recovery (Municipal waste)	Tons	N/A	N/A	7 ⁶	11	
Otherwise disposed	Tons	0	0	0	0	
Unknown disposal method	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 Disposal of waste in accordance with the legal requirements of Vietnam by incineration, totaling 92 kilograms.

 **Environmental Dimension**

Topic	Unit	2022	2023	2024	2025	Target
Waste and pollutants (continued)						
Ash and gypsum waste⁸						
Total waste recycled / reused	Tons	5,796	12,018	7,822	521	
Total waste disposed	Tons	0	0	0	0	
Hazardous waste						
Total waste generated	Tons	65	21	107	190	
Total waste recycled / reused	Tons	5	1	17	63	
Total waste recovered	Tons	32	20	90	125	
Waste stored on site	Tons	28	0	0	0	
Total waste disposed	Tons	0	0	0	2	
Landfilled	Tons	0	0	0	0	0 operational waste
Incinerated without energy recovery	Tons	0	0	0	2	
Otherwise disposed	Tons	0	0	0	0	
Unknown disposal method	Tons	0	0	0	0	
NOx emissions						
Direct NOx emissions	Tons	2,315.9	4,109.9	4808.7	4,197.7	< 4,835.0
SOx emissions						
Direct SOx emissions	Tons	119.2	259.8	188.0	147.9	< 708.0
Direct mercury emissions⁹						
Direct mercury emissions	Tons	N/A	N/A	N/A	N/A	
Dust emissions						
Direct dust emissions	Tons	149.0	355.6	185.9	146.9	< 740.0

⁸ 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.

⁹ The Company does not generate direct mercury emissions.

 **Environmental Dimension**

Topic	Unit	2022	2023	2024	2025	Target
Water						
Water consumption						
Total water withdrawal	Mil. m ³	18.59	29.79	33.85	32.87	
Third-party sources ¹⁰	Mil. m ³	17.81	28.79	33.26	32.25	
Produced water	Mil. m ³	0	0	0	0	
Fresh surface water	Mil. m ³	0.78	1.00	0.59	0.62	
Fresh groundwater	Mil. m ³	0	0	0	0	
Total water discharged	Mil. m ³	3.16	5.11	5.12	5.70	
Returned to municipal / other treatment system	Mil. m ³	2.66	4.71	5.02	5.59	
Returned to the source of extraction	Mil. m ³	0.50	0.40	0.1	0.11	
Total water consumption ¹¹	Mil. m ³	15.43	24.68	28.73	27.17	
Water intensity	m ³ / MWh	0.86	0.78	0.74	0.75	≤ 1.00
Water consumption in water-stressed areas¹²						
Operations in water-stressed areas	Projects	14	15	16	19 ¹³	
Total water consumption in water-stressed areas	Mil. m ³	15.43	24.68	28.73	26.81	

¹⁰ Third-party sources include purchasing raw and reclaimed water from industrial estates or water suppliers.

¹¹ Total water consumption (also called total net freshwater consumption) = Total withdrawals – total discharge.

¹² Water stress is defined as demand equal to 40% - 80% of water availability, as assessed by the WRI Aqueduct Water Risk Atlas.

¹³ From a total of 23 projects included in the reporting boundary.



Environmental Dimension

Topic	Unit	2022	2023	2024	2025	Target
Climate strategy						
Greenhouse gas (GHG) emissions						
Total GHG emissions	Tons	8,791,140	14,624,745	17,102,847	15,807,210	Net Zero by 2050 ¹⁴
Total emissions intensity	tCO ₂ e / MWh	0.495	0.467	0.441	0.436	
Direct emissions (scope 1)	Tons	6,651,222	11,245,262	13,304,395	12,328,612	
Total scope 1 intensity	tCO ₂ e / MWh	0.375	0.359	0.343	0.340	Reduce by 25% by 2030
Indirect emissions (scope 2) ¹⁵	Tons	53,794	23,547	22,984	35,963	
Total scope 2 intensity	tCO ₂ e / MWh	0.003	0.001	0.001	0.001	
Other indirect emissions (scope 3) ¹⁶	Tons	2,086,124	3,355,936	3,775,468	3,442,635	
Total scope 3 intensity	tCO ₂ e / MWh	0.117	0.107	0.097	0.095	
SF ₆ emissions	Tons	0.007	1.292 ¹⁷	0.015	0	
Product stewardship						
Electricity transmission and distribution losses¹⁸						
Transmission losses	%	0.51	0.66	0.39	0.39	
Distribution losses	%	N/A	N/A	N/A	N/A	
Electricity transmission and distribution reliability						
SAIDI (transmission network)	Hours	0.17	0.16	0.16	0.25	

¹⁴ Scope 1 and scope 2 emissions.

¹⁵ Location-based assessment.

¹⁶ 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.

¹⁷ 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.

¹⁸ The Company does not operate in electricity distribution. Loss and reliability data is for its transmission network only.



Environmental Dimension

Topic	Unit	2022	2023	2024	2025	Target
Product stewardship (continued)						
Gas leakage rate¹⁹						
Transportation leakages	%	0.000162	0.000143	0.000191	0.000299	
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 factor²⁰						
Efficiency open- / combined-cycle gas plants	BTU / kWh	7,389	6,762	6,556	6,513	
Availability factor (gas plants)	%	95.0	97.2	96.4	95.9	
Biodiversity						
Biodiversity exposure and assessment						
Total number of sites ²¹	Sites	14	15	15	20	
Total area	Hectares	146.0	223.2	223.2	717.48	
% 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 ²²	Sites	N/A	N/A	N/A	N/A	

¹⁹ The Company does not have gas distribution or storage assets. Gas leakage calculated from vent and fugitive leaks.

²⁰ Calculated from operating power projects in Thailand. Average age of plants: 4.24 years.

²¹ Covers only operating power projects in Thailand.

²² 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	2022	2023	2024	2025	Target
Labor practice indicators						
Workforce breakdown by number of employees						
Total	People	1,074	1,168	1,319	1,470	
Males	People	741	779	890	973	
Proportion of males	%	69.0	66.7	67.5	66.2	
Females	People	333	389	429	497	
Proportion of females	%	31.0	33.3	32.5	33.8	≥ 30
Workforce breakdown by type of contract						
Permanent	People	1,004	1,130	1,232	1,373	
Contract	People	70	38	87	97	
Workforce breakdown by function						
Energy business	People	134	177	185	206	
Power projects	People	534	548	571	590	
Other businesses and investments	People	40	42	53	67	
Management and secretaries	People	12	20	29	37	
Support functions	People	354	381	481	570	
Workforce breakdown by age						
Below 30 years	People	332	360	382	418	
30 – 49 years	People	662	735	831	915	
50 years and over	People	80	73	106	137	

 Social Dimension

Topic	Unit	2022	2023	2024	2025	Target
Labor practice indicators (continued)						
Workforce breakdown by nationality						
Thai						
% of total workforce	%	99.7	99.8	99.9	99.8	
% of management	%	99.4	99.7	99.7	99.6	
Vietnamese						
% of total workforce	%	0.2	0.1	0.1	0.1	
% of management	%	0.3	0	0	0	
Other						
% of total workforce	%	0.1	0.1	0.1	0.1	
% of management	%	0.3	0.3	0.2	0.4	
Workforce breakdown by position						
Top management	People	19	20	29	37	
Males	People	12	13	18	23	
Proportion of males	%	63.2	65.0	62.1	62.2	
Females	People	7	7	11	14	
Proportion of females	%	36.8	35.0	37.9	37.8	
Middle management	People	115	112	138	147	
Males	People	74	67	85	91	
Proportion of males	%	60.9	59.8	61.6	61.9	
Females	People	45	45	53	56	
Proportion of females	%	39.1	40.2	38.4	38.1	

 Social Dimension

Topic	Unit	2022	2023	2024	2025	Target
Labor practice indicators (continued)						
Workforce breakdown by position (continued)						
Junior management	People	200	236	262	292	
Males	People	110	138	147	169	
Proportion of males	%	55.0	58.5	56.1	57.9	
Females	People	90	98	115	123	
Proportion of females	%	45.0	41.5	43.9	42.1	
Non-management	People	740	800	847	994	
Males	People	549	561	640	690	
Proportion of males	%	74.2	70.1	70.8	69.4	
Females	People	191	239	250	304	
Proportion of females	%	25.8	29.9	29.2	30.3	
Share of women						
Proportion of females in all management positions	%	42.5	40.8	41.7	40.5	≥ 40 by 2025
Proportion of females in management positions in revenue-generating functions	%	31.2	40.9	40.0	36.7	
Proportion of females in STEM-related position	%	9.6	31.6	29.7	30.8	
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	2022	2023	2024	2025	Target
Labor practice indicators (continued)						
Gender pay indicators (average female pay : average male pay)²						
All employees (base salary)		0.93:1	1.16:1	1.19:1	1.10:1	≤ 10%
Top management						
Base salary only		0.79:1	0.84:1	1.03:1	0.88:1	
Base salary and other cash incentives		0.95:1	0.95:1	1.03:1	1.04:1	≤ 10%
Other management						
Base salary only		0.95:1	0.88:1	0.92:1	0.89:1	
Base salary and other cash incentives		1.03:1	0.90:1	0.92:1	0.92:1	≤ 10%
Non-management (base salary)		0.92:1	0.88:1	0.90:1	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	2022	2023	2024	2025	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	0.88	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	2022	2023	2024	2025	Target
Human capital development						
Training and development inputs						
Average hours of training	Hours/FTE ⁵	58.6	35.8	31.6	38.1	≥ 30
Breakdown by type						
Legal and compliance	Hours/FTE	4.1	5.0	5.4	10.9	
Technical / operational	Hours/FTE	27.9	23.2	18.9	18.5	
Leadership / management	Hours/FTE	2.1	5.0	1.3	1.8	
Supplementary	Hours/FTE	20.4	2.6	8.0	6.9	
Breakdown by gender						
Males	Hours/FTE	62.6	26.7	37.7	44.1	
Females	Hours/FTE	16.2	24.7	24.7	27.2	
Breakdown by position						
Top management	Hours/FTE	3.5	19.2	4.0	12.8	
Middle management	Hours/FTE	12.5	22.6	27.4	27.3	
Junior management	Hours/FTE	26.2	30.6	26.4	33.5	
Non-management	Hours/FTE	55.3	54.3	37.4	42.3	
Average amount spent on training and development per FTE	THB	4,473	10,927	17,071	11,801	
Human capital return on investment (HC ROI)						
HC ROI ⁶		12.38	8.45	9.21	9.35	

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	2022	2023	2024	2025	Target
Talent attraction and retention						
Hiring						
Total new employee hires	People	187	231	196	232	
Breakdown by gender						
Males	People	N/A	N/A	N/A	129	
Females	People	N/A	N/A	N/A	103	
Breakdown by position						
Top management	People	N/A	N/A	N/A	0	
Middle management	People	N/A	N/A	N/A	8	
Junior management	People	N/A	N/A	N/A	43	
Non-management	People	N/A	N/A	N/A	181	
Open positions filled by internal candidates ⁷	%	39	33	95	59	
Average hiring cost per FTE	THB	41,229	14,200	16,946.30	31,214.77	

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.

 Social Dimension

Topic	Unit	2022	2023	2024	2025	Target
Talent attraction and retention						
Employee turnover rate						
Total turnover ⁸	%	7.8	8.4	7.7	5.9	
Breakdown by gender						
Males	%	N/A	N/A	N/A	58.6	
Females	%	N/A	N/A	N/A	41.4	
Breakdown by position						
Top management	%	N/A	N/A	N/A	0	
Middle management	%	N/A	N/A	N/A	9.2	
Junior management	%	N/A	N/A	N/A	11.5	
Non-management	%	N/A	N/A	N/A	79.3	
Voluntary turnover	%	7.3	7.2	6.9	4.6	< 7.5
Trend of employee well-being⁹						
Employee engagement	%	77	-	82 ¹⁰	-	80

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 2025 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	2022	2023	2024	2025	Target
Corporate governance						
Board of Directors (1-tier system)						
Total	People	12	12	12	12	
Independent directors	People	7	7	7	6	
Executive directors	People	4	4	4	4	
Non-executive directors	People	1	1	1	2	
Proportion of females	%	33	33	33	33	≥ 33
Board meeting attendance ¹	%	98.8	94.9	97.0	96.7	≥ 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	15/15	15/15	15/15	
Training on anti-corruption						
Employees	%	100	100	100	100	100
Suppliers	%	2	2	3	3	
Subsidiaries	%	100	100	100	100	100
Joint Ventures	%	100	100	100	100	100

¹ Average for all directors for 2024 (total 15 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	2022	2023	2024	2025	Target
Business ethics (continued)						
Reporting on breaches⁵						
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
Convictions related to corruption or bribery	Case	0	0	0	0	0
Policy influence						
Contributions and other spending						
Total	THB	56,068	56,068	56,068	56,068	
Trade associations	THB	56,068	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	2022	2023	2024	2025	Target
Supply chain management						
KPIs for supplier screening						
Tier-1 suppliers (total)	Suppliers	1,179	1,901	2,222	1,117	
Significant suppliers	Suppliers	13	13	15	24	
% of total spent on significant suppliers	%	97	97	82	83	
Significant non-tier 1	Suppliers	2	2	2	2	
% of total spent on local suppliers ⁷	%	-	97	96	90	
KPIs for supplier assessment and development						
Suppliers assessed via desk / on-site assessments ⁸	Suppliers	1,179	1,901	2,222	1,117	
Number of significant suppliers assessed	Suppliers	13	13	15	24	
% of significant suppliers assessed	%	100	100	100	100	
Suppliers with substantial impacts ⁹	Suppliers	0	0	0	0	
Suppliers supported in corrective action plan implementation	Suppliers	0	0	0	0	
Suppliers terminated for negative impacts	Suppliers	0	0	0	0	
Suppliers that participated in capacity-building programs	Suppliers	N/A	40	60	29	
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 The Company began tracking this metric in 2023.

⁸ Assessments are conducted for all new suppliers and at least once every 3 years for current suppliers.

⁹ Substantial negative financial, reputational or sustainability-related impacts.

 Governance Dimension						
Topic	Unit	2022	2023	2024	2025	Target
Information security / cybersecurity						
Process and infrastructure						
IT infrastructure certified ¹⁰	%	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

¹⁰ Certified to ISO 27001 and/or NIST standards.


GULF's business (Economic Dimension)

Topic	Unit	2022	2023	2024	2025	Target
Financial performance¹						
Total revenue	M THB	49,983.7	116,950.7	124,622.0	135,596.0	
Total operating expenses	M THB	36,685.4	95,936.9	101,350.0	108,434.8	
Employee expenses ²	M THB	2,085.0	2,822.4	3,002.0	3,251.0	
Basic earnings per share	THB	0.97	1.27	1.43	5.79	
Electricity generation						
Total installed capacity	MW	4,624.6	5,967.8	7,852.5	8,504.1	
Conventional capacity	MW	4,236.2	5,561.2	6,886.2	6,903.2	
• Natural gas-fired	MW	4,236.2	5,561.2	6,886.2	6,903.2	
Renewable capacity	MW	388.4	406.6	966.3	1,600.9	> 40% by 2035 ³
• Solar	MW	235.4	253.6	813.3	1,447.9	> 2,500 by 2030
• Wind	MW	128	128	128	128	> 1,200 by 2030
• Biomass	MW	25	25	25	25	
• Other ⁴	MW	-	-	-	-	> 1,500 by 2030
Total electricity generation	MWh	17,844,187	31,466,827	38,822,896	36,271,676	
Conventional sources	MWh	17,496,609	30,966,724	38,124,036	34,891,411	
• Gas-fired generation	MWh	17,496,609	30,966,724	38,124,036	34,891,411	
Renewable sources	MWh	347,578	500,103	698,860	1,380,265	
• Solar	MWh	175,250	182,231	230,278	925,668	
• Wind	MWh	7,399	153,595	311,995	301,534	
• Biomass	MWh	172,328	172,312	156,586	153,063	
• Other ³	MWh	-	-	-	-	

¹ Gulf Development Plc. was formed through the amalgamation of Gulf Energy Development Plc. and Intouch Holdings Plc., effective 1 April 2025. For comparison purposes, proforma consolidated financial information has been prepared for 2024 and for the three months ended 31 March 2025, with the latter combined with the actual results for the nine months ended 31 December 2025.

² Employee wages and benefits.

³ Target to increase the proportion of renewable energy capacity to at least 40% of total installed capacity by 2035.

⁴ Includes hydropower and waste-to-energy projects (currently under development).


GULF's business (Economic Dimension)

Topic	Unit	2022	2023	2024	2025	Target
Customer relationship management						
Customer satisfaction ⁵	%	94.0	94.9	94.4	94.1	90

⁵ Average satisfaction score from customers of the Company's natural gas-fired SPPs in Thailand.