

Go together
Giving and Sharing



The friendship that has never faded for over 36 years
THE TRUE FRIEND NEAR YOUR HOME...
IS EVERYTHING FOR YOU



*With enduring **friendship**,
true companions
who understand each other,
and together we will move forward
...together...
bringing bright smiles,
uniting our strengths with
thousands of allies,
to stride towards sustainability.*



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Definition

The term "Company" mentioned in this summary refers to CP ALL Public Company Limited (or "CP ALL") and its subsidiaries.



56-1 one report
(annual report 2023)



Sustainability Report
2023



Message from Chairman



To achieve the goal of being an organization that stands alongside the Thai society under the principle of "Sustainability for All" through the integration of sustainability concepts in three dimensions: environment, society, and good governance and economy, as the main axis driving the business forward.

Thailand's economy in 2023 was surrounded by varieties of challenges which are slow global demand and exports, decelerated China's economy and a slow recovery of international tourists. The key driver of Thailand's economic trajectory in 2023, however, lies in the continuously growing domestic demand and consumption. Guided by the principle of 'Sustainability for All' which is aligned with the Sustainable Development Goals (SDGs) framework of the United Nations and Charoen Pokphand Group's Three-benefit Principle, CP ALL has been consistently monitoring the Thai economic cycle and structural factors. So, we are able to identify the opportunities and risks that challenge our business in all important aspects

and enabled us to develop our business sustainably in all three dimensions; ie. environment, social, governance and economy.

CP ALL is committed to achieving the goals of our Sustainable Development: Phase 2 (2021-2030) via the three main projects of which we have continuously made progress in 2023. On Environment, the '7 Go Green' project not only fosters our collaboration with customers to regularly reduce and quit the use of plastic bags, but also creates awareness and enhances our employees' capability in driving systematic waste management and energy management along with promoting environment friendly transportation,



and packaging. This empowers CP ALL to become a climate action leading organization and will enable us to achieve our goals on carbon neutrality and zero business-operations food waste by 2030, and net zero emissions by 2050. For the quality of life and well-being of community, the '7 Go Together' project focuses on promoting new knowledge and innovations, as well as essential vocational skills. This initiative has contributed to cost reduction, increased income, and expanded opportunities for farmers and small-scale entrepreneurs. In addition, CP ALL established an award and recognition initiative to honor, inspire and encourage potential small-scale entrepreneurs to elevate their product quality to the international standards, and foster sustainable growth for the future. Furthermore, the Company has collaborated with various entrepreneurs to reduce prices of goods and services in order to bring down the cost-of-living burden for consumers. Regarding the governance and economics, the '7 Go Right' project has elevated the assessment process of various crucial sustainability issues and financial materiality. This encompasses human rights issues, which are assessed through a Double Materiality Assessment approach and practical workshops involving representatives from all sectors and internal risk management units. On preparation for the future, CP ALL has developed plans to mitigate the impacts of emerging risks in three key areas: 1) Readiness towards Artificial Intelligence (AI) technology in e-commerce businesses by learning, developing, and implementing AI technology to response to the evolving demands and lifestyle of today's consumers. Subsequently, this initiative encourages the refinement of processes and optimization of workflows in order to provide

customers with a prompt and more personalized experience ensuring our leadership position in the convenience retail sector. 2) Proactive plan addressing the challenges of the complete aged society through rigorous research and development of health enhanced products and services accessible across all age groups. This initiative is designed to meet the diverse lifestyle needs of individuals, attract a larger elderly clientele, and cultivate opportunities for business expansion. 3) Readiness towards the government's waste reduction guidelines by reducing the volume of plastic packaging waste in landfill disposal.

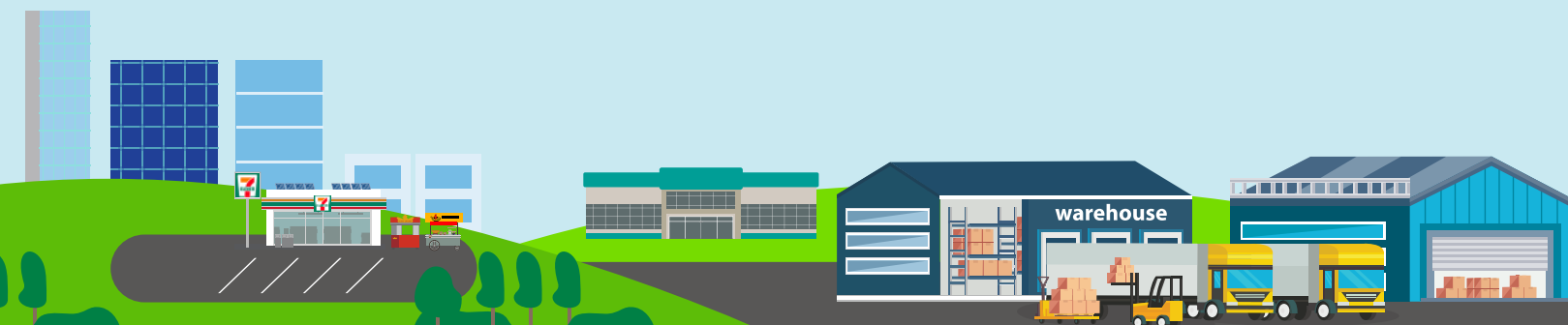
In the rapid changing world, the Company's unwavering belief in our corporate values, gratitude and faith in creating value for the country and community serve as the bedrock of CP ALL's fine culture. This foundation enables the Company to overcome crises and drive our business growth stably towards sustainability in all dimensions.

On this occasion, I would like to extend my commendations to all colleagues who steadfastly uphold the values of our organization, demonstrate gratitude, and serve as a good virtue role model in various social aspects. These contributions propel our organization forward to overcome every challenge. With the unity and collaboration among all of our employees, I believe that CP ALL will thrive and successfully achieve our sustainability goals.



Mr. Soopakij Chearavanont
Chairman

CP ALL Public Company Limited





Message from Chairman of Executive Committee



CP ALL is committed to cultivating and disseminating innovative knowledge to stakeholders across the supply chain. CP ALL firmly believes that innovation serves as a catalyst for creating additional value, instilling confidence among both suppliers and customers that they shall receive quality products that are adherence to standards, and ultimately bolstering competitive advantage. This, in turn, paves the way for sustained long-term growth. Furthermore, CP ALL is actively progressing environmental initiatives, expand green areas, restore ecosystem equilibrium, and uphold human rights in alignment with international principles. The initiatives run in conjunction with effective organizational management under the principles of good corporate governance, fostering sustainable organizational growth alongside societal development.



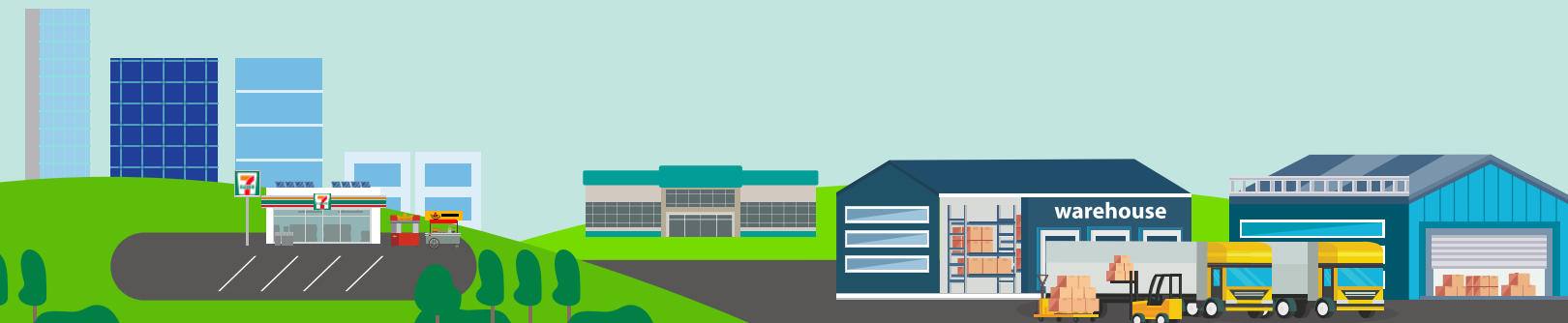
The year 2023 is deemed another challenging period during which the Company was confronting the volatility of the global economy that stems from an energy crisis sparked by political conflicts among powerful nations, thereby impacting the cost of living for people worldwide. Nevertheless, through diligent endeavors in sustainable operations, the Company has attained success in upholding operational standards that align with strategic and sustainable objectives. The Company has been bestowed with the prestigious "Sustainability Excellence" award in the "Highly Commended in Sustainability Awards" category. This accomplishment stands as a testament to the commitment to conducting business responsibly toward society, the environment, and upholding ethical principles. From the continuous efforts to develop efficient ESG performance, the Company was assessed by S&P CSA to be a DJSI member for the Food & Staples Retailing industry, a member of the DJSI Emerging Markets group for 7th consecutive year (2017-2023) and members of the World Markets group for 6th consecutive year (2018-2023). Furthermore, the Company has achieved an ESG performance rating of A from MSCI and passed the FTSE4Good Index assessment in the Food Retailers & Wholesalers group, as well as received an A- rating from the CDP evaluation for managing climate change. This success in sustainable operations will be the driving force for us in sustainable development.

Furthermore, CP ALL is committed to cultivating and disseminating innovative knowledge to stakeholders across the supply chain. CP ALL firmly believes that innovation serves as a catalyst for creating additional value, instilling confidence among both suppliers and customers that they shall receive quality products that are adherence to standards, and ultimately bolstering competitive advantage. This, in turn, paves the way for sustained long-term growth. Furthermore, CP ALL is actively progressing initiatives to foster environmental sustainability. These include augmenting the utilization of renewable energy, effectively managing plastic waste, and embracing eco-friendly packaging solutions. Moreover, CP ALL is advocating for greater environmental participation through the implementation of the "Green Living" policy. This endeavor aims to expand green areas, restore ecosystem equilibrium, and uphold human rights in alignment with international principles. The initiatives run in conjunction with effective organizational management under the principles of good corporate governance, in accordance with the Three Benefits principle of the Charoen Pokphand Group, which aims to create benefits for the Country, the people, and the Company, fostering sustainable organizational growth alongside societal development.



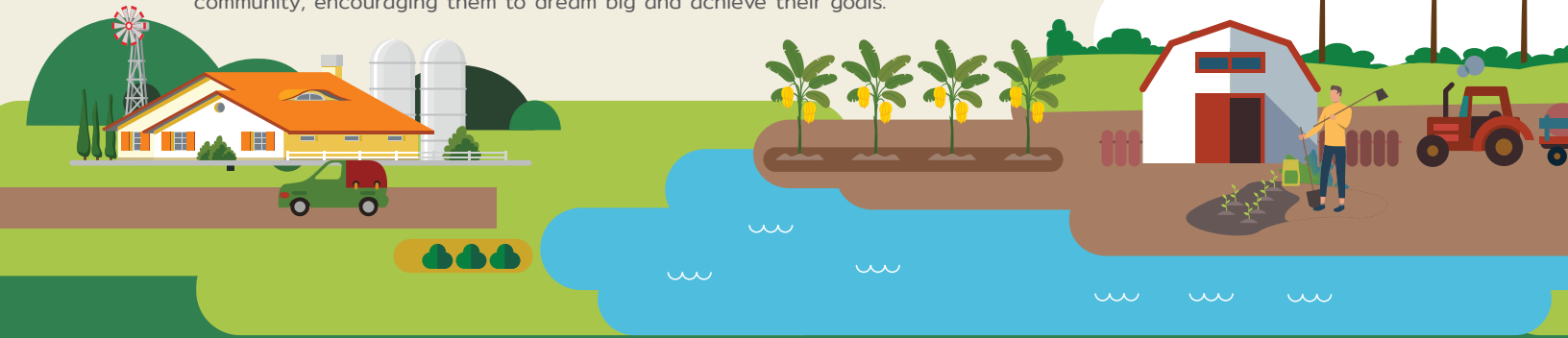
Mr. Korsak Chairasmisak

Chairman of Executive Committee
CP ALL Public Company Limited



Be a "Gateway" to a Bright Future

CP ALL emphasizes the importance of creating opportunities and adding value to local communities in line with the organization's "GIVING AND SHARING" framework. This is achieved by providing knowledge, sales channels, and connectivity to support farmers, entrepreneurs, and small and medium-sized enterprises (SMEs) in the community, encouraging them to dream big and achieve their goals.



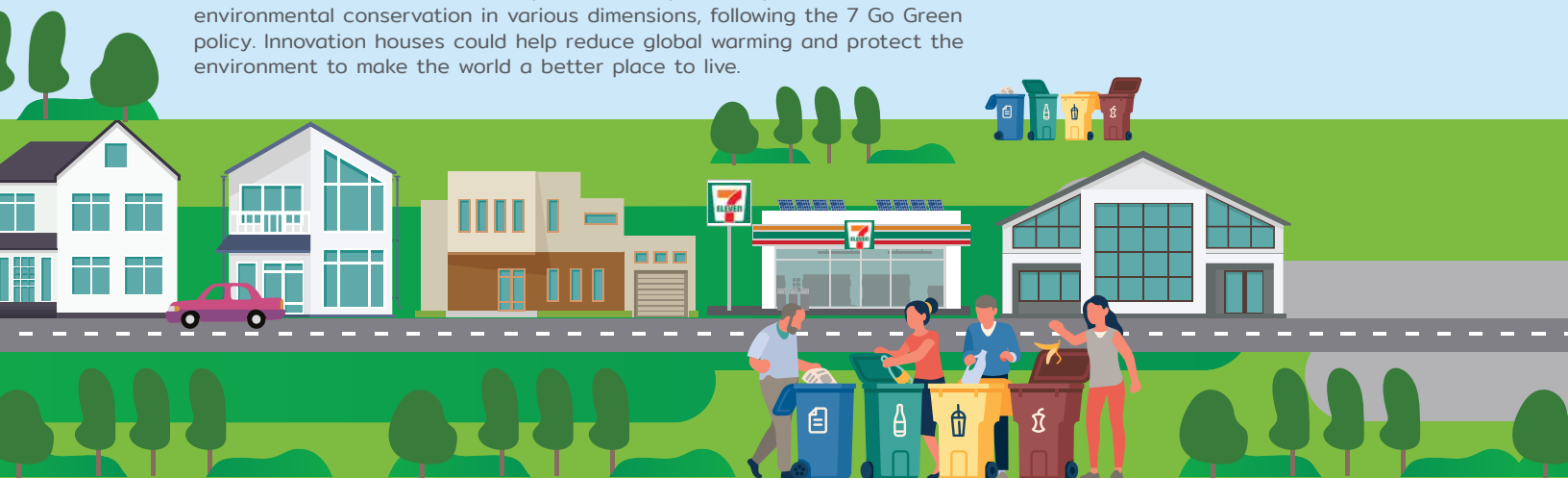
Be an "Opportunity" to Share with One Another

CP ALL stands alongside the Thai community through both joyful and challenging times, showing care and concern for people in society as if being part of the same family. The spirit of sharing and delivering kindness knows no bounds, creating smiles and spreading happiness everywhere.



Be the "Hope" to Sustainably Protect the World

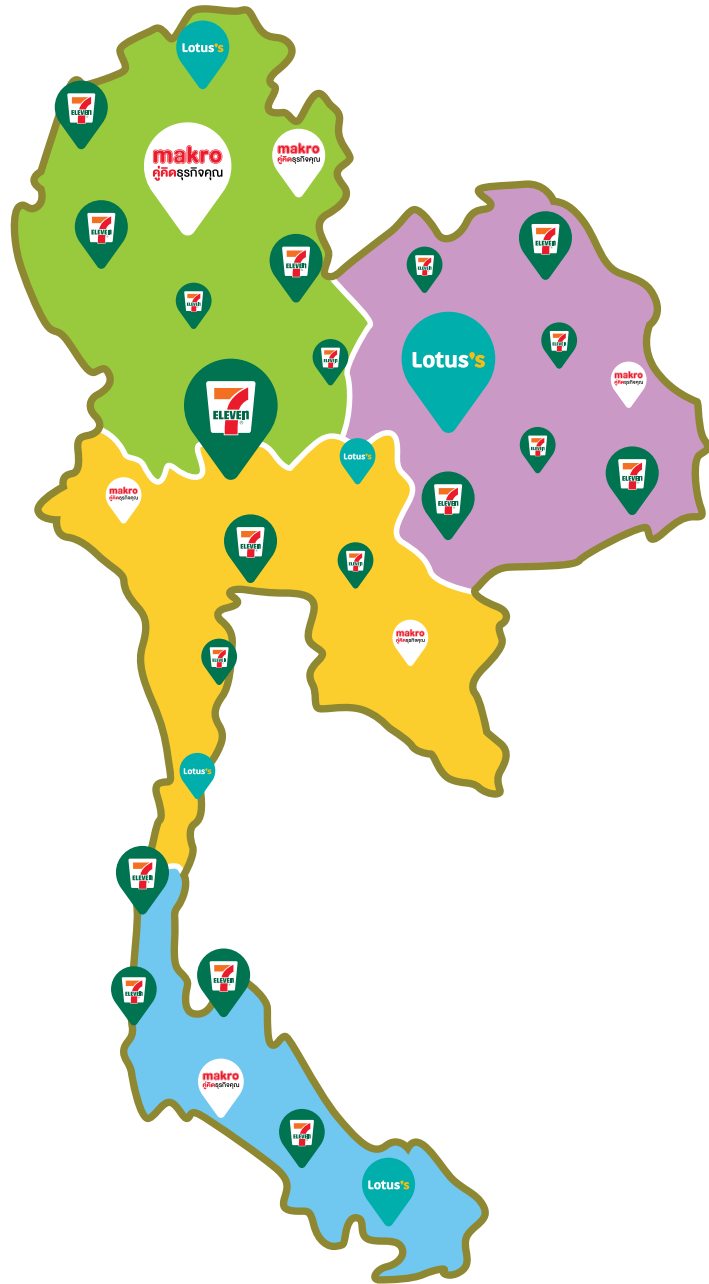
CP ALL conducts its business responsibly and places importance on environmental conservation in various dimensions, following the 7 Go Green policy. Innovation houses could help reduce global warming and protect the environment to make the world a better place to live.







Collaborative Value Chain for Everyone's Happiness

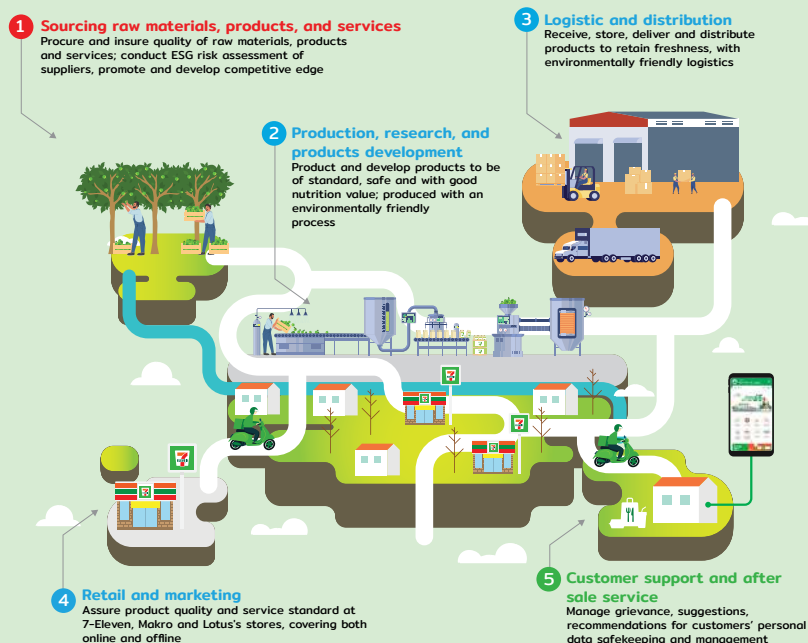


For the past 36 years, CP ALL Public Company Limited and its subsidiaries ("the Company"), as a retail business operator in the category of convenience store, under the 7-Eleven trademark, also offer rights to other active retailers operating in Thailand, as well as offering rights to operate 7-Eleven in Cambodia and Laos People's Democratic Republic under the main franchise contract, and investment in supporting business for convenience store business. Such businesses include manufacturing and distribution of ready-to-eat meals and bakery, payment service providers for products and services, as well as investment in wholesaling and retailing of consumer goods. The Company

is committed to facilitate consumers' shopping, delivery quality products and services across all areas in Thailand, by providing service channel at store counters, through online channels, including delivery channels

The Company aims to ensure efficient and sustainable management of the entire supply chain with focus on human rights violation prevention, careers for farmers and sales opportunities for small-scale entrepreneurs in addition to support and educational opportunities for the underprivileged, handicapped, and vulnerable groups.

CP ALL's Value Chain



Value Chain		1	2	3	4	5
Stakeholders Through Value Chain	Suppliers, vendors of goods and services, and creditors	✓	✓	✓	✓	✓
	Governmental sector	✓	✓	✓	✓	✓
	Customers	✓	✓	✓	✓	✓
	communities and society	✓	✓	✓	✓	✓
	Opinion leader			✓	✓	✓
	Employees	✓	✓	✓	✓	✓
	Business partner				✓	✓
	Shareholder and investors				✓	✓
	Trademark licensors				✓	

Currently, our core business is composed of 3 main categories: Retail business Convenience store, Wholesale and Retail Business, and related business, as follows:

Retail business Convenience store



7-Eleven and 7Delivery

Integrated convenience service providing products and services in various forms, offline, online and home delivery. This includes distribution of necessary consumer goods in daily life, offering a large variety of fresh products, ready-to-eat meals, fruits, vegetables and beverages.

For more information:
www.7eleven.co.th



All Café

Services ready-to-serve beverages and freshly brewed coffee.



Bellinee's Bake & Brew

Bakery House, fashioning the Contemporary European cafe style, serves freshly baked bakery goods, food, desserts, and drinks by professional baristas in a comfortably warm atmosphere. The impressive service from smiling staff along with delicious tasting products brings happiness every thus promoting the slogan, "Happiness Brings Us Together".

For more information:
www.bellinee.co.th



Kudsan

Under the slogan "THE CHOSEN RECIPE", quality selection, deliciousness, creation and oven fresh bakery goods and freshly brewed drinks are available at 7-Eleven stores. 7-Eleven stores, which also offers café-style shopping experiences, offer deliciousness every time you dine as a result of selected daily baked and freshly brewed offerings prepared by the specialty teams.



eXta Plus

"A pharmacy that offers convenience to the community" selling pharmaceutical products, Nutritional supplements, cosmeceutical products, medical equipment, and health products, with pharmacists offering consultation and advice to customers.

For more information: www.exta.co.th



24 Shopping Co., Ltd.

Providing services in product delivery and online sales channels as an addition to 7-Eleven storefronts increase shopping convenience for modern consumers. "Shopping is fun, everything is truly convenient, 24 hours a day."

For more information: www.24shopping.co.th



ALL Wellness Co., Ltd.

Provide health services through digital innovation and consultation with medical experts.



CP Retailink Co., Ltd.

One-stop retail equipment, after-sales service who are available 24 hours a day

For more information: www.cpretailink.co.th



Wholesale and Retail businesses Services



CP AXTRA Public Company Limited and its subsidiaries

Conducts both wholesaling and retailing business, by categorizing it into 3 groups, comprises: 1) wholesaling, which are distribution center business, cash payment service providers and self-service, focusing on small and medium customer segment, such as retail business entrepreneur, restaurant, hotel and catering entrepreneurs. This includes governmental agencies, freelancers, other entrepreneurs, and food service business, in tandem with import and export business, frozen and chilled food, storage and delivery service in Asia-Pacific and the middle east. Altogether, wholesaling business was operated with an efficient supply chain management system, under the name "Makro" 2) Retail business, and 3) Department store's rental space management, operating under the name "Lotus's"



For more information: www.cpxtra.com/en



Ek-Chai Distribution System Co., Ltd. and its subsidiaries

Operates an omni-channel retail business under the brand "Lotus's", with the aspiration to distribute high quality products at an affordable price, helping customers "Feel good everyday, at Lotus's" no matter the channel of service. Furthermore, the Company also prioritizes sustainable business operations under "Vision 2030. Actions every day," integrating sustainability into business plan, encompassing the environment, social aspects, and ESG.

To achieve determine goals within the year 2030. Presently, Lotus's service more than 10.8 millions times weekly across 2,454 branches nationally and online platform. This ascertains the Company responds to diverse customers' lifestyles, delivers convenience and seamless shopping experience to customers.

For more information: <https://www.lotuss.com/en>



Lotus's Money Services Ltd.

Operates by Lotus's Money Services Ltd, Lotus's General Insurance Broker Ltd., and Lotus's Life Assurance Broker, under the name "Lotus's Money Plus." The Company offers an insurance broker service, credit cards and loans, with an emphasis on great values, as well as qualities of financial products, services, and insurance of each type, with the best fit to customers' needs to provide maximum benefits and excellent service experience.

This is applicable across all service channels. Nowadays, financial service and insurance broker through Lotus's Money Plus counter in all 219 branches nationwide. There is also a service via telephone at 1712. Furthermore, in response to customers' demands, the Company has expanded service channels to include online channel as well.





Others



Financial Services



Counter Service Company Limited

As an integrated payment agent business role model and leader which, the Company responds to every lifestyle, both Daily life Service and Financial Service, with channels reaching target groups in real time 24 hours a day, both offline at 7-Eleven stores nationwide and digital channels through the website or LINE @counterservice. Online platform management through the Counterservice Payment Gateway, various payment acceptance forms and comprehensive financial assistance for all store operator types are available from this service.

For more information: www.counterservice.co.th



Thai Smart Card Co., Ltd.

Operates smart purse and provide service to the cardholders, with a permit from Ministry of Finance and under the Bank of Thailand's Board of Governance, having passed the international standard guideline of PCI DSS and EMV Co. The Company is the first non-bank service provider permitted to be an Electronic Data Capture (EDC) Acquirer, which operates card business, smart purse, and E-Coupons via smart card. This includes marketing tools in the form of loyalty program and member system management for 7-Eleven members.

For more information: www.thaismartcard.co.th



Food, Bakery, and Ready-To-Eat Meals Services



CPRAM Company Limited

As a manufacturer and distributor of ready-to-eat food sold at 7-Eleven stores, supermarkets, restaurants and over 20,000 leading stores nationwide, including exports to 14 countries around the world, the CPRAM group offers products and services through the Le Pen, Jade Dragon, VG For Love, Daily Thai, Delicasia, Orampang, Lecherine and Creator brands, etc.

For more information: <https://www.cpram.co.th/en>



CP Foodlab Company Limited

As a consultation and analysis provider, product testing and food engineering design service are provided for group companies both nationally and overseas in addition to doubling as a center for research and development coordination and collaboration between various governments and the private sector within the food industry.



Education Services



Suksapiwat Co., Ltd.

Panyapiwat Institute of Management

Demonstration School (Satit PIM) private middle and high school. This is achieved through active learning approach in a Finnish style. Furthermore, it is also a school notable in its use of learning technological tools and innovation, eventually got recognized for "Apple Distinguished School (ADS)" award, as the very first middle-and high school of Thailand.

For more information:
<https://satit.pim.ac.th/>

Panyapiwat Technological College

As a vocational institution, offers vocational certificate and high vocational certificate, the institute provides bilateral approach of teaching, theoretical at the institute and practical at a business site. This is "Work Based Learning" focuses on developing curriculum to best match the business sector's needs, thus equally create learning opportunities for youths in all areas.

For more information:
www.panyapiwat.ac.th



Panyapiwat Institute of Management (PIM)

Is the sole higher education that focuses on reinforcing real work experience for students in all of its seriousness and completeness, by emphasizing on integrated learning method of both theoretical and practical, or a work-based education in order to create graduates who are ready to work and have quality for society.

For more information:
www.pim.ac.th



Panyatara Company Limited and ALL Training Company Limited

Learning Design & Solution, a personnel development training service and a comprehensive seminar, implements designing the Learning & Solution approach according to diverse customer needs via the In House & Public Training development program and Hybrid Learning & Meeting offered by experienced professional speakers.

For more information: www.panyatara.co.th



Information Services



Gosoft (Thailand) Co., Ltd.

Provide consultation, offers effective software development services, and manages information technology systems of the CP ALL group and various business groups.

For more information: www.gosoft.co.th



Marketing Media Services



M.A.M. Heart Company Limited

As an organization which specializes in corporate strategy planning, marketing strategy, marketing communications and the creation and management of customer experiences across various channels and touch points, services including business plan design and promotional activities in various formats are offered.

Instances of the mentioned approach encompass designing and producing advertising, public relations, digital media, content creation, marketing, campaign design and events organization, etc., as well as providing professional services. In-depth analysis utilizing modern tools and technology enables sustainable client support and business data analysis through study of customer behavior, target groups, markets, and competitors.



Logistics Management Services



ALL Speedy Company Limited

As a parcel pick-up and delivery service provider and agent based at designated 7-Eleven stores, courier service between 7-Eleven storefronts (To Store) and home delivery (To Home) is offered every day on a 24-hour basis through the SPEED-D brand or leading logistics brands in Thailand. An integrated standardized logistics management system enables parcel status tracking in real time (Real Time).

For more information: <https://www.7eleven.co.th/service/lifestyle/178-speed-d>

More details on the Company's operations in the following areas can be found in the Company's 2023 56-1 One Report (Annual Report):



Business Operations



Scale of the Organization



Financial Statement

Contact Information

Should you have any query or wish to request any further information related to this report, please contact: Corporate Sustainability Management Division, Sustainable Development Function

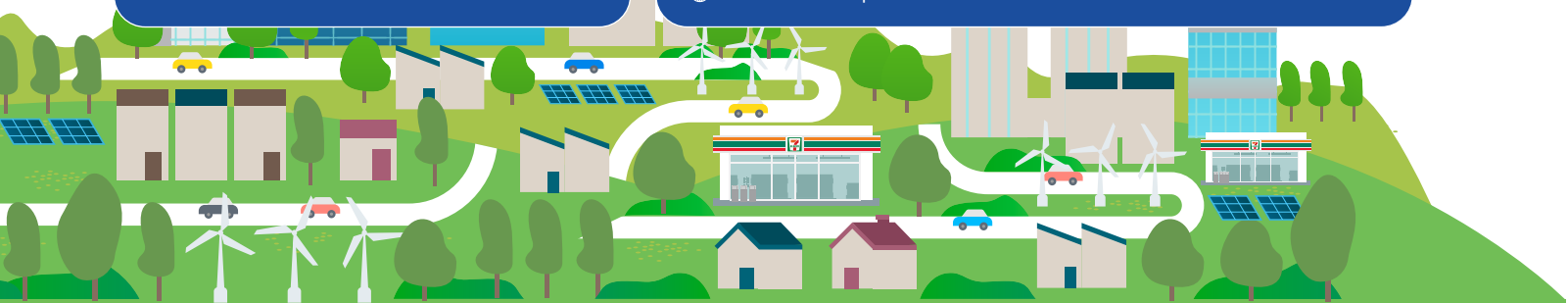
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✉ Email: SDstrategyoffice@cpall.co.th

🌐 Website: www.cpall.co.th





The Road to Sustainable Development

1988–2017

- Formed CP Convenient Store Ltd. Under the "7-Eleven" trademark
- Renamed the company to CP 7-Eleven Ltd. and opened the first 7-Eleven outlet at Soi Patpong, Bangkok
- Announced the "Thriving to a Quality Organization" policy and laid the foundation for a quality organization
- Registered a legal entity following the public limited company law
- Announced "Thriving for Organization Development Excellence"
- Registered in the Thailand Stocks Exchange under the stocks trading acronym "CP7-11"
- Participated in and was awarded Thailand Quality Class (TQC) (2004, 2014)
- Formed Suksapiwat Co., Ltd. to award education opportunities to the youth
- Renamed the Company to 2018 CP ALL Co., Ltd. (Public) and renamed the stocks trading acronym to "CP ALL"
- Announced the "Thriving for Organization of Innovation" policy
- Achieved retail business leadership that substantively cared for the environment and looked into the meaningful energy utilization under the Environmental Conservation Strategy "7 GO Green"
- Acquired Siam Makro Co., Ltd. (Public) and executed membership-based, self-service product distribution through cash

Over the past 36 years, CP ALL Plc. and its subsidiaries ("the Company") have committed to continuously develop for the convenience and better livelihood of community and society. At every step of success, the Company also strives to develop towards excellence and sustainable development. The secret lies in the Company's strong determination, continuous actions, and partners in ideologies, for the benefits of the nation, society and the Company-enabling all for mutual growth, aligning with the aspiration, "Giving and Sharing"

2018

- Selected into the Dow Jones Sustainability Indices (DJSI) World Index and the Emerging Market segment in the Food and Staples Retailing category for the 2nd consecutive year
- Selected as member to the FTSE4Good Index in the Emerging Markets by FTSE Russell
- Selected as member of the Thailand Sustainability Investment (THSI) Index
- Remained in Universe of ESG 100 asset groups
- Took part in the mobilizing the Global Compact Network Association (GCNT)
- Communicated Ethical and Sustainable Business Guidelines to its suppliers
- Conducted trainings on the Responsible Management of Supply Chain



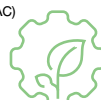
2021

- Selected as a member of Dow Jones Sustainability Indices (DJSI) for the 5th consecutive year in Food & Staples Retailing Industry. Listed in DJSI World for the 4th consecutive year, and in DJSI Emerging Markets for the 5th consecutive year Simultaneously, the Company was also an Industry Leader
- Selected as a member of FTSE4Good Index in Food Retailers & Wholesalers Sector for the 4th consecutive year, with a score higher than the industry average in every dimension.
- Rated as an B or equivalent to Management Level in climate change, by CDP, a reputable sustainability assessor whose disclosure standard is globally recognized.
- Rated as BBB (range of "AAA" to "CCC") in MSCI ESG Research's Sustainability Assessment
- Listed as a member of THSI for the 4th consecutive year
- Received SET Awards in the category of Highly Commended
- Part of the Universe of ESG100 Asset Group for the 4th consecutive year
- Awarded Low Carbon and Sustainable Business Index (LCSI) for Outstanding Level
- Established the SMEs Committee and the 7 Center Driver Committee, supporting SMEs



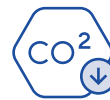
2020

- Selected as a member of the Dow Jones Sustainability Indices (DJSI) in the Food & Staples Retailing Industry Sector for the 4th consecutive year, in Food & Staples Retailing Industry. Listed in DJSI World for the 3rd consecutive year, and in DJSI Emerging Markets for the 4th consecutive year
- Selected as a member of FTSE4Good Index in Food Retailers & Wholesalers Sector for the 3rd consecutive year, with a score in the top 5 globally among leading companies
- Graded for A- or equivalent to Leadership Level in climate change by CDP
- Rated for BBB (range of AAA-CCC) in MSCI (Morgan Stanley Capital International) in MSCI ESG Research's Sustainability Assessment
- Listed as a member of THSI for the 3rd consecutive year
- Remained in Universe of ESG 100 asset groups for the 3rd consecutive year
- Reviewed framework, goals, strategy and 2021-2030 sustainable developmental plans
- Set up Greenhouse Gas Management
- Certified for renewed membership from Thailand's Private Sector Collective Action Coalition against Corruption (CAC) as of the 30th June 2020
- Established a working committee for Planting for Sustainable Community Project



2019

- Selected as member of the Dow Jones Sustainability Indices (DJSI) and classified as a Global Industry Leader in the Food and Staples Retailing Category for the 3rd consecutive year, Selected as a global member (DJSI World) for the 2nd consecutive year and the Emerging Market segment for the 3rd consecutive year
- Selected as a member to the FTSE4Good Index, in Food Retailer & Wholesalers Sector
- Graded for B or equivalent to Management Level on climate change by CDP
- Rated for BBB (range of AAA-CCC) in MSCI (Morgan Stanley Capital International) ESG Research's Sustainability Assessment
- Listed as a member of THSI for the 2nd consecutive year
- Received "Highly Commended" SET Awards
- Remained in Universe of ESG 100 asset groups for the 2nd consecutive year
- Signatory to the Low Carbon City Memorandum of Agreement (MOA) with the UNDP



2022

- Selected as a member of Dow Jones Sustainability Indices (DJSI) for the 6th consecutive year in Food & Staples Retailing Industry. Listed in DJSI World for the 5th consecutive year, and in DJSI Emerging Markets for the 6th consecutive year.
- Selected as a member in FTSE4Good Index's Emerging group and FTSE4Good ASEAN 5 Food Retailers & Wholesalers Industry for the 5th consecutive year.
- Rated as an A or equivalent to Leadership level in climate change, by CDP, a reputable sustainability assessor whose disclosure standard is globally recognized
- Rated as A (range of "AAA" to "CCC") in MSCI ESG Research's Sustainability Assessment
- Listed as a member of THSI for the 5th consecutive year.
- Received SET Awards in the category of Highly Commended for the 3rd consecutive year
- Part of the Universe of ESG100 Asset Group for the 5th consecutive year
- Awarded Low Carbon and Sustainable Business (LCSB) for Excellence Level
- Set up the advisory committee and health, nutrition and wellbeing committee.



2023

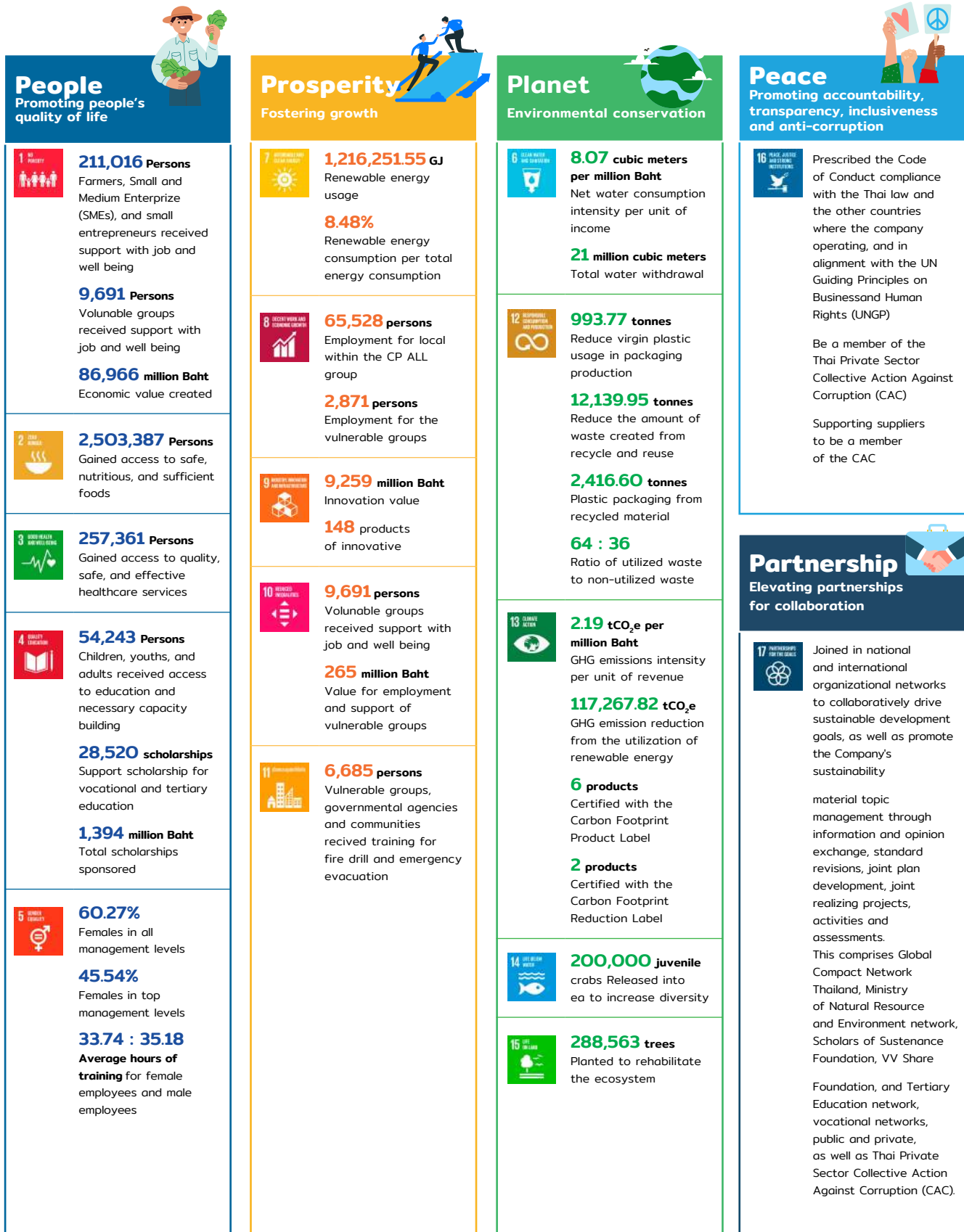
- Selected as a member of Dow Jones Sustainability Indices (DJSI) for the 7th consecutive year in Food & Staples Retailing Industry. Listed in DJSI World for the 6th consecutive year, and in DJSI Emerging Markets for the 7th consecutive year
- Selected as a member in FTSE4Good Index's Emerging group and FTSE4Good ASEAN 5 Food Retailers & Wholesalers Industry for the 6th consecutive year
- Rated as an A- or equivalent to Leadership level in climate change, by CDP, a reputable sustainability assessor whose disclosure standard is globally recognized
- Rated as A (range of "AAA" to "CCC") in MSCI ESG Research's Sustainability Assessment

- Listed as a member of SET ESG Rating 2023 in the Services group at the AAA level
- Received SET Awards in the category of Highly Commended
- Part of the Universe of ESG100 Asset Group for the 6th consecutive year
- Certified for renewed membership from Thailand's Private Sector Collective Action Coalition against Corruption (CAC) the 2nd as of the 2023-2026
- Build strategic plans and road maps to support Climate change.





Supporting the United Nations Sustainable Development Goals (SDGs) 2023





Progress Towards 2030 Sustainability Goals

The Company strives on taking action to achieve the sustainable development goals and realize the identified strategic plan for phase 2 in 2021-2030. The progresses in 2023 of each goals are:

Environmental : 7 Go Green



Climate Resilience

To achieve Carbon Neutral by 2030 and Net Zero GHG Emissions by 2050

Goal

CARBON NEUTRAL

Performance

2.02 mtCO₂e

Efficient use of resources and Energy

To reduce the final energy consumption by comparing with the business as usual case (BAU)

Goal

25%

Performance

2.53%

Sustainable Packaging Management

Private Brand utilizing plastic packaging must be reusable, recyclable, or compostable

Goal

100%

Performance

97.74%

Sustainable Waste and Surplus Food Management

Reduce excess food or leftover food volume requiring disposal and reduce waste volume originating from Company's operations which require landfill disposal

Goal

100%

Performance

65.60%

Ecosystem & Biodiversity Protection

All areas of business operations have projects in collaboration with local and national stakeholders or independent third parties

Goal

100%

Performance

100%

Social : 7 Go Together



Social Impact and Economic Contribution

To develop skills and promote jobs to generate income for Small and Medium Enterprise (SMEs), and small entrepreneurs, agriculturists, and vulnerable groups

Goal

250,000 persons

Performance

544,335 persons

Education and Lifelong Learning

To support children, youth, adults, and vulnerable groups to education-having access to technical and professional skills necessary for their profession

Goal

500,000 persons

Performance

442,130 persons

Good Health & Well-being

Increase the number of new health & nutrition products and services

Goal

25%

Performance

27.2%

Food and Water Security & Access to Well-being

Support the underserved, impoverished, and vulnerable people in receiving access to safe food and water, as well as adequate well-being

Goal

5,000,000 persons

Performance

4,842,338 persons

Stakeholders Engagement

All key stakeholder group engagement level

Goal

80%

Performance

85%

Governance and Economic: 7 Go Right



Corporate Governance and Anti-Corruption

The Company's corporate governance rating is at excellence by an internationally recognized institute

Goal

EXCELLENCE

Performance

EXCELLENCE

Human Rights and Labor Practices

The Company has continuously conducted Human Rights Impact Assessment following United Nations Guidelines, of its operations and suppliers with high sustainability risks

Goal

100%

Performance

100%

Human Capital Development

All leaders and employees will be involved in the learning process and activities on sustainability

Goal

100%

Performance

100%

Innovation and Value Creation

Income from products and services innovation and new businesses including process innovation

Goal

20%

Performance

10.77%

Responsible Supply Chain

Tier 1 Suppliers Significant Sustainability It must be comprehensively assessed and improved.

Goal

100%

Performance

100%



2023 CP ALL Proudest Achievements

Member of
**Dow Jones
Sustainability Indices**
Powered by the S&P Global CSA

CP ALL has been selected as a member of Dow Jones Sustainability Indices (DJSI) 2023

in DJSI World for the 6th consecutive year, and in DJSI Emerging Markets for the 7th consecutive year, in Food & Staples Retailing Industry

CP ALL Public Company Limited
Food & Staples Retailing

Sustainability Yearbook Member

S&P Global Corporate Sustainability
Assessment (CSA) Score 2023

S&P Global CSA Score 2023: 83/100
Score date: February 7, 2024
The S&P Global Corporate Sustainability Assessment (CSA) Score is the S&P
Global ESG Score without the inclusion of any resulting adjustments.
Position and scores are industry specific and reflect exclusion screening criteria.
Learn more at <https://www.spglobal.com/esg/yearbook/methodology/>

S&P Global

Sustainable1

CP ALL was ranked in ESG Ratings

(S&P Global Sustainability Awards) with the highest score Gold Class in The Sustainability Yearbook 2023



CP ALL was ranked in ESG Ratings, a sustainability assessment, at A (range of AAA-CCC)

Retail- Food & Staples Industry from MSCI (Morgan Stanley Capital International)



CP ALL has been selected as a member in FTSE4Good Index

Emerging group and FTSE4Good ASEAN 5 Food Retailers & Wholesalers Industry for the 6th consecutive year (FTSE4Good Index is managed by FTSE Russell)



CP ALL was awarded AAA level ratings in the SET ESG Rating 2023

Sustainable Stock Index. The Company maintained presence on the sustainable stocks list from the Stock Exchange of Thailand continuously for the 6th year consecutive.



SET Awards 2023 in Sustainability Excellence,

under Highly Commended in Sustainability Awards category for the 4th consecutive year, and conducted by The Stock Exchange of Thailand, together with Money & Banking Magazine



ESG 100 Service in 2023



Group universe for the 6th consecutive year, by ThaiPat Institute

Environmental Dimension



Rated as an A- or equivalent to Leadership level

in climate change 2023, by CDP, a reputable sustainability assessor whose disclosure standard is globally recognized



CP ALL, THE TARA Building, received the ASEAN Energy Awards 2023 and the Thailand Energy Award 2023.

For energy conservation in the creative buildings for energy conservation category (Building-New and Existing Building)



Makro received the 2023 Energy and Environmental Sustainability Standard Award.

with a sustainability standards in energy and environment certificate (Global Sustainable Energy and Environment : GSEE)

Social Dimension



CPRAM received 'Outstanding' for Human Right Award 2023

for the 3rd consecutive year for large business corporation, granted by Welfare and Labor Protection Bureau, Ministry of Justice



Makro was awarded the international "HR Asia Best Companies to Work for in Asia 2023"

From HR Asia Magazine, a leading media for human resource management accepted throughout Asia. Makro received the award for the best company to work for in Asia for the 4th year running.



7 CPRAM branches nationwide received the CSR-DIW to COVID-19 Relief and CSR-DIW Continuous honorary awards.

Project to promote social and community responsibility in industrial factories which restores and enhances the economy and society and the project to promote sustainable social and community responsibly in industrial factories, organized by the Department of Industrial Works, Ministry of Industry.



Makro was awarded the HR Excellence Awards 2023

Organized by the Human Resources Online Institute, Singapore. The Company received a bronze award for Excellence in Women Empowerment Strategy and a bronze award for HR Manager of the Year.

Social Dimension



CP ALL received an award as an outstanding organization supporting those with disabilities 2023, rated at 'excellent'

for the 7th year consecutive from Ministry of Social Development and Human, by Department for Empowerment of Persons with Disabilities



Wholesale business group was awarded "Organization that promotes employment of people with disabilities"

At the International Day of Persons with Disabilities 2023 through the Makro project, the Company creates jobs, careers, and promotes careers for people with disabilities across the country.



Lotus's was awarded "Organization which promotes employment of people with disabilities"

For the 3rd consecutive year from the Ministry of Social Development and Human Security and reflects business operations which support job creation, both directly and indirectly, for community members and promotes vulnerable groups within society.



Lotus's was awarded the international "Top Employer 2023 in Thailand"

Outstanding employer in Thailand from the Top Employers Institute, Netherlands, which reflects status as an employer brand accepted both in Thailand and on the international stage.



Lotus's was awarded "HR Asia Best Companies to Work for in Asia 2023"

By HR Asia magazine of Business Media International (BMI) for the third year running, which reflects Lotus's commitment to industry leading excellence in fellow employees well-being.



Lotus's is among the top 50 dream companies for youth employment in 2023 (Top 50 Companies in Thailand 2023)

From WorkVenture, a consultant and leader in employer brand building for leading organizations in Thailand, which reflects efficient human resource management and solutions to new generation requirements.



Lotus's was awarded a plaque of honor for 'Organization which supports the elderly'

From the Ministry of Social Development and Human Security, which reflects being an organization with societal benefits and role model status, inclusive of participation for development support among the elderly and respective families.



Lotus's Khon Kaen Province Distribution Center received 2 awards

Outstanding establishment in labor relations and labor welfare for the year 2023 and Outstanding establishment award in safety, occupational health and working environment for the 9th consecutive year from the Department of Labor Protection and Welfare Labor Relations Office in 2023

Corporate Governance Dimension



CP ALL rated excellence in corporate governance 2023

From Corporate Governance Report of Thai Listed Companies, conducted by Institute of Directors



Makro received the GC Powerlist: Southeast Asia Teams 2023 award.

From The Legal 500, a global ranking agency and leader in legal information media to reflect the Company's legal operations. It was selected from over 800 leading companies in Southeast Asia.



CP ALL received CAC Change Agent Awards 2023

For the 3rd consecutive year in recognition of the Company's achievement from CAC. Over 10 SMEs suppliers were invited to join in the commitment with CAC in a year



Lotus's received a certificate certifying membership renewal for the Thai Private Sector Coalition Against Corruption or CAC.

It reflects Lotus's success and role model organization status in announcing policies and taking action against all forms of corruption, provisions of transparent corporate governance, inspection and control system integration, and support for suppliers in corruption prevention guidelines.



CP ALL received the Good Governance Promotion Award 2023

At the ANTI-CORRUPTION AWARDS 2023 award ceremony organized by the Anti-Corruption Journalists Association (Thailand)



Building on Ambition, Strategy for Sustainability

CP ALL Public Company Limited and its subsidiaries ("the Company") are committed to continuous development and management of corporate sustainability under sustainability strategy, covering 3 dimensions, including environmental, social and governance and economic dimensions. The Company upholds organizational visions to facilitate well-being, happiness, human rights and basic freedoms in communities and society according to the United Nations Guiding Principles on Business and Human Rights (UNGPs), fundamental occupational rights of the International Labor Organization (ILO), and labor laws within the respective country of operation.

The Company specified 15 organizational sustainability development goals corresponding to the United Nations Sustainable Development Goals (SDGs) and the 10 United Nations Global Compact Principles (UNGC) while adhering to social responsibility standards (ISO 26000), OECD Guideline for Multinational Enterprise, Corporate Governance Code (CG Code) and Human Rights Due Diligence. The channel provided enable collection of comments, suggestions and grievance from stakeholders, determine material issue priority for policy development and appropriate organizational scope to ensure goal achievements and sustainable development in social and community aspects.

In 2023, the Company underwent Materiality Assessment through considering stakeholder Impact Materiality and Financial Materiality relevant to Company operational risks and opportunities encompassing human rights issues and Double Materiality Assessment. The assessment workshop, which involved stakeholder representatives and the organizational risk department, highlighted 10 significant sustainability issues including: 1) Climate resilience 2) Efficient use of resources and energy 3) Sustainable packaging management 4) Sustainable waste and surplus food management 5) Social impact and economic contribution 6) Good health and well-being 7) Governance and anti-corruption 8) Occupational health and safety & labor practices 9) Human capital development, and 10) Responsible supply chain.

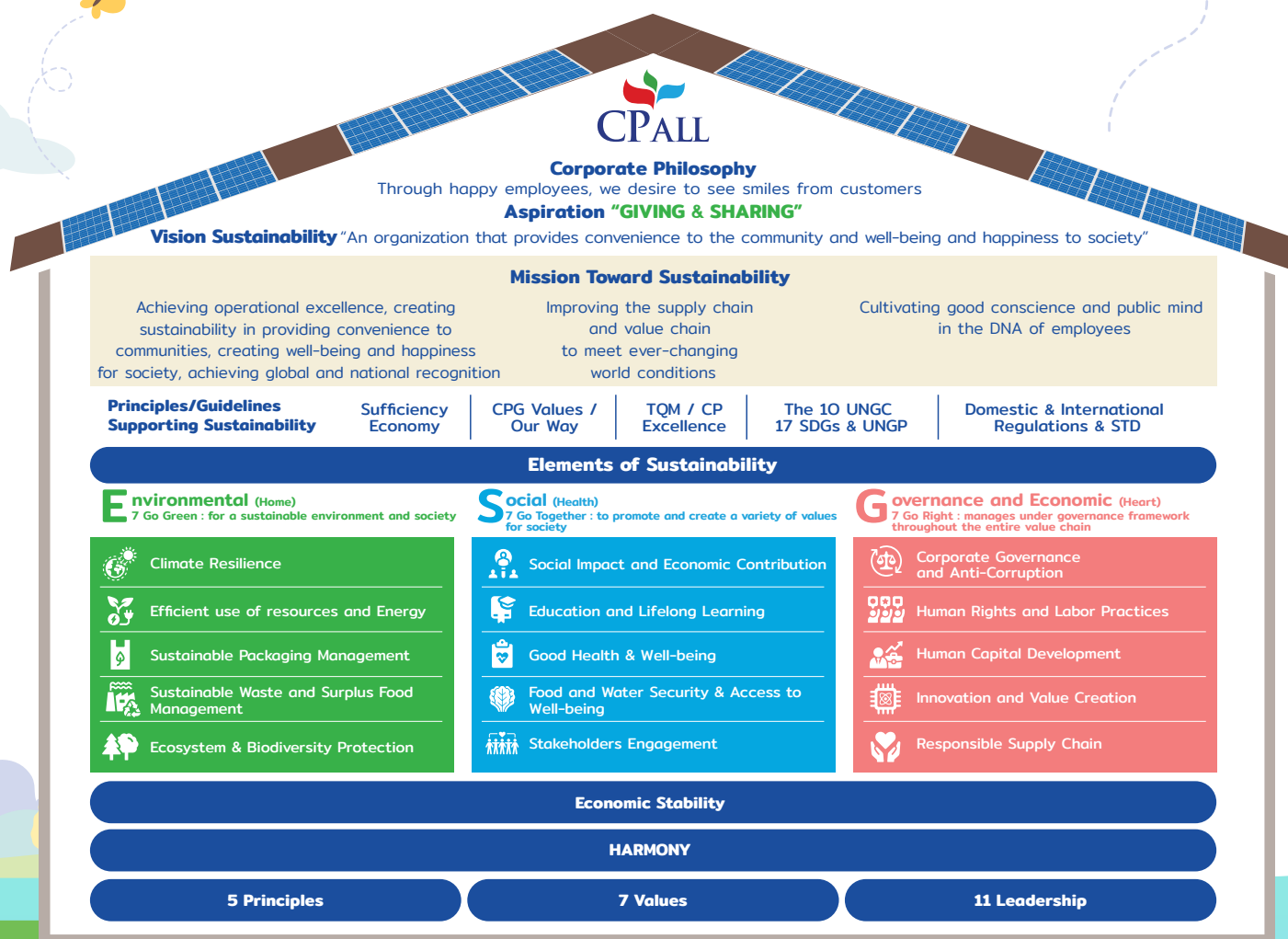
The Company established policies and operational guidelines under the 3 pillars of sustainability framework comprising of 1. Environment-to ensure environmentally friendly business operations, 2. Social-to facilitate and promote sustainable value within society and communities, and 3. Governance and Economics-to strengthen business capacity through transparent and fair supervision while emphasizing personnel well-being and development alongside sustainable organizational growth.



For more information

- [Corporate Governance Policy and Business Ethics and Code of Conduct](#)
- [Human Rights and Labor Practice Policy](#)
- [Safety, Occupational Health, and Work Environment Policy](#)

Corporate Sustainability Framework and Strategy



Long-term sustainability development plan operational framework for 2021-2030

The Company is committed to achieving operational goals according to long-term sustainability development plans throughout 2021-2030 while considering current events and global trends in conjunction with corporate business operation potential pertaining to the 3-pillar framework of main operations, as follows:

Environmental: 7 Go Green strategy for a sustainable environment and society



Climate Resilience

Become a company acknowledged for active fight against climate change through collaboration with business partners and world-leading organizations

Efficient use of resources and Energy

Become a company committing to increase energy efficiency and boost renewable energy usage

Sustainable Packaging Management

Become a company to minimize volume of waste and packaging landfilled, through waste management according to circular economy principle

Sustainable Waste and Surplus Food Management

Become a company aiming to reduce excess food or leftover thrown away from operations

Ecosystem & Biodiversity Protection

Become a company with ecosystem management system to prevent, preserve and restore resources and biodiversity

Social: 7 Go Together Strategy to promote and create a variety of values for society



Social Impact and Economic Contribution

Become a company acknowledged for efforts in generating jobs and income for farmers, micro entrepreneurs, and build good quality of life for vulnerable group

Education and Lifelong Learning

Become a company acknowledged in supporting access to quality education, knowledge, and life skills

Good Health & Well-being

Become a company that fosters people's health and well-being

Food and Water Security & Access to Well-being

Become a company that enabling people accessibility to safe food, water and good well-being

Stakeholders Engagement

Become a company accepted by all stakeholder groups, locals, national or global (as suitable per business)

Good Governance and Economy: 7 Go Right to generate robust business growth by means of operations management within the good governance framework throughout the value chain.



Corporate Governance and Anti-Corruption

Become a company acknowledged for outstanding governance and zero corruption, both domestic and international (as suitable for to businesses)

Human Rights and Labor Practices

Become a company reputed by all stakeholder groups for respecting human rights

Human Capital Development

Become a corporate leader in human capital development, providing knowledge and business training with sustainable development considerations

Innovation and Value Creation

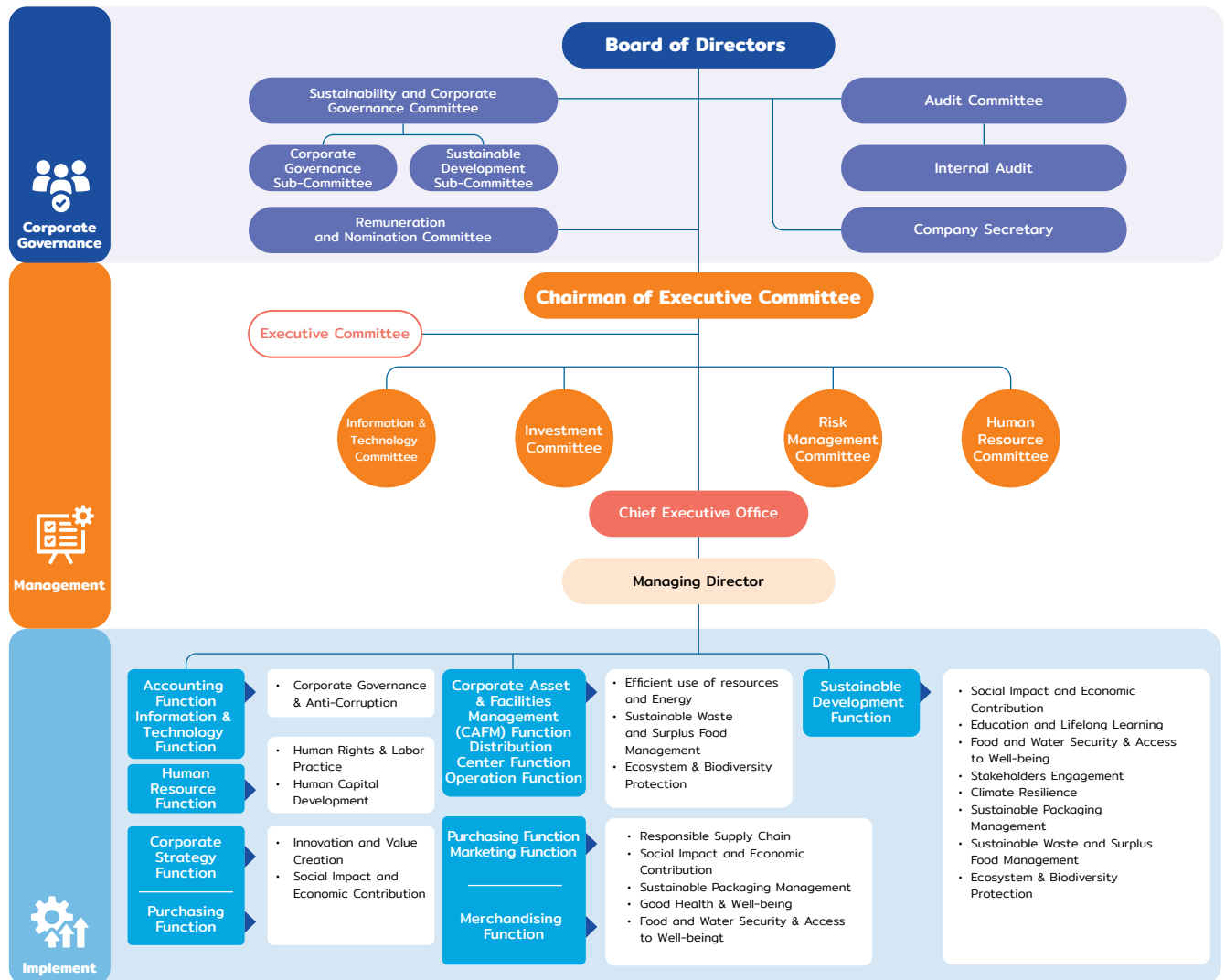
Become a corporate leader in innovation for product development, services, and work process, promoting large-scale positive social and environmental impacts

Responsible Supply Chain

Become a company that actively work with supplier and business partners in responsible sourcing for sustainable development, in tandem with continuous improvement

The Company, through the Sustainability Development Subcommittee, has integrated sustainability strategies into organizational plans for 2021-2030 through focusing on international sustainability practices at the corporate level and throughout the value chain. This approach entails sustainability performance evaluation and instilling sustainable business practice awareness among executives and employees at all levels through organizing training programs to provide organization-wide knowledge and sustainability contribution efforts.

CP ALL's Sustainability Development Structures



Sustainable Development Goals Strategy

The Company intends to operate under corporate sustainability strategies while continuously developing and improving operational efficiency through encouraging communication with employees, suppliers, and relevant stakeholders. To achieve sustainability operational goals, the governance and economic, social, and environmental dimension implementations are detailed as follows:



7 Go Green Strategy

The Company aspires to environmentally friendly business operations utilizing the “7 Go Green” strategic framework which promotes, prevents, maintains, and reduces environmental impacts aligned with international standards, United Nations Sustainable Development Goals, and respective local laws, rules, and regulations within the country of operation. 4 main approaches in collaboration with stakeholders to implement sustainable environmental promotion projects are detailed as follows:

 Environmentally friendly store management (Green Store)	 Environmentally friendly transportation and distribution (Green Logistics)	 Environmentally friendly packaging management (Green Packaging)	 Creating environmental conservation awareness (Green Living)
7-Eleven stores and distribution centres integrate environmentally conscious architectural designs, construction, equipment, and energy management systems.	Transportation and delivery of goods utilizing environmentally friendly alternative energy systems.	Private Brand Products, which are Company controlled, use environmentally friendly packaging and are recycle process compatible in accordance with the circular economy concept.	Promote life quality and environmentally friendly engagement within society and communities.

In 2023, the Company maintained ongoing sustainability projects while initiating new projects. Outstanding performance projects include the electric vehicle (EVs) in transportation and delivery promotion project which reduces fossil fuel consumption, energy conservation project, and solar energy production projects via Solar PV Rooftops at 7-Eleven stores and distribution centers, and circular economy projects. Circular economy projects include plastic waste recovery and value addition through utilizing recycled plastic bottles as raw materials for employee shirts, pallet shrink wrap from distribution centers as bags project, and pallets used as bottled water display bases in front of 7-Eleven stores in addition to environmental protection awareness projects in collaboration with stakeholders, which consist of suppliers, opinion leaders, government sectors, etc., throughout the value chain.





7 Go Green strategy performance

Environmentally friendly store management (Green Store)	
Strategy Implementation	2023 Performance
- Projects to increase electricity consumption efficiency in 7-Eleven stores, Makro and Lotus’s distribution centers, CPRAM factories - Solar rooftop installation project for electricity generation - Automatic Voltage Regulator: AVR - Building Energy Management System: BEMS - Projects to improve cooling systems and application of environmentally friendly refrigerants	- Reduce total electrical energy consumption by 204,193.82 MWh - Utilized electricity from renewable energy sources amounting to 334,362.47 MWh - Reduced GHG emission by 238,041.88 tco₂e



Environmentally friendly transportation and distribution (Green Logistics)

Strategy Implementation	2023 Performance
- Increased electricity utilization efficiency project - Solar rooftop installation project for electricity generation - Electric motorcycle (EV Bike) for delivery service system project - Fully electric 4-wheel truck (Electric Vehicle: EV) for freight transport system project - Electric vehicle charging station installations project - Transport vehicle capacity modification and Territory Planner (TP) transportation route management program integration project	- Electrical energy consumption reduction: 15,530.89 mWh - Utilized electricity from renewable energy sources amounting to 8,358.61 MWh - Number of electric motorcycles (EV Bike): 1,749 units - Number of fully electric 4-wheel trucks: 14 units - Number of electric vehicle charging stations: 22 stations - Reduced GHG emission by 109,443.67 tCO₂e



Environmentally friendly packaging management (Green Packaging)

Strategy Implementation	2023 Performance
- Research programs to design and develop Eco-Design packaging (Eco-Design) - Single-use plastic reduction programs - The post-consumer packaging recycled programs	- Virgin plastic usage reduction from the packaging research and development project by 1.84% - Virgin plastic usage reduction from the Recycled Material project by 4.48% - Single-use consumer plastics usage reduction by 45.93% - Recycled Post-consumer Packaging 6.17% - Reduced GHG emission by 390,668.57 tCO₂e Equivalent to the plantation of 9,085,316 trees



Creating environmental conservation awareness (Green Living)

Strategy Implementation	2023 Performance
- Foundation managed surplus food donation continuation project - Ton Kla Rai Tung continuation project - Rak Koh 24 hours project - Planting forests, planting the future project	- Reduce food waste to landfill by 511.84 tonnes - Delivered over 2,149,712 meals to 520 communities - Reduced GHG emission by 1,294.95 tCO₂e - Garbage separation of 32.49 tonnes - Waste plastic can be recycled 12,520.28 tonnes - Cumulative planting of 722,024 trees (From the project to reduce impacts on land and water ecosystems)

7 Go Together strategy

The Company operates socially according to the Company's Corporate Social Responsibility Policy announced in 2017, which focuses on education and social values in line with the Global Sustainable Development Goals (UN SDGs) under 3 creative approaches as follows:



Creating a future: providing education

Promote education, youth development, arts and culture



Creating skills: providing distribution channels

- Support community enterprises and SMEs
- Support farmers
- Support vulnerable groups



Creating relations for a better quality of life

- Support social and community quality of life activities
- Provide relief assistance to disaster struck communities

The Company supports community educational opportunities, inclusive of skills and knowledge upgrading essential towards pursuing careers and earnings, through educational institution establishments and granting scholarships to underprivileged youths and vulnerable groups. This approach supports societal access to quality education at all levels. SMEs, community enterprises, small-scale entrepreneurs, farmers and vulnerable groups receive skills training essential towards business operations and receive product distribution channel support as a means to promote community careers and income generation as specified in the Center 7 project (ALL SME MARKETPLACE). Additional Company efforts include promoting well-being and good quality of life for communities and society, which include establishing community health centers, disaster relief efforts, and public spirit raising activities which culminate to community development and forming relationships, etc.



7 Go Together performance

Creating a future: providing education	
Strategy Implementation	2023 Performance
• The project provides the youth and underprivileged with opportunities to access quality formal and vocational education • Lifelong learning promotion project raises the level of non-formal and community education under CONNEXT ED • Projects to promote knowledge and skills necessary for the future	• Support access to quality education for 82,763 youth • Support 28,520 Scholarships • Company employment of student graduates at 3,280 positions • Joint development of 563 Pracharath schools valued at 99.19 million Baht



Creating skills: providing distribution channels

Strategy Implementation	2023 Performance
- SMEs, community enterprise, and entrepreneur opportunities and development training and knowledge transfer project - Projects to increase distribution channels, create opportunities, create careers and generate income - Agricultural cooperatives product support project - Vulnerable group space, sales channel, and income generation project - Connect and establish cooperation between SMEs and government agencies, private sectors, and various agencies	13,154 farmers, purchase value of 11,791 million Baht - Small and medium enterprises (SMEs) including 197,862 small-scale entrepreneurs, purchase value of 74,911 million Baht 9,691 vulnerable groups, support value of 265 million Baht



Creating relations for a better quality of life

Strategy Implementation	2023 Performance
- The project supports access to safe food and water for vulnerable communities and groups - Community Health Center Project - Community Relations and Disaster Mitigation Project - Volunteering project	- Community access to safe, nutritious, and sufficient food for 2,503,387 persons - Vulnerable groups, governmental agencies, and communities received fire emergency seminars, training, and drills for 6,685 persons - Food and water access for 51,625 victims - Total community contribution value of 23.29 million Baht

7 Go Right Strategy

The Company aims to conduct business according to good corporate governance policies which align with organizational governance principles, laws, and relevant international practices under 2 main guidelines:



Intra-organization

- Inspire ethical employee conduct
- Respect and comply with international human rights, Labor Practice and occupational health management, and safety principles
- Enterprise risk management



Inter-organization

- Becoming a Change Agent, providing knowledge, raising awareness, sharing sustainable business approach with suppliers

The Company operates under good corporate governance policies and encourages employee conduct with transparency, fairness and consideration of human rights and labor practices, which includes risk management through revising emerging risks. Mentioned risks pertain to Generative AI technology in e-Commerce business, shifts to a completely aging society and impact of insufficient products to meet elderly needs, and packaging policies enforcement with potential for business operations impact within 3-5 years. As a means for preparation and prompt response, the Company reviewed various material sustainability risk issues to determine risks and appropriate measures to mitigate respective risk. The Company moreover focuses on external governance issues which encompass suppliers to prevent potential risk and initiate modifications which enable contemporary sustainability transformations in business practices.



7 Go Right Strategy Performance



Intra-organization	
Strategy Implementation	2023 Performance
- Communication project to raise awareness of compliance with good governance principles among executives and employees at all levels - Enterprise-wide risk management and operational compliance with business ethics and relevant external regulations (third-party) assessment project - Personal data protection awareness project - External company vulnerability detection and internet network information and cyber security assessment project	- Rated Excellence or 5-stars by the Thai Institute of Directors (IOD) for the 5th consecutive year - Employees and Suppliers Received communication, training, and knowledge regarding anti-corruption policies through the work ethics and code of conduct manual at 100% of workforce - High risk process has risk management plans at 100% - Personal Data Protection Grievance at 0 cases - Awarded ISO 27701 certification for personal information management standards (an extension of ISO/IEC 27001 information security management standards) for retail through 24Shopping and personnel management systems

Change agent	
Strategy Implementation	2023 Performance
"Responsible Supply Chain Management" project to assess and develop suppliers in accordance with the sustainability guidelines framework - Project to promote and support SMEs suppliers for participation in the Thai private sector's declaration of intent against corruption	- Tier 1 suppliers receive communication of anti-corruption policy through the work ethics and code of conduct manual at 100% of total Tier 1 suppliers - Significant Supplier are assessed for risks and sustainability standards (ESG) compliance at 100% of total Significant Supplier - SMEs suppliers have received communication and endorsed participation in the Declaration of Intent for a total of 32 suppliers



2023 CP ALL Proudest Achievements

The Company has been selected as a member of Dow Jones Sustainability Indices (DJSI) 2023 in DJSI World for the 6th consecutive year, and in DJSI Emerging Markets for the 7th consecutive year, in Food & Staples Retailing Industry.

Dow Jones Sustainability Index announced the results of its sustainability assessment of the Company. It operated in the 99th percentile of the Food and Staples Retailing Industry category in the S&P Global Corporate Sustainability Assessment.

The Company was ranked in ESG Ratings, a sustainability assessment, at A (range of AAA-CCC) from MSCI ESG Research.

The Company has been selected as a member in FTSE4Good Index's Emerging group, FTSE4Good ASEAN 5 Food Retailers & Wholesalers Industry for the 6th consecutive year by FTSE Russell from 3 evaluation areas composed of environment, social and governance.

The company has been selected as a Sustainable Stock Index in the SET ESG Ratings 2023 in the Services group at the AAA level based on performance in the areas of economic, social, and environmental factors, which are evaluated and selected by the Stock Exchange of Thailand.

The company was awarded SET Awards 2023 in Sustainability Excellence, under Highly Commended in Sustainability Awards category. The award is given to listed companies conducting business according to the approach of sustainability development, with good governance and comprehensive considerations for stakeholders.



The company received an A- rating or the leadership level equivalent from the carbon disclosure project (CDP) assessment of climate change management.



Emphasis on All Material Issues for Sustainability in All Dimensions

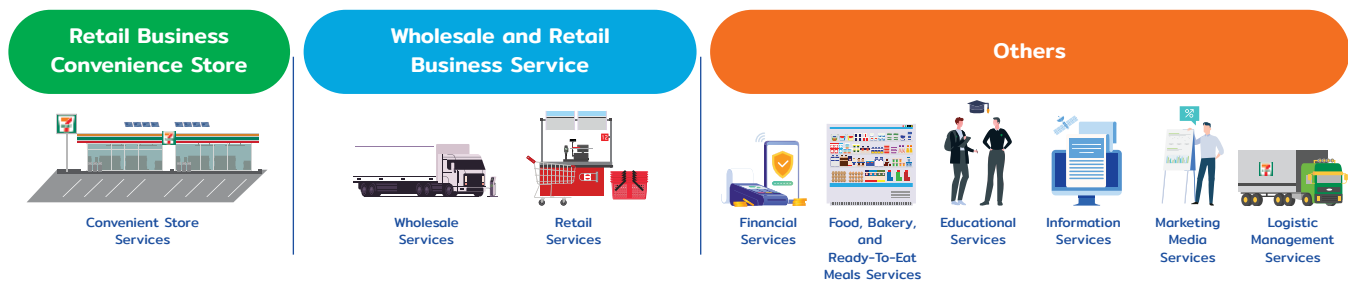
CP ALL Plc. and its subsidiaries ("the Company") has continuously published its sustainability report for the 8th consecutive year, serving as a communication channel for performance under sustainable development policies and strategic frameworks, informing all stakeholder groups. This is inclusive to the Company's, environmental, social, and governance and economic dimension.

Published performance cover the period of 1 January to 31 December 2023, encompassing 3 key business units. In 2023, the Company's net revenue was at 921,187 million Baht. Additional information regarding subsidiaries is disclosed in on page 2 of 2023 annual report.

This report's content was established upon the foundation that is the Company's overview operation and material topics affecting 3 dimensions of sustainability, all according to every stakeholder group's perspective and

key impact assessment. The reporting framework aligns with international sustainability reporting standard 2022 edition (GRI Sustainability Reporting Standards 2021: GRI Standards 2021) and The Food Processing Sector Supplement. Simultaneously, the Company assigned an internationally reputable and credible third-party, LRQA (Thailand) Limited to verify the report.

In 2023, the data set reviewed comprises GRI 2-26, GRI 2-27, GRI 3-1, GRI 302-1, GRI 302-3, GRI 303-3, GRI 303-4, GRI 303-5, GRI 305-1, GRI 305-2, GRI 305-3 other indirect (Scope 3) GHG emission (Purchased goods and services, Capital goods, Fuel and energy related activities, Upstream transport and distribution, Waste generated in operations, Business travel, Downstream transport and distribution, Use of sold products, End-of-life treatment of sold products only) GRI 305-4, GRI 306-3, GRI 306-4, GRI 306-5, GRI 308-1, GRI 308-2, GRI 403-9, GRI 403-10, FPSS FP6, FP7, GRI 405-2, GRI 414-1, GRI 414-2



Determining the Report's Content

The Company developed the report by considering and assessing significant impacts to every group of the Company's stakeholders, addressing both positive and negative impacts. Considerations are also given to sustainability material topics from internal factors in business operations, and external factors of global trends among peers, including world-renown sustainability indices as the Dow Jones Sustainability Indices (DJSI), Sustainability Accounting Standards Board (SASB), the Securities and Exchange Commission (SEC), and Sustainable Development Goals (SDGs) This ensures the Company's sustainability performance disclosure is in accordance with the 8th reporting principles, as follows:

1 Disclosed data accuracy (Accuracy)

2 Balance of performance reported, both positive and negative (Balance)

3 Comprehensibility for all stakeholder groups (Clarity)

4 Data compatibility to illustrate performance trend (Comparability)

5 Data completeness and comprehensiveness (Completeness)

6 Balance of performance reported, both positive and negative (Sustainability Context)

7 Scope of reporting timeline (Timeliness)

8 Verifiability (Verifiability)

Material Topics

The Company maintains the process and step for Materiality Assessment which considers Impact Materiality associated to stakeholders, consisting of 4 main steps as follows:

Identify and assess impacts on an ongoing basis

 1 Understand the organization's context	Consider business operation activities to define stakeholder groups throughout the value chain and determine sustainability issue links encompassing environmental, social, and governance and economic dimensions, including human rights issues associated to business operation activities and considerations for respective stakeholder group impact.
 2 Identify actual and potential impacts	Identify Sustainability Context and Impact, both Actual & Potential Impact issues through analyzing Impact Materiality covering social and environmental issues to elicit Positive & Negative Impact along with considering Short Term & Long-Term Impact and resilience evaluation from Irreversible & Reversible Impact. Sustainability issues are considered from the business operations characteristics and organizational context.
 3 Assess the significance of the impacts	The Company reviews sustainability issues identified as posing various impacts into consideration in conjunction with business characteristics and organizational context. Processes for Impact Materiality evaluation is conducted through workshop format with representation from all 8 groups using criteria for severity scale assessment, scope, capability for reversibility, and likelihood of impact towards stakeholders, to prioritize sustainability issues.

Determine material topics for reporting

 4 Prioritize the most significant Impacts for reporting	The Company revises Impact Materiality results from the organized workshop to determine significant sustainability issues. The issues taken into consideration along with comprehensive appraisals enable the determination of linkages and contextual appropriateness within organizational business operations for Material Testing. A select group of professionals with knowledge and abilities specific to convenience stores and retail business, cash-payment and self-service wholesale business and other relevant business are tasked with determining connections and global trends, including ESG sustainability indices from Morgan Stanley Capital International (MSCI), the Dow Jones Sustainability Indices (DJSI), Global Trend and Sustainability Accounting Standards Board (SASB), etc. Results from significant sustainability issues testing are presented to senior management representatives and the Board of Directors to endorse prioritization. Considerations for stakeholder influence and decisions in conjunction with economic, social, and environmental impacts inclusive of human rights are highlighted.
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The issue of Climate Crisis, a critical issue today as warmer climates directly affects agricultural product cycles, impacts raw materials management, animal welfare supervision and product traceability

”



Ms. Nattanarin Isariyametha

Expert in the agriculture, food, and retail industries

“

Experts emphasize materiality of CP ALL's sustainability, which stems from the Charoen Pokphand Group (CP GROUP) strategy regarding climate change goal of “Aiming for net zero emissions”. CP ALL, which is a retailer, has operations in product manufacturing and distribution, store management and customer service. Therefore, **climate change adaptation and the issue of sustainable waste and surplus food management** are two issues that are important to CP ALL. The Company views that efficient supervision and control in reducing greenhouse gas emissions and other indirect greenhouse gas emissions (GHG Scope 3) throughout the supply chain are the most pressing issues requiring awareness. Operational risks may result in failure to achieve goals.

CP ALL's sustainability management missions from 2024-2025 should incorporate adjustments in determining scope, business strategy, and management for a sustainable environment and society while providing evident solutions. With continuous development in clean energy, the Company aims to reduce direct and indirect greenhouse gas emissions (GHG Scope 1-2), including collaboration with manufacturers

and suppliers to reduce other greenhouse gas emissions (GHG Scope 3). Selection criteria include the distribution of Low Carbon Products along with cooperation for Waste Avoidance, such as reducing waste and excess food. packaging management, etc.

In addition, **packaging waste management** aims for zero waste within the production process. Warehouse management is another focus area which requires additional attention through encouraging consumers to take part in assisting waste reduction from packaging and excess food. Simultaneously, the Company's large employee taskforce to maintain stores and manage warehouses benefit from **human capital** skills development, especially in digital literacy. Employee training to instill both social skills and morality includes soft skills, hard skills, technological literacy, financial system management, etc.

However, with main business operations involving distributing products throughout the country, small-scale entrepreneurs may be impacted. The Company therefore promotes the creation of **social value** through supporting small-scale entrepreneurs and farmer groups

through arranging community areas to facilitate sales of agricultural or community products, product sales channels in shopping center areas, etc., increasing opportunities for selling local products and income generation for communities.

Risk issues potentially affect business as the Company manages change and focuses on reducing other indirect greenhouse gas emissions (GHG Scope 3) inclusive of issues relevant to **supply chain management**. This issue is addressed through considerations in screening for ESG criteria compliant suppliers. In the case of unqualified suppliers thus leading to contract cancellation, the Company should designate guidelines to mitigate impact, reduce conflict risks, and prevent negative social trends from affecting the business.

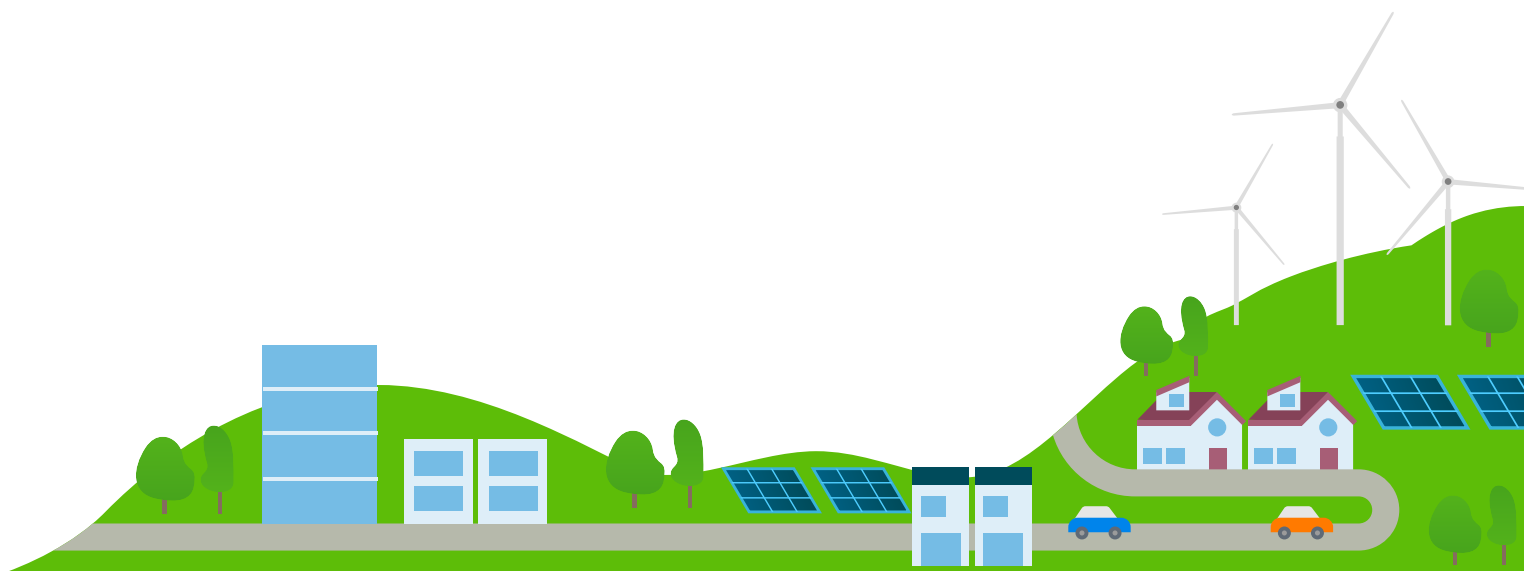
However, the Company has potential to create business opportunities through **sustainable waste and surplus food management** and ability to develop services through cooperation with suppliers to satisfy consumer environmental expectations through Refill Stations. Refill Stations customers bring personal product storage containers and pay for products according to weight. This approach promotes businesses to reduce packaging material costs

and waste disposal costs while supporting access to safe food and water. Mentioned activities create **social value** through selling community products and agricultural goods, creating a variety of product types, and forming incentives for customers to use stores or shopping centers (Retail Foot Traffic), which has further positive impact on business and society. Finally, **human capital development** presents opportunities to increase organizational value as governance leader in good human resource management. The ensuing drive directs labor markets to seek skills in financial management (Cash Management), information technology (IT) tools literacy, and responsible data management (Information Security) with potential to construct networks with government agencies, such as the Thailand Professional Qualification Institute (TPQI), etc.

From the points mentioned above, professionals recommend that companies consider prioritizing their assessment of key sustainability issues based on recognized indices such as the FTSE4 Good Index. ”

Ms. Thanyaporn Krittitayawut

Director of the Global Compact Network
Association of Thailand
(UN Global Compact Network Thailand)

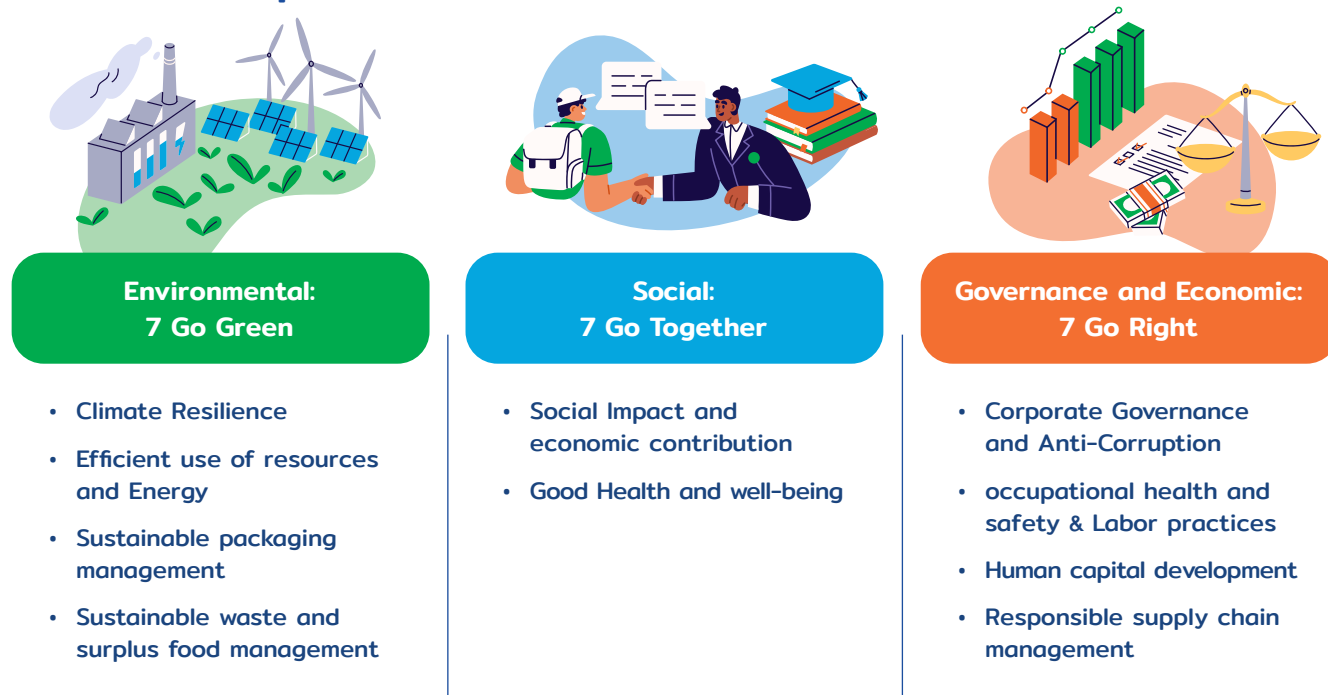


Assessing Impacts of Material Topics

Material topics	Impacts on society/Environment and business value drivers
 Climate Resilience	Efficient utilization of resources with technological integration in tandem with the Company's circular economy strategy enables reduced energy consumption and greenhouse gas emissions in addition to satisfying societal expectations regarding climate challenges. As a result, this approach increases business opportunities with suppliers in terms of climate change aspects, fosters trust among investors and develops collaboration with the government sector. Failure to recognize climate change impact arising from a company's business activities potentially increases operating costs due to climate change impacts and ensuing raw material price fluctuations, supply chain disruptions, and high operating costs incurred from climate change response inclusive of fees, carbon taxes, and administrative costs to maintain business continuity. In addition, conducting business without considering the impact on global climate change may affect lifestyle, health, and safety of all stakeholders throughout the value chain. Long-term impact includes air pollution which affects health and safety of workers and surrounding communities, drought and flood impact on suppliers, and capability to deliver products and raw materials.
 Efficient use of resources and Energy	Efficient energy management, clean energy technology development, and renewable energy assists in climate change impact reduction while increasing business opportunities and confidence among investors. Inefficient energy management may result in increased production costs thus decreasing profits and community rights violations in relation to distribution of clean water access in communities surrounding company business operations.
 Sustainable packaging management	Operating both a retail and wholesale business requires consideration for environmentally friendly packaging selection, usage reduction, take-back systems and efficiently recycling to enable proper organizational plastic waste management, added value, production cost reductions, and both intra- and interorganizational stakeholder participation. Without considering packaging properties inclusive of recyclability and materials decomposition, discarded plastic waste remains in the environment in large quantities thus impacting ecosystems, human food safety issues, various health concerns, and operating costs in addition to organizational reputation and image.
 Sustainable waste and surplus food management	Product distribution management and efficient food waste management assists food waste reduction occurring from overproduction and food wastes arising from transportation, distribution and storage. Waste management which converts food waste into alternative raw materials allows economic value creation, food waste alleviation, and company operating cost reduction. Ineffective management results in increased food waste quantities and greenhouse gas emissions which negatively impacts ecosystems and natural resources in addition to surrounding community health and well-being. Company operating costs are also impacted with inappropriate waste management.
 Good Health and well-being	Management throughout the process of sourcing raw materials, production, and distribution requires awareness of delivered product in terms of maintaining safety and uphold standards, a factor affecting increasing business opportunities. Additional matters relevant to delivering nutritious products include additional access to health and well-being services within the community. A lack of awareness in consumer safety may pose risks in delivering products harmful to health. Long-term negative impact on consumers from diseases caused by lifestyle behaviors (Non-Communicable Diseases: NCDs) may result in lawsuits and damage to organizational reputation and image.
 Social Impact and economic contribution	Conducting socially responsible business supports job creation, provides community well-being, builds good community relationships, and increases community acceptance of Company activities. Moreover, the government and private sectors emphasizes support for all societal groups in equal access to products and services, a means to reduce inequality, improve life quality and increase civil well-being. In the even where the Company conducts activities affect the community, life quality in surrounding communities would be violated, community-organization conflicts would arise, Company license to operate may be declined, and Company image may be tarnished.

Material topics	Impacts on society/Environment and business value drivers
 Corporate Governance and Anti-Corruption	Good corporate governance enhances organizational business operation efficiency, competitiveness and builds confidence. This approach attracts investors and employs critical guidelines which assist in business value creation. The Company reviews operations displaying inefficient corporate governance, non-transparent activities, and disregard for morality, ethics, and human rights. The mentioned actions affect business competitiveness, reduces stakeholder confidence towards the organization, reduces investor interest, while increasing human rights and legal violations risk.
 occupational health and safety & Labor practices	Security management and effective occupational health may reduce work-related accident incidences, increase operational capabilities, and boost Company confidence among employees and suppliers. Meanwhile, poor occupational safety and health management could cause loss of life and property, leading to disruptions in production processes and decreased productivity from lab capital stock. Other negative impacts include lower employee morale, fines, and tarnished Company credibility and reputation. In addition, 7-Eleven store's customer and property safety may be impacted.
 Human capital development	Leadership and human resources development allow the creation of vital skills among employees at all levels, creates technological and digital platform comprehension which increases operational potential, increases employee engagement, affects business operation efficiency, and improves business resilience to market changes. Ineffective personnel development processes representing inequality and discrimination create human rights violation risks. Instances of mentioned grievances include female employee salaries lower than male employees, etc., which negatively impacts organizational growth and decreases the Company confidence among employees and suppliers.
 Responsible supply chain management	Appropriate supply chain management could reduce risks associated to cost, raw material supply shortage, inventory, and human rights violations while instilling confidence in the Company among employees and suppliers. This approach increases the ability to generate profits. Inefficient supply chain management with disregard to human rights pose risks associated to business disruption, poor quality products, delayed deliveries to consumers, increased production and transportation costs, Company reputation and image, and environmental and social costs imposed by societal and investor expectations.

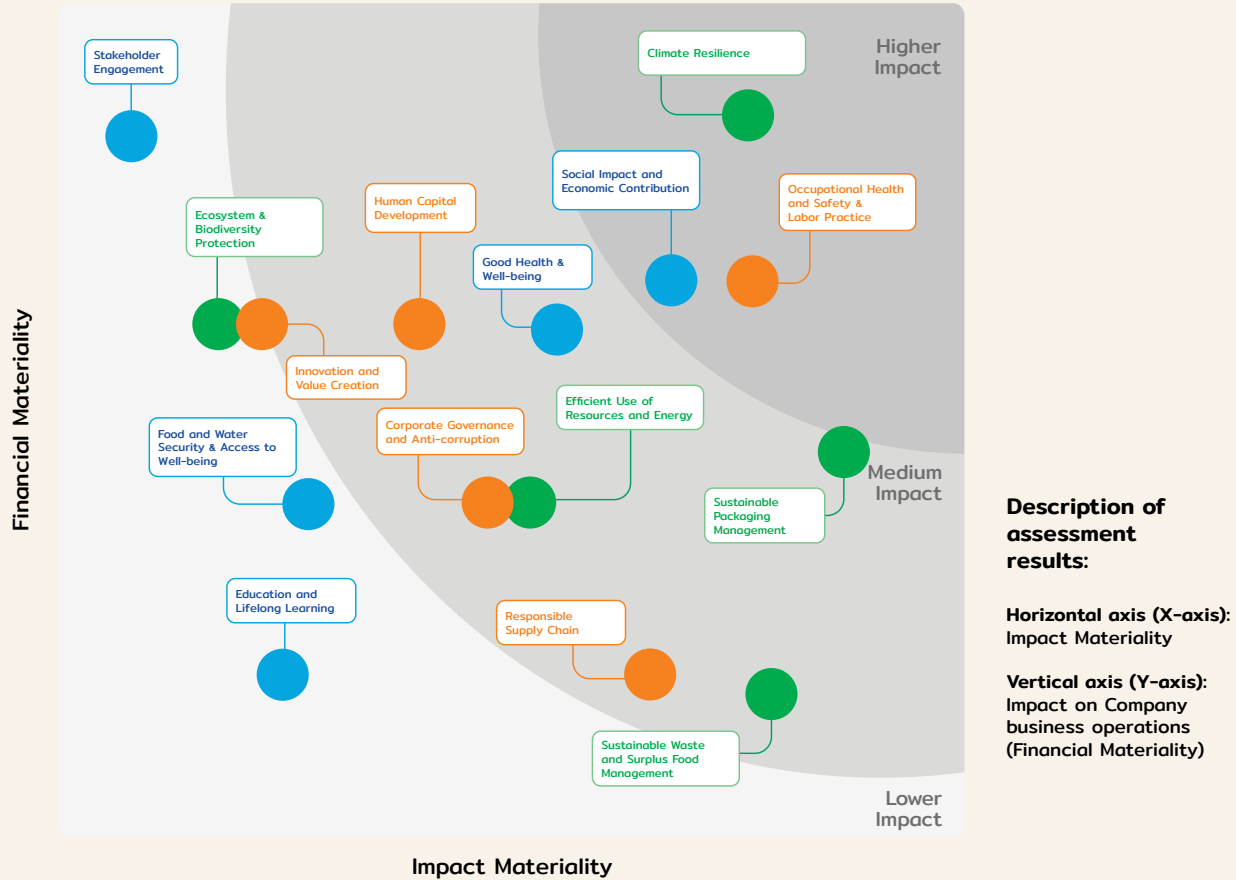
2023 Material Topics



Assessment of sustainability issues “Double Materiality Assessment”

In addition to the Impact Materiality process that identified key material topics in 2023, the Company conducted a Double Materiality Assessment together with the risk management department. This assessment evaluated both Impact Materiality and Financial Materiality, considering the impacts of the Company's operations on society and the environment alongside the social and environmental factors affecting the Company's business performance. The results of these assessments shall be used to guide business operations, develop strategies, and drive future initiatives of the Company.

Sustainability issue assessment “Double Materiality Matrix” results



Sustainability dimension

- Environmental Dimension
- Social Dimension
- Governance and Economic Dimension

Impact level for application in business operations

Lower Impact

Considered operations (Areas to monitor): Sustainability issues which require Company compliance to business ethics and code of conduct without adjusting business strategies.

Medium Impact

Evaluate operational processes and management (Enablers): Sustainability issues which companies should evaluate respective operational and management processes for future business strategies development and modifications.

Higher Impact

Initiate strategic difference (Differentiators): Sustainability issues which companies should focus on and accelerate operations to satisfy market demands while maintaining consistency with organizational goals and business strategies.



Topic Boundaries (Material topic)

Topic	GRI Indicator	Boundaries								
		Internal Employees	External							
			Business Partner	Suppliers, vendors of goods and services, and creditors	Government sector	Customers	Communities and Society	Opinion leaders	Trademark licensors	Shareholders and investors
Corporate Governance and Anti-Corruption	2-9, 2-12, 2-23, 2-26, 102-12, 205-2, 418-1	●	●	●	●	●				●
Occupational Health and Safety & Labor Practices (Human Rights and Labor Practices)	2-30, 401-1, 401-2, 401-3, 403-1, 403-2, 403-3, 403-4, 403-5, 403-6, 403-7, 403-8, 403-9, 403-10, 405-1, 405-2, 406-1, 407-1, 410-1, 411-1, 412-1	●	●	●	●	●	●	●	●	●
Human capital development	404-2, 404-3	●	●							
Responsible Supply Chain	204-1, 308-1, 308-2, 414-1, 414-2		●	●						
Climate Resilience	305-1, 305-2, 305-3, 305-4, 305-5, 305-6, 305-7			●	●					
Efficient use of resources and Energy	302-1, 302-2, 302-4, 302-5, 303-1, 303-2, 303-3, 303-4, 303-5			●			●			
Sustainable Packaging Management	301-1, 301-2, 301-3	●				●	●			
Sustainable Waste and Surplus Food Management	306-1, 306-2, 306-3, 306-4, 306-5			●			●			
Social Impact and Economic Contribution	204-1, 413-1, 413-2						●			
Good Health & Well-being	417-1, 417-2, 417-3, FP6, FP7					●				

The Company operates and reported performance on different indicators, based on the weight and relevance, covering all business groups, as follows:

Business Units	Environmental	Social	Governance and Economic
Retail business Convenience store			
CP ALL Public Company Limited	●	●	●
ALL Wellness Co., Ltd.	●	●	●
CP Retaillink Co., Ltd.	●	●	●
24 Shopping Co., Ltd.	●	●	●
Wholesale and Retail businesses Services			
CP AXTRA Public Company Limited	●	●	●
Ek-Chai Distribution System Co., Ltd.	●	●	●
Others			
Financial Services			
Counter Service Co., Ltd.	●	●	●
Thai Smart Card Co., Ltd.	●	●	●
Food, Bakery, and Ready-to-Eat Meal Services			
CPRAM Co., Ltd.	●	●	●
CP Food Lab Co., Ltd.	●	●	●
Education Services			
Suksapiwat Co., Ltd.	●	●	●
Panyapiwat Technological College (PAT)	●	●	●
Panyapiwat Institute of Management (PIM)	●	●	●
Demonstration School (Satit PIM)	●	●	●
Panyatara Co., Ltd.	●	●	●
All Training Co., Ltd.	●	●	●
Information Services			
Gosoft (Thailand) Co., Ltd.	●	●	●
Marketing Media Services			
MAM Heart Co., Ltd.	●	●	●
Logistics Management Services			
ALL Speedy Co., Ltd.		●	●

Notably, all information disclosed in this sustainability report has been verified by an external verifier, selected by the Executive Committee, thus ascertain the verifier is independent of the Company's business operations, is highly quality and capable with regards to verification in accordance with AA1000AS v3, as published in this sustainability report's appendix. Details of the verification can be found in the verification certificate on page 292-293.



Material Topics



Climate Resilience



Efficient Use of Resources and Energy



Sustainable Packaging Management



Sustainable Waste and Surplus Food Management



Social Impact and Economic Contribution



Good Health and Well-being



Corporate Governance and Anti-Corruption



Occupational Health and Safety & Labor Practice



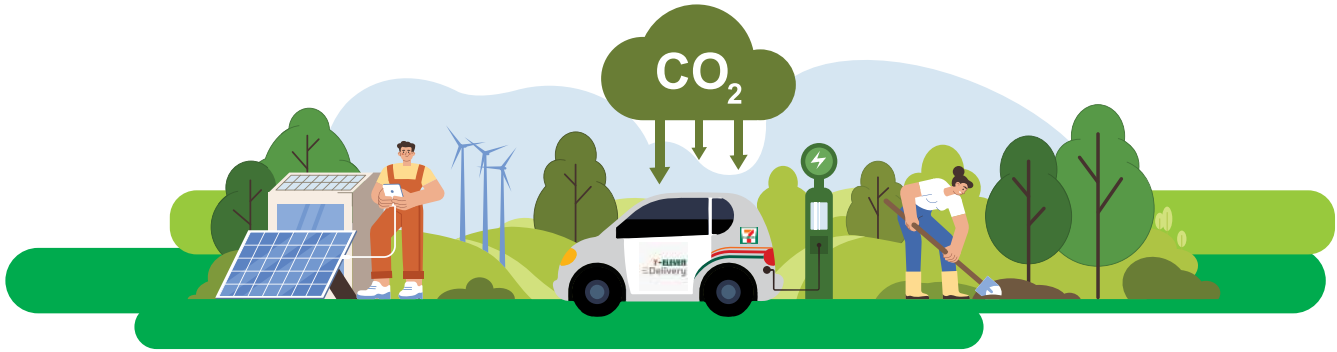
Human Capital Development



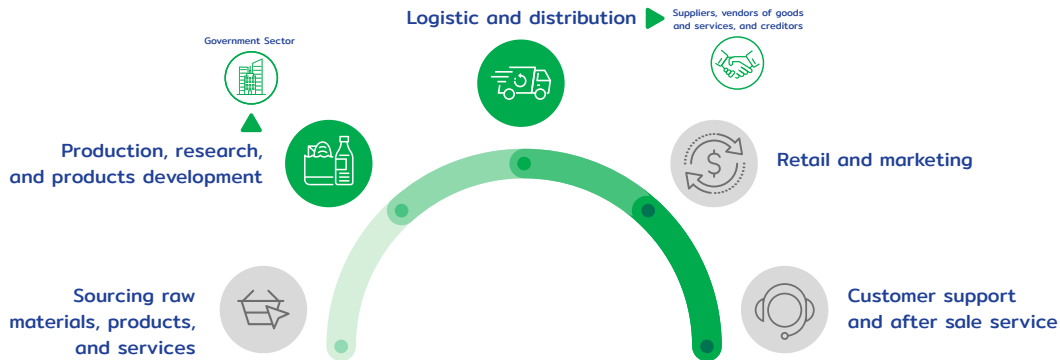
Responsible Supply chain



Climate Resilience



Significantly Affected Key Stakeholders



Supporting the SDGs



12.2 Achieve the sustainable management and efficient use of natural resources



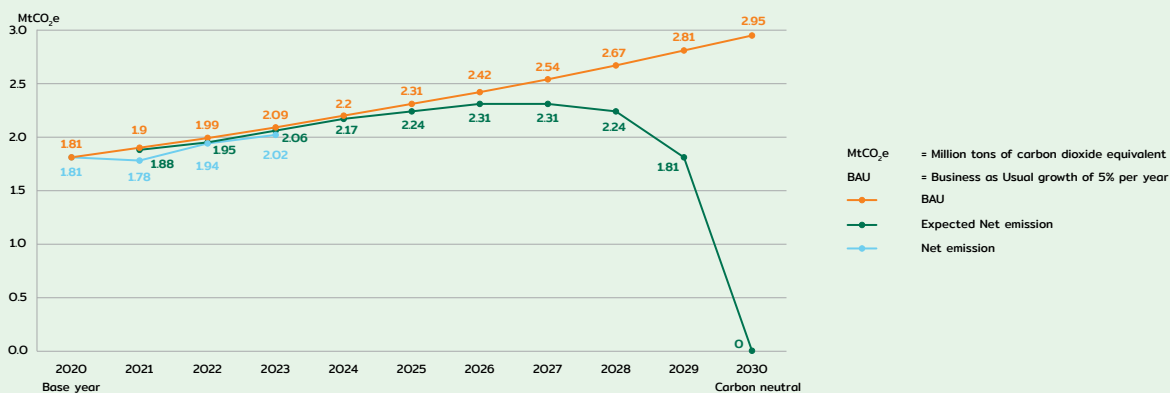
13.1 Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries

2030 Goal

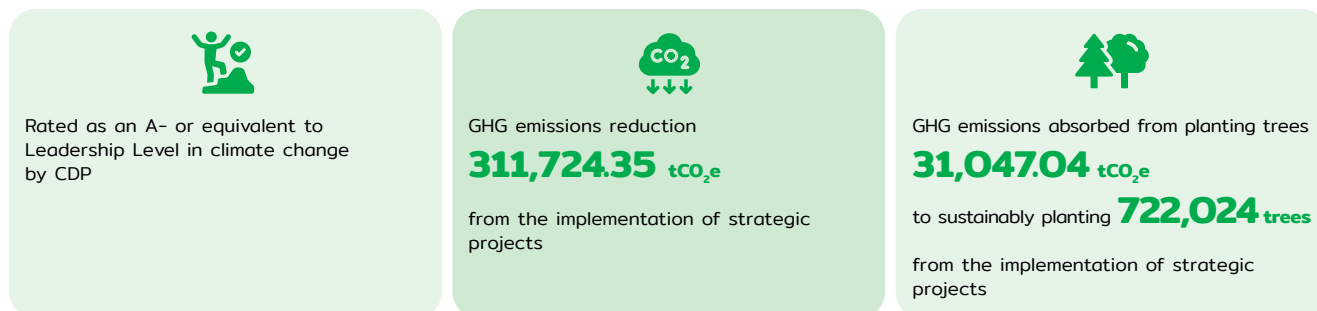
To achieve **Carbon Neutral** by 2030 and Net Zero GHG Emissions by 2050

Progress against goal

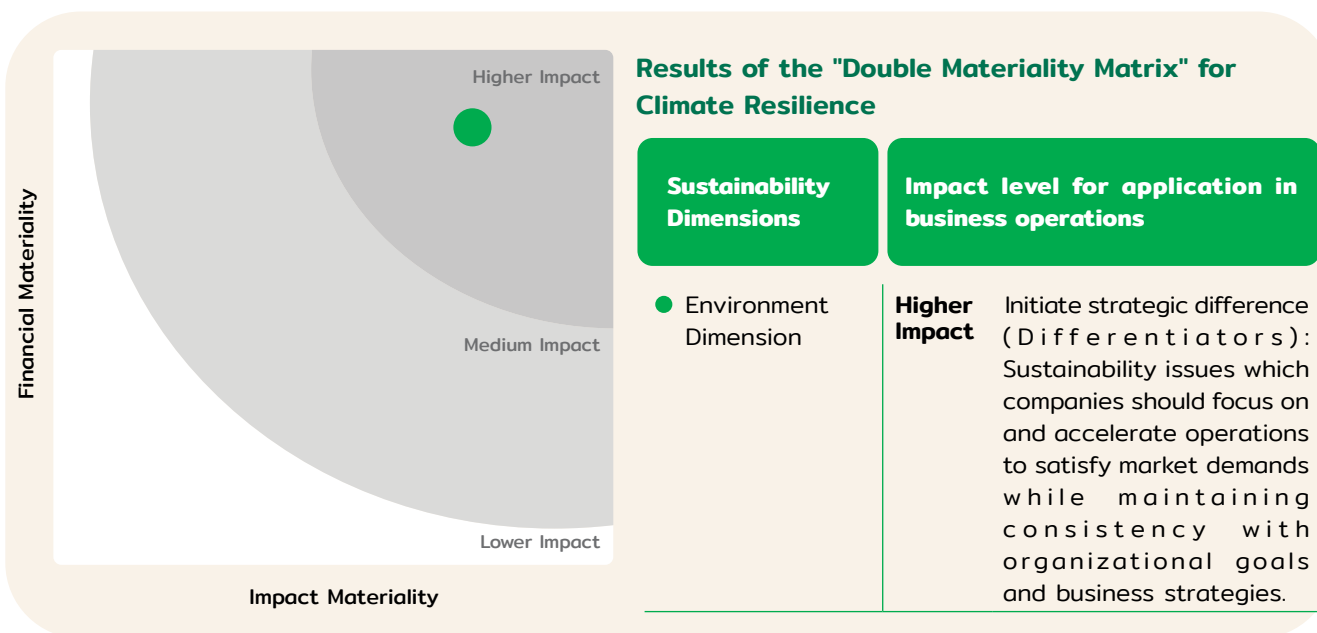
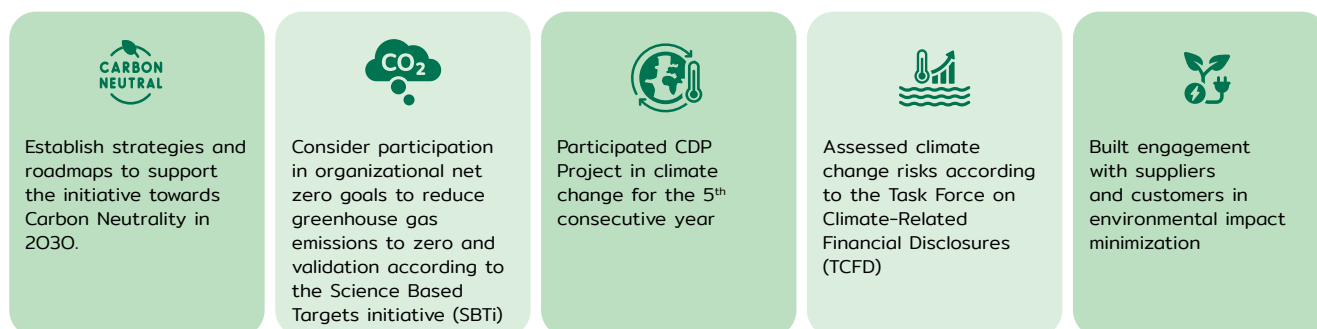
(Unit: mtCO₂e)



Key Performance in 2023



Key Progress in 2023



Risks and Opportunities

The 27th United Nations Conference on Climate Change (Conference of Parties: COP27) in 2022 emphasized critical goals of controlling or increasing global temperatures to no more than 2 degrees Celsius with concerns raised at the meeting that even a temperature increase of 1.5 degrees Celsius could evoke long-term effects on the environment, economy, and human well-being. Thailand is considered high-risk country for climate change impact, thus threatening access to food, clean water, and fresh air in addition to ecosystem degradation. Exposure to transformational and physical risks entail regulation change

related to climate change, natural disasters, etc., which affect the business and industrial sectors.

The Company is cognizant of business activity impact towards climate change which range from inefficient energy consumption within manufacturing, product distribution, etc. and has therefore implemented projects to reduce greenhouse gas emissions, support environmentally friendly operations, and preparations for risks through sustainability policy development.

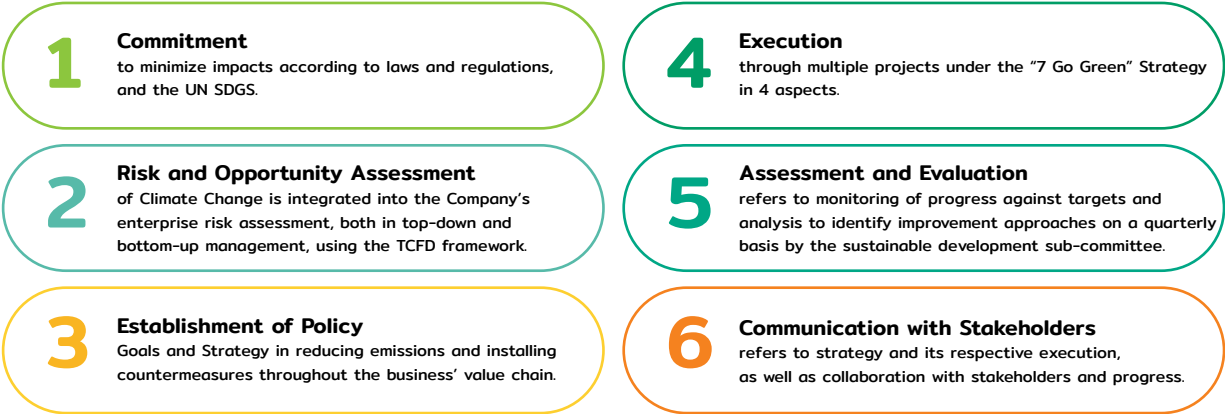
The Company has assigned a Sustainability Development Subcommittee to oversee climate change management in addition to forming specialized operations teams for energy efficiency, energy conservation, solar energy installation, environmentally friendly packaging development, etc. The administrative duties related to climate change within the "7 Go Green" strategy focuses on reducing greenhouse gas emissions from business operations to satisfy carbon neutrality goals by 2030 and zero greenhouse gas emission (Net Zero Emission) goals by 2050.

Greenhouse gas management is divided into 3 scopes as follows: Direct greenhouse gas emissions (Scope 1), indirect greenhouse gas emissions from energy consumption (Scope 2), and other indirect greenhouse gas emissions (Scope 3). In addition, the Company has considered establishing goals for reducing net greenhouse gas emissions to zero through validation processes according to the Science Based Targets initiative (SBTi) approach. Further

efforts include establishing an operational framework and guidelines for conducting business responsibly against climate change throughout the supply chain in accordance to the Task Force on Climate-related Financial Disclosure (TCFD) guidelines.

The Company is committed to sustainable business conduction through pledging support in controlling average global temperature increase to no more than 1.5 degrees Celsius. This commitment entails activities to compensate for greenhouse gas emissions, comprising increasing energy efficiency, increasing renewable energy consumption, reducing single-use packaging usage, usage of environmentally packaging materials throughout the value chain, etc. The Company supports all stakeholders and all involved sectors in measures to achieve climate change goals.

Climate Change Management Framework

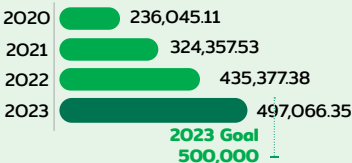


Performance Summary 2023

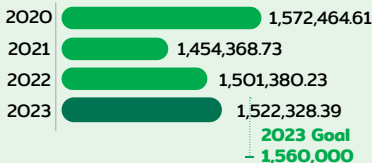
Total GHG Emissions (tCO₂e) by Scope of Operation

CP ALL and Subsidiaries

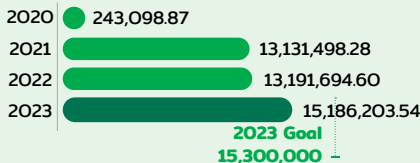
Direct GHG emissions (Scope 1)



Indirect GHG emissions from energy Consumption (Scope 2)



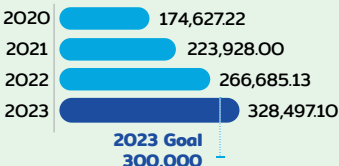
Indirect GHG emissions (Scope 3)



Remark : Covers wholesale business - Makro and retail business - Lotus's.

Only CP ALL

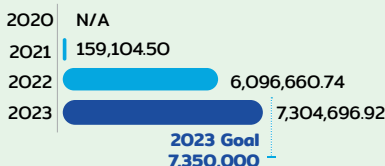
Direct GHG emissions (Scope 1)



Indirect GHG emissions from energy Consumption (Scope 2)



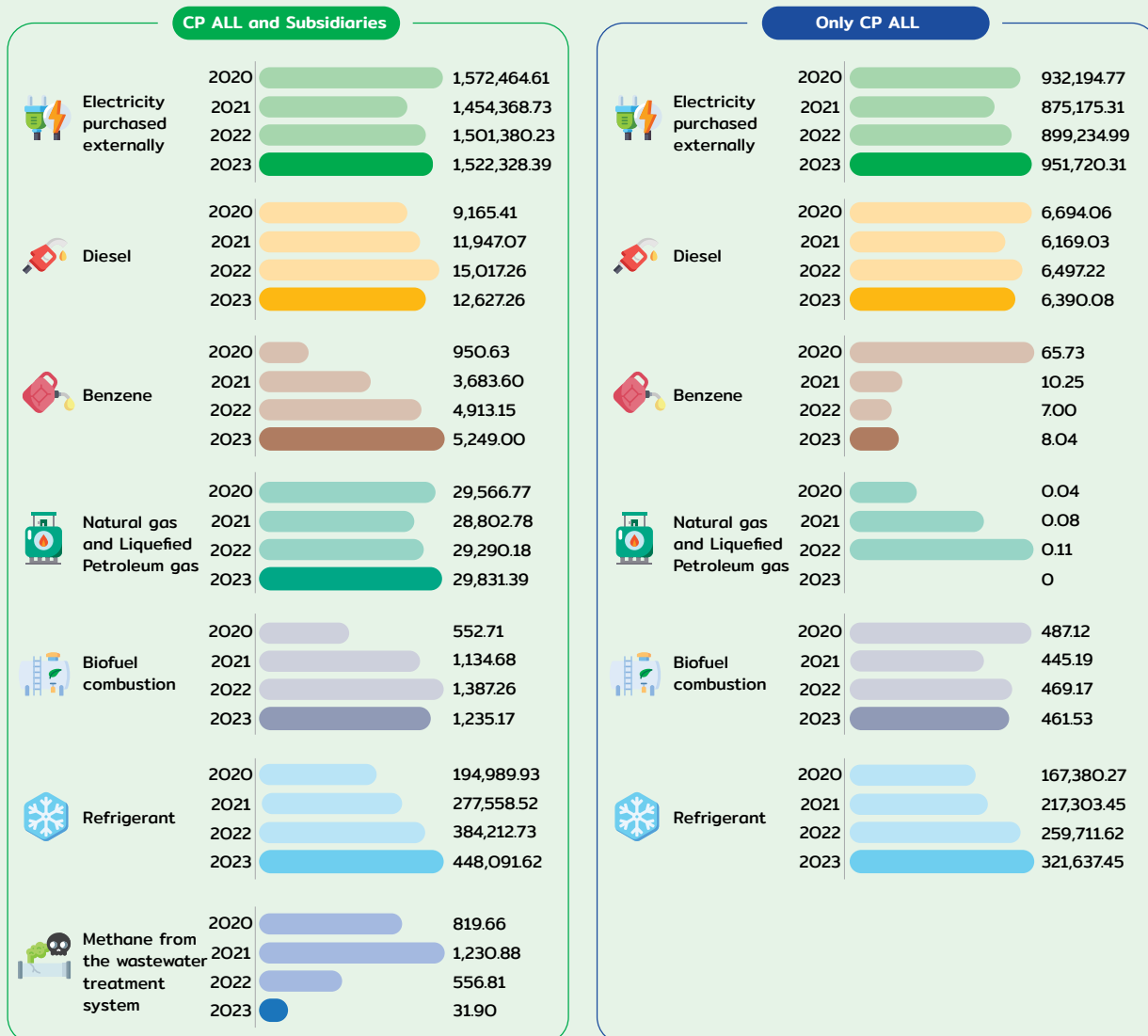
Indirect GHG emissions (Scope 3)



Remark : Scope of the information reported. Only the 7-Eleven convenience store business, covering activities of 7-Eleven stores, distribution centers and offices.

Performance Summary 2023

Total GHG Emissions (tCO₂e) by sources



Total GHG Emissions (tCO₂e) by per energy purchases

GHG emissions (Scope 2)

Location-based:
tCO₂e



2023 Goal 1,630,000.00

Data Coverage (as % of Denominator)
percentage of revenue



Market-based:
tCO₂e

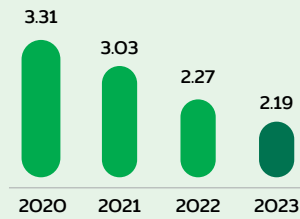


2023 Goal 1,560,000.00

Data Coverage (as % of Denominator):
percentage of revenue

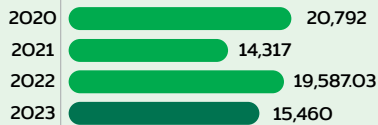


GHG Emissions Intensity (Scope 1 and Scope 2) per Unit of Revenue (tCO₂e per million Baht)

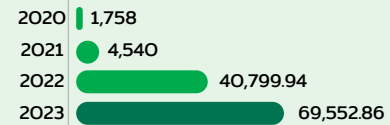


GHG Emissions Reduction (tCO₂e)

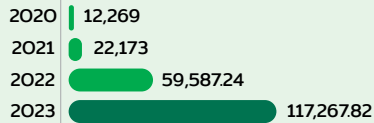
Energy efficiency improvement



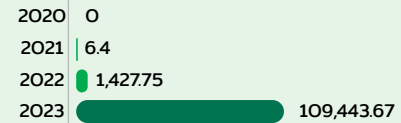
Refrigeration and refrigerant system improvement



Renewable energy utilization



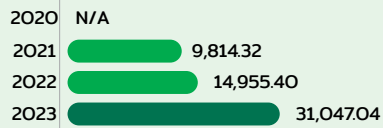
Electric vehicles in logistics



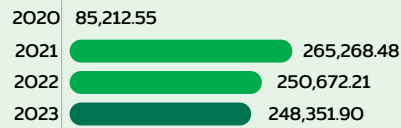
Remark: Utilization of renewable energy comprises of electricity from solar energy, solar thermal energy and geothermal energy.

Reduction, capture and offset" of GHGs from the Supply Chain (tCO₂e)

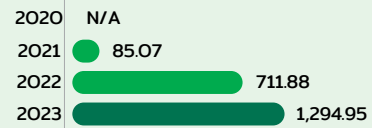
Planting trees



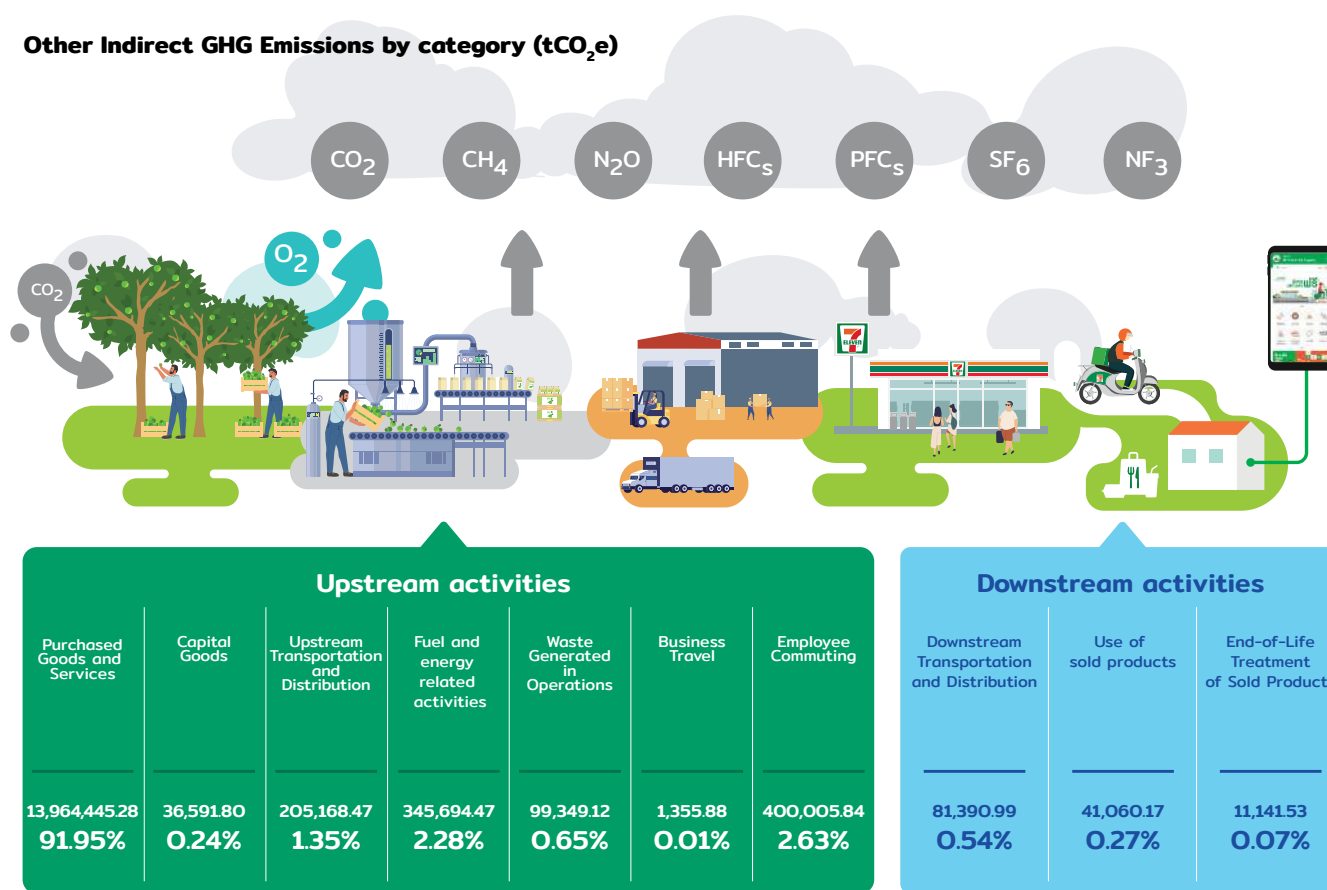
Usage of single-use plastic packaging



Donating excess surplus food



Other Indirect GHG Emissions by category (tCO₂e)



Management system for lobbying activities and participation of trade association members and involvement in public policy on climate change.

In alignment with the organizational climate change action framework, the Company's membership at the Thailand Carbon Neutral Network (TCNN), an initiative by the Thailand Greenhouse Gas Management Organization (Public Organization), signifies drive and support for sustainable development goals between the private, public, and local sectors. The mission to promote greenhouse gas emissions reduction, with aims for net zero emissions in accordance with the Paris Agreement, upholds the following goals:

- Promote and support various organizations in terms of feasibility assessment guidelines in implementing and announcing carbon neutrality goals at the corporate level.
- Promote activities and projects to reduce greenhouse gas emissions and create value from carbon credits at the national level.
- Support climate change related policies, funding, and benefits.

Experts and consultants collectively cooperate and provide advice regarding organizational climate change management. In January 2023, Carbon Neutral Thailand Network organized the first conference between members and subcommittees to discuss network strategies and

operational plans inclusive of support for greenhouse gas emissions reduction and government support requests. The Company actively participates in providing suggestions and interest in various support activities and topics raised within the conference.

The Company and executives tasked with corporate sustainability policy management regularly monitors mission progress with the Carbon Neutral Thailand Network. The joint effort facilitates opinions expression, national agenda for climate change management developments, and modification of organizational policies to maintain consistency with national policies.

Furthermore, the Company also participates as one of the founding members of the Global Compact Network Thailand (GCNT) with the aim to achieve sustainability goals, including carbon neutrality and net-zero greenhouse gas emissions. The Company collaborates with GCNT to support the advocacy from the private sector and civil society organizations. This also includes exchanging best practices in pursuing carbon neutrality and net zero greenhouse gas emissions goals.

Climate Risk Management

The Company is committed to addressing risks and opportunities associated with potential climate change. An appointment organization risk assessment committee is tasked with evaluating risk factors and impacts, including opportunities related to climate change which may affect business operations. The assessment results require approval by the Sustainability and Corporate Governance Committee prior to Company disclosure of climate risk management information to stakeholders in accordance with the Task Force on Climate-related Financial Disclosure (TCFD) framework. This approach enables the formation of an effective climate change risk plan.

Task Force on Climate-related Financial Disclosure: TCFD



In 2023, the Company has identified critical risks and opportunities, both physical risks and transition risks, associated with climate change. Countermeasures to the mentioned risks include the following:

Physical Risks

Risk	Impact to Value chain	
 Inundation	 Impact to the Business • 7-Eleven Interruption to services provided by 7-Eleven stores • 7-Eleven staff experience flooding • Decreased income of 2,177 million Baht due to fewer sales at 7-Eleven stores • Loss of sales opportunity due to disrupted product logistics from distribution center • Costs to prevent floods increased by 30%	 Impact to the Value Chain • 7-Eleven interruption to product delivery to 7-Eleven stores • 7-Eleven customers are unable to access 7-Eleven stores and select products • Communities surrounding 7-Eleven stores experience flooding
	Measures The Company has designed protective measures for 7-Eleven stores to withstand damage from floods under the concept of "Stores Combating Water". Under this concept, various aspects were considered, such as high walls, floor designs, doors that can hold against the force of water, piping system and pumps. In the event of a flood, the Company has devised management plans in 3 stages, as follows: • Before the event (prevention and preparation) At this stage, relevant departments will closely monitor weather conditions and conduct a risk assessment of the situation so that store staff can prepare to move equipment and goods to a safe location. Additionally, equipment is prepared to prevent water from entering 7-Eleven stores. Equally important, facilities are provided to store staff to make the situation more convenient in case of flash floods. • During the event (Response) - o If a flood occurs in the vicinity of a 7-Eleven store, staff must be on alert for the possibility of water entering the store and be ready to move equipment and goods to a safe location. Staff must also report the situation to the flood response center. - o If water has flooded into a 7-Eleven store, staff must turn on the pump to drain water out from the store and prepare to safely evacuate to designated evacuation points. - o If the flood height exceeds 30 cm or a flash flood occurs at a 7-Eleven store, staff must evacuate to designated assembly points and prepare first aid for injured staff. Support in the form of food, beverages and temporary accommodation will also be provided to affected staff • After the event (Restoration and remediation) The Company will check equipment and restore the damaged 7-Eleven store. In the same time, the Company will provide care to affected staff according to the Company's welfare services, provide survival kits to others who are affected and support the community.	

Risk	Impact to Value chain	
 Drought / Brackish water	 Impact to the Business • Lower production and product quality • Shortage of agricultural products and raw material • Increased expense for equipment with fouling at 13 million Baht	 Impact to the Value Chain • Lower agricultural yield and scarce raw material from partners • Supplier product quality and standards compliance issues. • Consumers may be contract intestinal ailments from consuming products that are not of standard quality
	Measures	
	• Order water reserve tanks to store reserve water and use it to produce drinking water and general usage water in affected areas or in areas experiencing a water shortage Longer than 1 week • Order general usage water to preserve water that is used specifically for producing beverages in areas experiencing water shortage or poor water quality • Installation of Reverse Osmosis (RO) systems in areas with salty water, including seaside areas or areas with high hardness groundwater, to enable usage of compliant quality water. • Install an air-water system to draw water from the air and treat it to produce quality water for 7-Eleven stores in areas with water shortage or in areas with high humidity.	• Experts share knowledge and provide consultation to farmers to prevent scarcity in production's raw materiality. This includes fertilizing soil to be optimal for cultivation, plantation, sorting, housing, as well as utilizing technology to enable automatic water control, online data collection and productivity monitoring. • Allocate treated water with quality above legal requirement from the plants' natural pond water treatment to farmers in the plants' vicinity. This helps prevent scarcity of crucial production raw material.

Transition Risks

Risk	Impact to Value chain	
 Regulations on Plastics	 Impact to the Business • Risk: Increased expenses for sourcing alternative materials, estimated at 538 million Baht. • Opportunity: Promoting reputation in plastic waste management and services that promote reducing greenhouse gas emissions	 Impact to the Value Chain • Opportunity: Building confidence among stakeholders regarding the Company's plastic waste management. • Opportunity: Encouraging suppliers, consumers, and communities to reuse plastic waste.
	Measures	
	The Company has prepared its readiness and developed its plastic waste management roadmap from 2018 to 2030 by applying the Extended Producer Responsibility (EPR) Framework. The roadmap was established to drive the reduction of pollution caused from plastics and shape the Company as a leader in reducing the use of plastic bags and single-use plastics through various plastic management projects, such as placing a symbol on products made from recycling, plastic reduction and discontinuation, and a project to recycle plastic waste into 7-Eleven bags (For more information, refer to Sustainable Packaging Management chapter on pages 64-81)	

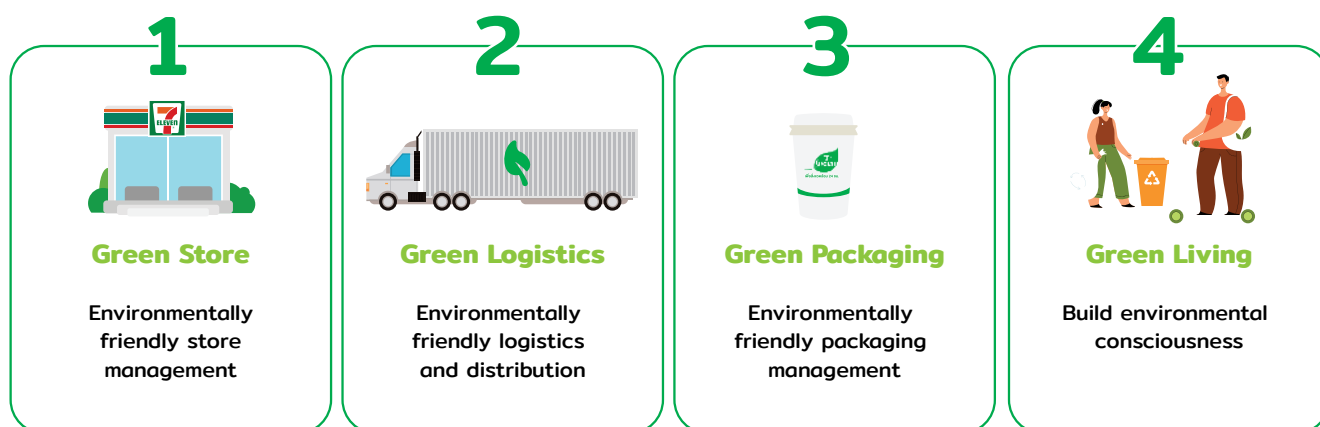
Risk	Impact to Value chain	
 Marketing	 Impact to the Business • Risk: Expenses from investing and developing low carbon and green packaging • Opportunity: Innovations on low carbon packaging • Penetrating new customer markets • Opportunity: Increased market share for the business and generated income and profits to grow the business in the long term • Opportunity: Stronger reputation for services that support GHG emissions reduction	 Impact to the Value Chain • Opportunity: Stakeholders have a positive perception of the Company's brand • Opportunity: Consumers are encouraged to select low carbon and green products
	Measures	
	• Develop environmentally friendly products and prioritize reduction of greenhouse gas emission in the production process, from sourcing to production process, logistics, consumption and end-of-life management	• Certified for carbon footprint product label from Thailand Greenhouse Gas Management Organization (TGO) to raise consumers' awareness
Risk	Impact to Value chain	
 Reputation	 Impact to the Business • Risk: Lower demand for goods and services from negative perceptions of the Company • Risk: Stakeholder expectations for the products, services and business approach may influence the brand's reputation	 Impact to the Value Chain • Opportunity: Stakeholders have a positive perception of the Company's brand • Opportunity: Promote consumers' opting for low carbon and environmentally friendly products
	Measures	
	• Establish green policies and targets for business operations. • Establish the "7 Go Green" Strategy and projects to drive environmental goals	• Adapt green marketing strategy to be used in business • Organize marketing activities or create campaigns for the environment continuously, such as the "Just don't accept = plant trees" campaign.



7 Go Green Strategy

The 7 Go Green strategy aims to increase environmental sustainability among communities, society and the nation through various operations comprising reduce energy consumption, increased renewable energy utilization, improved logistics and product distribution, and environmentally friendly packaging usage, etc. This initiative entails collaboration among consumers and communities to create awareness of sustainable consumption and instill behavioral change by reducing, discontinuing, and sorting plastic packaging. The mentioned strategy, which

has been adopted at 7-Eleven stores, distribution centers, Makro, Lotus's and manufacturing facilities, aims to reduce greenhouse gas emissions while creating communitywide environmental awareness. Environmental performance results are transparently communicated to stakeholders on an ongoing basis and performance results are verifiable through the Climate Change Management Information Disclosure Project through CDP. The Seven Go Green strategy consists of 4 environmentally friendly initiatives as follows:



Environmentally Friendly Store Management (Green Store)

The Company focuses on achieving a balance between conservation and sustainable resource consumption, which entails integrating renewable energy utilization within the design and efficiency enhancements to building construction and various electrical systems and equipment. The drive for environmentally friendly strategies and reduced greenhouse gas emissions encompasses operating areas of 7-Eleven stores, Makro, Lotus's distribution centres, and production facilities through 4 types of operations as follows:



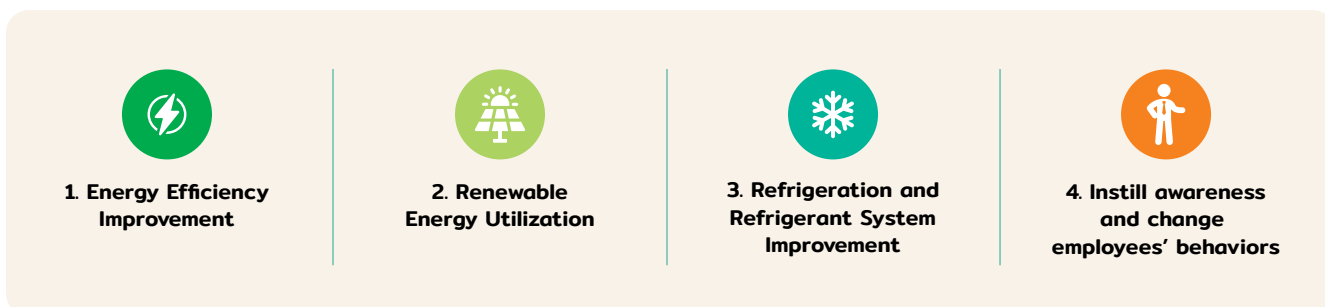
Impacts and Benefits

Reduced energy consumption by

204,193.82 MWh

Reduced GHG emissions by **202,668.31 tCO₂e**

equivalent to planting **4,713,217 trees**



For more information, refer to the Efficient use of resources and Energy chapter on pages 54-63

Environmentally friendly transportation and distribution operations (Green Logistics)

The Company aims to develop green distribution centers in terms of design, transportation, and distribution of products to 7-Eleven stores and consumers through three types of operations as follows:



Impacts and Benefits

Reduced energy consumption by

15,530.89 MWh

Reduced GHG emissions by **109,443.67 tCO₂e**

equivalent to planting **2,545,202 trees**



1. Increase energy management efficiency



2. Increase proportion of Electric Vehicle (EV) in transportation systems and 7Delivery products delivery



3. Promote green transportation systems

For more information, refer to the Efficient use of resources and Energy chapter on pages 54-63

Environmentally friendly packaging management (Green Packaging)

Plan packaging management encompasses design, usage, and sales, as well as disposal, and recycling. It includes providing convenience to customers, increase sales to the Company, as well as foster engagement in natural resource conservation throughout the value chain. There are 3 approaches, as follows:



Impacts and Benefits

Reduction of virgin plastic volumes used in packaging production

1.84% (993.77 tonnes)

reduction from food packaging research and development projects

4.48% (2,416.60 tonnes)

of plastic packaging made from recycled materials

45.93% (24,784.90 tonnes)

reduction from single-use plastic consumption

GHG emissions reduction from reducing plastic use, totaling **390,668.57 tCO₂e**

0.16% (88.82 tonnes)

recycling rate

6.17% (3,327.82 tonnes)

recycled post-consumer packaging



1. Reduce plastic consumption at source



2. Reduce and replace single-use plastic at consumption point



3. Reduce both plastic and non-plastic packaging post-consumption
Build relationships with partners,

For more information, refer to the Sustainable Packaging Management chapter on pages 64-81

Creating consciousness for environmental protection (Green Living)

Through partnerships with customers, communities, NGOs, government agencies, international and local organizations, various projects to instil awareness and consciousness for environmental protection among communities were realized. The results of this effort include appropriate and sustainable living conditions as described in the following 4 project formats.



1. Create awareness to shift consumption behaviors



2. Reduce food surplus with Food to Merit project



3. Reduce waste, enhance benefits of waste segregation, collection, and recycling



4. Increase green space, protect, and restore ecosystems



Impacts and Benefits

Waste segregation at
all points across the country

Reduce food waste to land fill by
511.84 tonnes per year

Donated over **2,149,712 meals of surplus food** to **520 communities**

Reduced GHG emissions by **1,294.95 tCO₂e**

The Accumulated number of trees Planted
722,024 trees From the project to reduce impacts on the ecosystem on both land and water

For more information, refer to the Sustainable Waste and Surplus Food Management chapter on pages 64-81, the Sustainable Packaging Management chapter on pages 75-81 and the Conservation and Restoration of the Ecosystem and Diversity chapter on pages 189-199

The Green Product Development and Procurement (continuously) Project

CPRAM Co., Ltd. And CP ALL Public Company Limited supports environmentally friendly products and places great importance on reducing GHG emissions in production. This is achieved by evaluating emissions and GHG reductions from each product throughout the product life cycle. All steps are evaluated starting from the procurement of raw materials, product processes, delivery, usage and disposal. In addition, its carbon footprint has been registered with the Thailand Greenhouse Gas Management Organization (Public Organization) (TGO)

In 2023, the company will proceed with registration and certification of carbon product labels. (Carbon Footprint Product Label) totaling 6 products, including Shrimp dumplings, crab dumplings, fried rice with kale and salted fish. Spicy fried rice with bamboo shoots and chicken Pork and Basil Rice and vegetarian basil rice and proceed with registration Carbon Footprint Reduction Label There are 2 products: crab dumplings, and pork and basil rice. Generate sales of over 304 million Baht





Efficient Use of Resources and Energy



Significantly Affected Key Stakeholders



Supporting the SDGs



- 6.3 Improve water quality by reducing pollution, eliminating dumping and minimizing release of hazardous chemicals and materials, halving the proportion of untreated wastewater and substantially increasing recycling and safe reuse globally

- 6.4 Substantially increase water-use efficiency across all sectors and ensure sustainable withdrawals and supply of freshwater to address water scarcity and substantially reduce the number of people suffering from water scarcity



- 7.2 Increase substantially the share of renewable energy in the global energy mix
- 7.3 Double the global rate of improvement in energy efficiency



- 12.2 Achieve the sustainable management and efficient use of natural resources



- 13.1 Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries

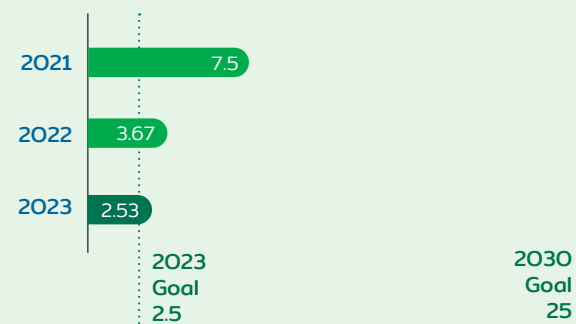
2030 Goal

To reduce the total energy consumption compared to business-as-usual (BAU)

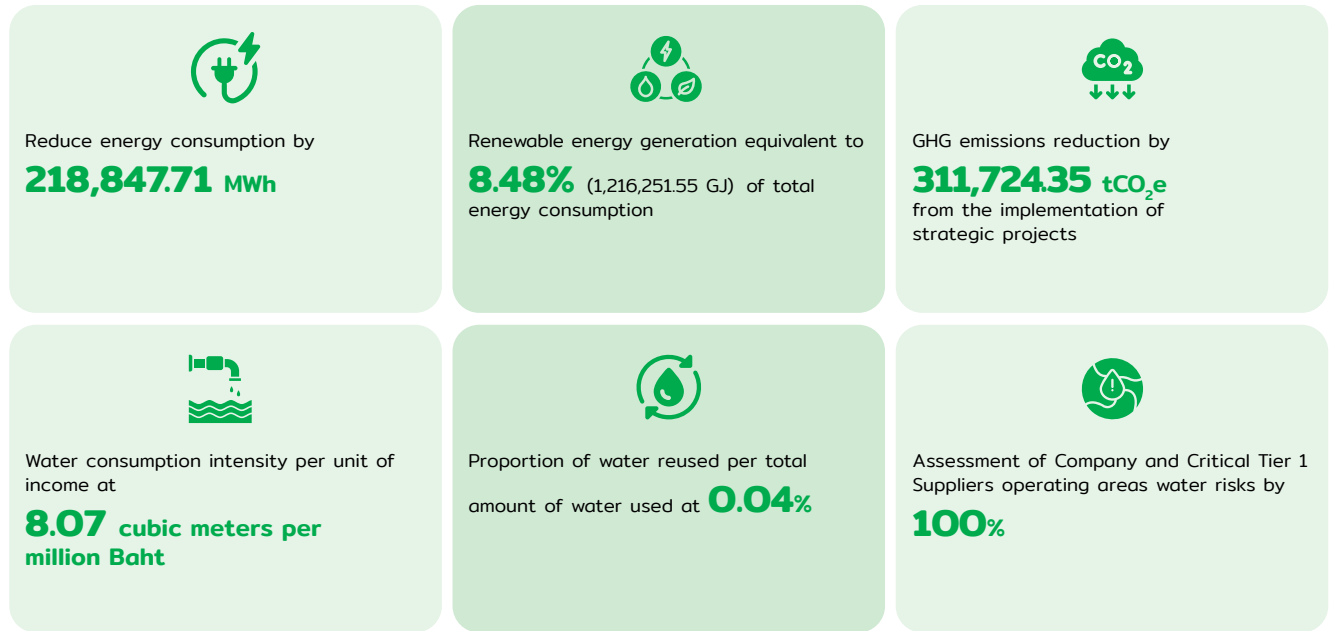
25%

Progress against goals

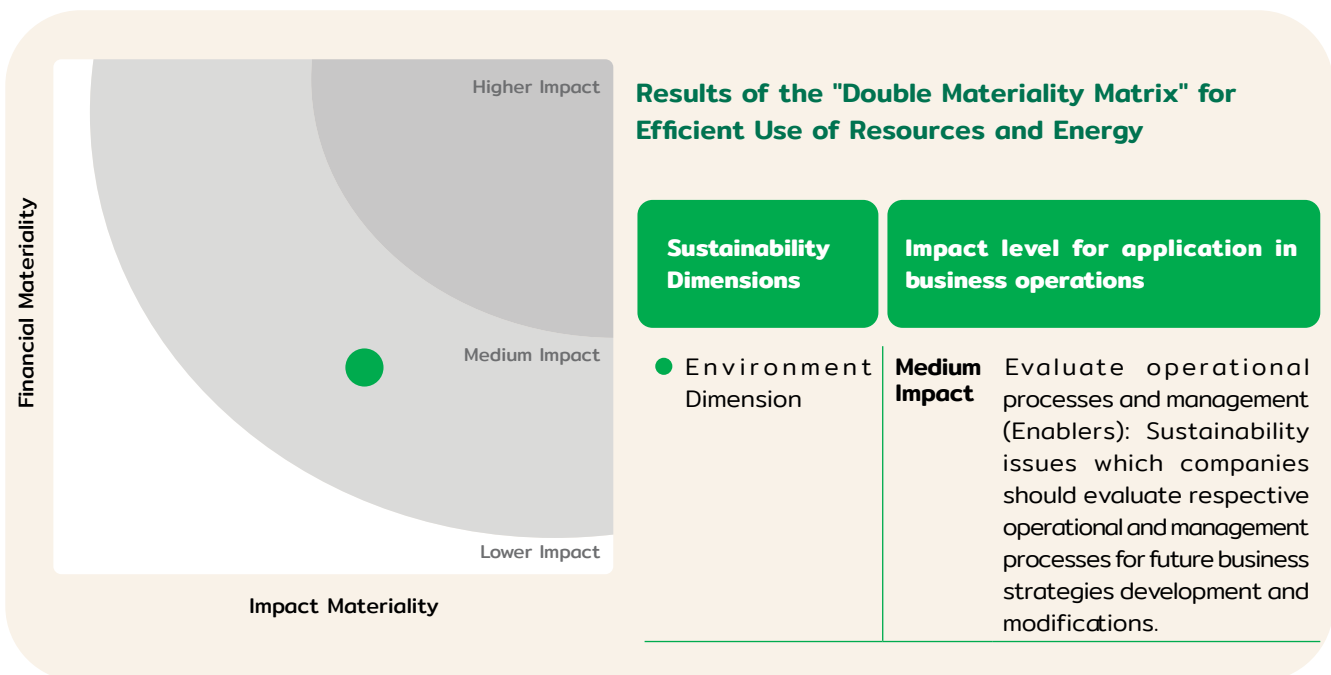
(Unit: %)



Key Performance in 2023



Key Progress in 2023



Risks and Opportunities

Energy crisis resulting from the conflict between Russia and Ukraine is one of the causes of energy fluctuations and shortages in the global market. As a consequence of this crisis, there has been a shift towards more efficient energy usage worldwide. Many countries have declared plans to reduce their reliance on fossil fuels and accelerate the transition to clean and renewable energy sources. These changes align with efforts to address global climate change issues and the continuous rise in global temperatures. Consequently, there have been water resource shortages, droughts, and threats to human rights, particularly in terms of health and livelihood due to food and clean water shortage.

However, the Company has prepared to address these changes by implementing sustainable energy management policies and consistently being environmentally friendly. The Company is dedicated to developing renewable energy sources such as solar energy, wind energy, geothermal energy, biomass energy, as well as electric vehicles for transportation. Additionally, the Company also put an emphasis on water management, which is a crucial resource for both livelihood and business operations. It can also serve as a significant renewable energy source in the future.

The Company aims to increase its share and develop renewable energy to reduce greenhouse gas emissions from business activities. The Company also efficiently manages water to minimize the risk of community rights violations in accessing clean water. Furthermore, the Company supports projects to enhance water efficiency, conserve water, and set continuous short-term and long-term energy reduction targets. This is to monitor energy usage and mitigate the severity of environmental, social, ethical, and economic impacts resulting from climate change, as well as impacts to human rights.

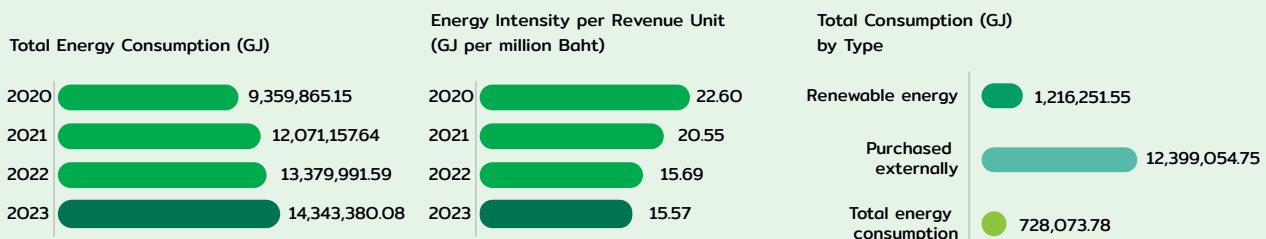
Management Approach

The Company continues to pursue proactive goals under the "7 Go Green" strategy. Additionally, the Company has elevated its energy management practices to the ISO 14001 standard and implemented projects within the framework of the 7 Go Green strategy. Several projects were initiated under the strategy, such as the Green Store Project, Green Logistics Project, Green Packaging Project and Green Living Project.

Additionally, the Company operates efficient water resource management throughout the supply chain by managing risks related to water scarcity, water reuse, and promoting awareness of efficient water use among employees and communities. Moreover, they assess the water risk of Critical Tier 1 Suppliers by tracking and mapping water stress areas and analyzing the proportion of Critical Tier 1 agricultural products from these areas. The objective is to evaluate and mitigate the impacts of water management and sourcing agricultural products from Critical Tier 1 suppliers in water stress areas.

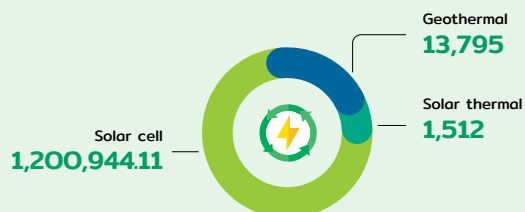
However, the fluctuating energy prices, energy shortages in the global market, and political instability worldwide have led to an overall increase in energy prices in Thailand. This directly impacts the costs and returns of business operations. Therefore, the Company has reduced unnecessary energy consumption, improved energy efficiency, increased the proportion of renewable energy usage, and continuously developed clean energy technologies to mitigate environmental impacts and enhance business resilience and sustainability alongside continuous organizational development.

Performance Summary 2023



Performance Summary 2023

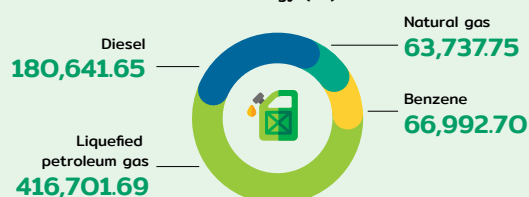
Total Renewable Energy (GJ) by Type



Total Electricity Purchased Externally (GJ) by Source



Total Non-renewable Energy (GJ)



The Coverage of the Report on Total Energy Consumption Volume (Percentage*)

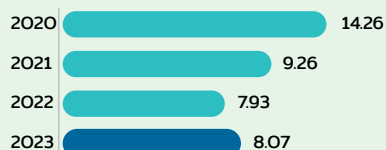
Unit: Percentage of revenue



Net water consumption (m³)



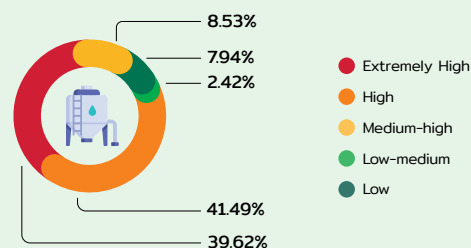
Net water consumption Intensity per Revenue Unit (m³ per million Baht)



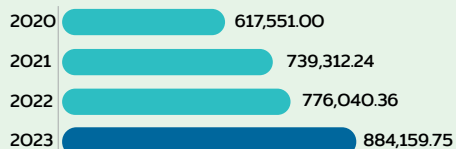
Total Water Withdrawal (m³) by Source



Proportion of Water Withdrawal from the Company's Operation Sites with Water Stress

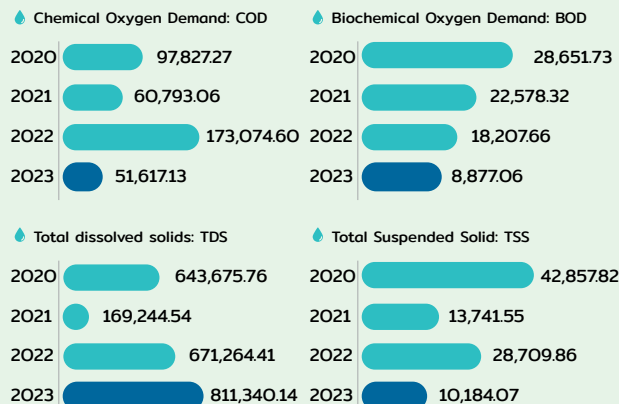


Amount of Treated Wastewater (m³)



Remark: The amount of treated wastewater was measured according to the law and its scope was limited to CPRAM Co., Ltd.

Quality of Treated Wastewater (kg)



Remark: The amount of treated wastewater was measured according to the law and its scope was limited to CPRAM Co., Ltd.

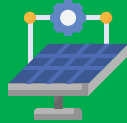


Environmentally friendly shops, retail centers, distribution center and manufacturing plants (Green Store)

The Company operates under the environmental strategy "7 Go Green" consistently throughout its value chain. This includes continuous efforts to improve energy efficiency and increase the proportion of renewable energy usage. As a result, the Company is able to reduce energy costs and greenhouse gas emissions from its business operations. In 2023, projects supporting the Green Store strategy were implemented in four operational areas, as follows:



Increase power management efficiency



Increase renewable energy usage proportions



Improve cooling systems and utilize environmentally friendly refrigerants



Cultivate consciousness and change employees' behavior

Operations Overview

Operations Area

Performance in 2023

Increase energy management efficiency

Replaced old light bulbs with LED bulbs, which are highly efficient, durable, safe, with a long lifespan, and save maintenance costs.

7-Eleven stores



Replaced LED bulbs in **1,196 branches**



Reduced energy expenses by **2.59 million Baht per year**



Decreased electricity usage by **457 MWh**



Reduced greenhouse gas emissions by **228 tCO₂e**

Developing microwave equipment into an inverter system



Reduce energy use by **3,880 MWh per year**



Reduced greenhouse gas emissions by **1,715 tCO₂e**

Replaced old light bulbs with LED bulbs

Makro's Wholesale Center



Reduce energy use by **2,328 MWh** from the project to reduce energy use.



Reduced greenhouse gas emissions by **1,163 tCO₂e**

Lotus's Retail Stores



Replaced LED bulbs in **46 branches**



Reduced total electricity usage by **2,163 MWh**



Reduced greenhouse gas emissions by **1,146 tCO₂e**

Used an Automatic Voltage Regulator (AVR) to automatically adjust and reduce the electrical voltage from the power source to a suitable and stable level, allowing for energy savings by minimizing electricity losses due to excessive voltage.

Lotus's Retail Stores and Lotus's Go Fresh



Installed automatic voltage regulators in **598 branches**



Reduced total electricity usage by **15,458 MWh per year**



Reduced greenhouse gas emissions by **8,193 tCO₂e**

Operations Overview

Installed a Building Energy Management System (BEMS), which is a system for managing the on-and-off of the operation of main machinery in the building to conserve and enhance energy efficiency, as well as monitoring abnormal energy usage from sub-meters and sensors, while also collecting data for analysis and evaluation of the building's energy management.

Utilized a Building Automation System (BAS) in the building to control energy management, collect data, and evaluate the performance of the electrical system to efficiently utilize energy

Operations Area

Lotus's Retail Stores and Lotus's Go Fresh



Panyapiwat Institute of Management, EEC Campus, SKY BRIGHT CENTER Building



Performance in 2023

Installed energy management systems in **446 branches**

Reduced electricity usage by a total of **5,689 MWh per year**

Reduced greenhouse gas emissions by **3,015 tCO₂e**

Utilized **587 MWh of electrical energy per year**

Increasing the proportion of renewable energy usage

Installed solar rooftop panels to generate electricity from solar energy. The panels are installed on the roof.

7-Eleven stores



Makro's Wholesale Center



Lotus's Retail Stores and Distribution Centers



CPRAM Factories



Makro's Wholesale Center and Head office



CPRAM Factory (Lat Krabang)



Installed solar rooftop in **2,671 branches**

Utilized electricity from solar rooftop by a total of **62,944 MWh per year**

Reduced greenhouse gas emissions by **27,821 tCO₂e**

Installed solar rooftop in **115 branches**

Utilized electricity from solar rooftop by a total of **39,502 MWh per year**

Reduced greenhouse gas emissions by **37,046 tCO₂e**

Installed solar rooftop in **138 branches**

(3 hypermarket branches and 135 mini supermarket branches)

Utilized electricity from solar rooftop by a total of **8,185 MWh per year**

Reduced greenhouse gas emissions by **4,338 tCO₂e**

Installed solar rooftop in **7 branches**

Utilized electricity from solar rooftop by a total of **7,360 MWh per year**

Reduced greenhouse gas emissions by **3,678.97 tCO₂e**

Decreased greenhouse gas emissions by **44,165 tCO₂e**

Reduce electrical energy use **90 MWh per year**

Reduce the use of natural gas **1,608 MMBtu per year**

Reduced greenhouse gas emissions by **45 tCO₂e**

- Solar water heater
- Solar tube technology within the main office building.

Solar Water Tube for use in the water boiling process and hot water heating system

Operations Overview

Utilized geothermal energy from underground hot water to wash equipment in the production process, which can replace the use of electricity for the steps in water heating

Operations Area

CPRAM Factory
(Lat Lum Kaeo)



Performance in 2023



Reduce electricity consumption by
346.88 MWh per year



Reduced greenhouse gas emissions by
173.41 tCO₂e

Improving the cooling system and use environmentally friendly refrigerants

1. Installed Air Ceiling certified with the Level 5, 3 Stars label from the Provincial Electricity Authority (PEA) and utilizing environmentally friendly refrigerant R32, totaling 2,474 units.

2. Installed Air Cassette certified with the Level 5, 3 Stars energy label from the Provincial Electricity Authority (PEA) and utilizing environmentally friendly refrigerant R32, totaling 4,318 units.

3. Upgraded the cooling system of the Open Showcase refrigerators to a centralized type, with 2 units per 1 hot coil, and improved the insulation of 5,400 equipment systems.

4. Energy-saving project: Adjusted the parameters of equipment to be suitable for current storage conditions (Set point reduction) for 10,771 units.

7-Eleven Stores



Reduced energy-related costs by
301.79 million Baht per year



Reduced electricity consumption by
53,320 MWh per year



Reduced greenhouse gas emissions by
23,567 tCO₂e

Using low carbon refrigerants, refrigerants with low greenhouse gas emission factors such as R290, R-448A

Makro's Wholesale Center



Reduced greenhouse gas emissions by
41,549.06 tonnes of carbon dioxide equivalent

Replaced the AC Split Type Fixed Speed air conditioning units with high-efficiency, Variable Refrigerant Flow (VRF) systems (SEER = 18), which can reduce machine operation according to temperature load conditions

Lotus's Retail Stores and
Lotus's Go Fresh



Replaced high-efficiency VRF air conditioners in
39 supermarket branches



Reduced electricity consumption by
3,334,58 MWh per year



Reduced greenhouse gas emissions by
1,767 tCO₂e

Utilized Solstice N40 refrigerant (R-448A) with reduced energy consumption by up to 64%, having a GWP of 1,273 and being non-flammable, with the lowest possible GWP value.



597 branches



Reduced greenhouse gas emissions by
2,669.80 tCO₂e

Cultivate awareness and change employee behavior

Organized training on "Energy Saving Guidelines for 7-Eleven Stores" for employees preparing for promotion to district manager positions.

7-Eleven Stores



Number of trained employees: **45 people**

Arranged campaigns promoting efficient energy usage at the branch level to stimulate awareness among employees regarding efficient energy usage and energy conservation.

Lotus's Retail Stores and
Lotus's Go Fresh



Number of Lotus's Branch Managers, cashiers, and maintenance technicians participating in the project: more than **2,600 individuals**



Electricity usage reduction: **877 MWh per year** representing a decrease of **0.5%** compared to before joining the project



Environmentally friendly transportation and distribution (Green Logistics)

In 2023, the Company managed transportation and distribution activities under the "7 Go Green" environmental strategy to develop environmentally friendly transportation systems. The main operations included energy management and reducing fuel consumption in transportation management to decrease greenhouse gas emissions. Supported projects under this strategy included:

Operations Overview

Operations Area

Performance in 2023

Increasing energy management efficiency

Replaced old light bulbs with LED bulbs.

7-Eleven Distribution Centers



Converted to LED lighting in **20 Distribution Centers**



Decreased electricity usage by **7,172 MWh per year**



Reduced greenhouse gas emissions by **3,443 tCO₂e**

Increasing the proportion of renewable energy use

Installing solar rooftop panels to generate electricity from solar energy s installed on the roof

7-Eleven Distribution Center



Install rooftop solar at **20 distribution centers**



Utilized electricity from solar rooftop by a total of **8,359 MWh per year**



Reduced greenhouse gas emissions by **3,694 tCO₂e**

Increasing the proportion of Electric Vehicle (EV) trucks for transportation and EV motorcycles for service delivery

The pilot project of 4-wheel Electric Vehicle (EV) trucks for transporting goods from distribution centers to 7-Eleven stores. The expansion in the Bang Bua Thong district area, a total of 120 branches.

7-Eleven Distribution Center, Bang Bua Thong Center



Total number of 4-wheel electric trucks: **14 vehicles**



Reduced greenhouse gas emissions by **20,653.74 tCO₂e**

- Transitioning to electric forklifts.
- Transporting goods using electricity and hydrogen energy.

Makro's Wholesale Center



Decreased greenhouse gas emissions by **80,632.93 tCO₂e**

Used 100% Electric Powered (EV) motorcycles for 7Delivery service to deliver products and installing electric vehicle charging stations (continuously) in front of 7-Eleven stores.

7-Eleven Stores



Total number of electric motorcycles: **1,749 vehicles**



Reduced greenhouse gas emissions by **1,020 tCO₂e**



Electric vehicle charging stations: **22 stations**

Promoting environmentally friendly transportation systems

Expanded the operation of changing transportation vehicles at every distribution center to accommodate more goods per trip. From 4-wheel trucks to larger trucks, such as jumbo trucks, which can carry more goods of up to 30% per trip.

7-Eleven Distribution Center



Reduced transportation distance by **33.4%**

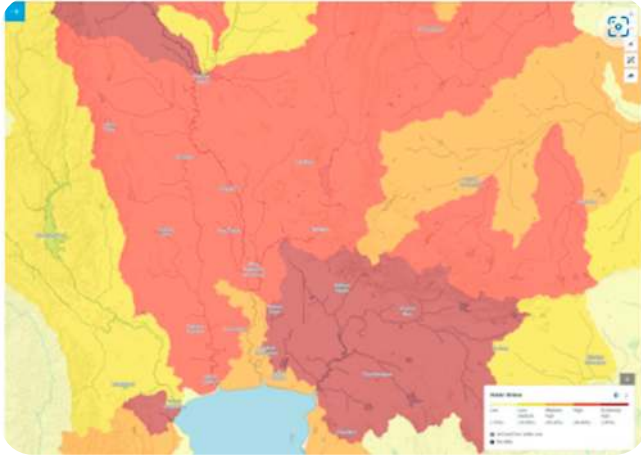
Additionally, utilizing the Territory Planner (TP) program to optimize transportation routes, reducing delivery distances per trip and saving fuel.



Sustainable Water Resources Management

The Company efficiently manages water resources to reduce risks and impacts from water scarcity. Additionally, the Company promotes the ecosystem existence and systematically monitors the water management risks of suppliers. This includes tracking the sources and quantities of agricultural products from Critical Tier 1 suppliers located in water-stressed areas, among others.

Water Risk Assessment throughout the Supply Chain



The Company primarily uses tap water for the nationwide business operations, including manufacturing processes, laundry services, and cleanliness maintenance. Additionally, groundwater is utilized in certain areas where the Company operates, such as CP Ram Co. Ltd. and CP Aextra Public Company Limited, to mitigate and reduce the risks of water scarcity in surrounding communities, which could potentially impact the Company's business operations. The Company has efficiently managed water resources through the assessment of water scarcity risks using the Aqueduct tool from the World Resource Institute, encompassing all operational areas. The risk assessment results indicate that 39.62% of the Company's operational areas are in areas with extremely high risk.

The Company has enhanced efficiency in water resource management by assigning Water Management Working Group to develop water usage reduction plans and implementing various projects nationwide to support appropriate water conservation efforts.

Additionally, the Company has conducted assessments of water scarcity risks for Critical Tier 1 suppliers, totaling 115 suppliers, using the Aqueduct tool, which provides area-specific risk assessment. The assessment results revealed that 34 Critical Tier 1 suppliers are located in areas with extremely high and high levels of water scarcity risk.

Furthermore, there is regular monitoring and evaluation of risks for these aforementioned groups of suppliers. For example, tracking the sources of agricultural products in water-scarce areas. Additionally, the Company collaborates with suppliers to mitigate water-related risks and ecosystem efficiently and legally. This includes cooperation with relevant agencies and communities to develop water risk reduction plans, restoration, and community water source development to prevent conflicts with current communities. The Company has gained 100% full cooperation from Critical Tier 1 suppliers who face high water scarcity risk, and continuously working to reduce water-related risks and impacts.



% of sourced agricultural commodities originating from critical tier 1 suppliers in water-stressed areas

 Palm oil	0.00%
 Rice	46.21%
 Sugar	10.82%
 Cattle products	32.65%
 Soy	49.57%

Water Conservation Program

The Company adopts sustainable water management practices for continuous business operations, such as efficient water management and the recycling of wastewater for reuse. These practices help reduce wastewater discharge into public and natural water sources through various projects, as follows:

The project to reuse wastewater from air conditioning units, Suvarnabhumi Distribution Center

The project involves installing a wastewater collection tank from air conditioning units in the cafeteria area to recycle wastewater for beneficial purposes such as watering plants. This can save water usage by more than 36 cubic meters per year

Water Efficiency Enhancement Project, CPRAM Company Limited, Lat Lum Kaeo Factory

The project involves utilizing natural high-temperature groundwater for cleaning equipment used in the manufacturing process to reduce electricity usage for water heating. Additionally, treat water from the manufacturing process to a higher quality than standard wastewater that is legally require, allowing it to be reused effectively. For instance, it can be used as raw water in the cooling tower system, for watering plants, and for cleaning floor areas. This reduces tap water usage in the manufacturing process by 1,090,902 cubic meters, decreases electricity consumption in the system by 346,880 kilowatt-hours per year, and enables the reuse of 674,835 cubic meters of wastewater.

Save Water, Love the Future Project by CP Aextra Public Company Limited



The installation of wastewater treatment systems to reuse wastewater for watering plants through automated systems within the distribution center has successfully assisted the "Rak Nam, Love the Future" project continuation since 2018 through groundwater usage reduction and cost savings. In 2023, a total of 72 distribution centers participated in the project, thus reducing tap water usage accumulated by 93,960-104,000 cubic meters per year

The Project to Reuse Treated Wastewater for Watering Plants, Bang Bua Thong Distribution Center and Buriram Distribution Center

The project involves utilizing treated wastewater that meets standards for various purposes, such as using it in an automated sprinkler system for watering plants within the distribution center. This can significantly reduce groundwater usage by 150 cubic meters per day.

The Project in Using Treated Water from a Pond for Flushing Toilets, Urinals, and Watering Plants. Panyapiwat Institute of Management EEC Campus, SKY BRIGHT CENTER, Cafeteria, MEP building

This project involves utilizing treated water from the pond for various purposes such as flushing toilets, urinals, and watering plants, which can reduce tap water usage by 8.6 cubic meters per day.

Clean Water for Farmer Project, CPRAM Company Limited, Lamphun Factory

The Company has requested permission to discharge treated wastewater from the factory's production process according to the wastewater standard from the Ministry of Industry Announcement, as announced by the Ministry of Industry, to farmers in nearby rice fields. This allows farmers in the vicinity to use water for rice cultivation and off-season rice cultivation. Moreover, this project can reduce the extraction of water from community water sources by more than 100,000 cubic meters per year and increase income for farmers by over 120,500 Baht per person per year.

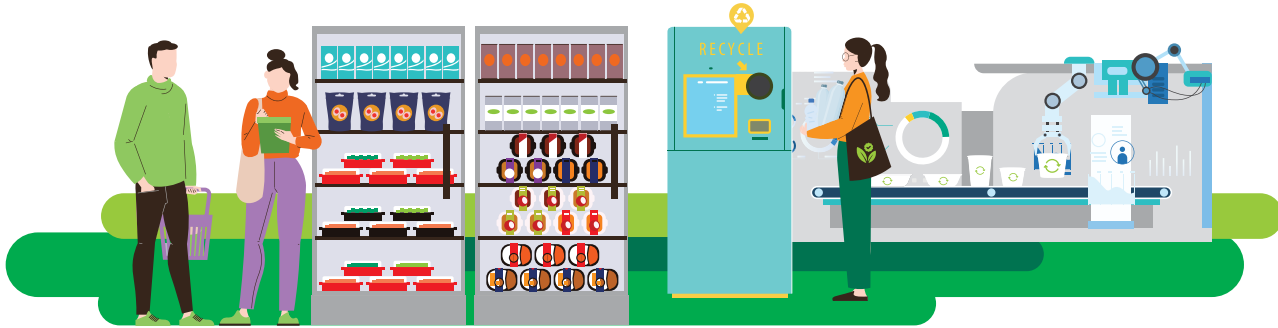
Underground Water Bank Project, CP Aextra Public Company Limited



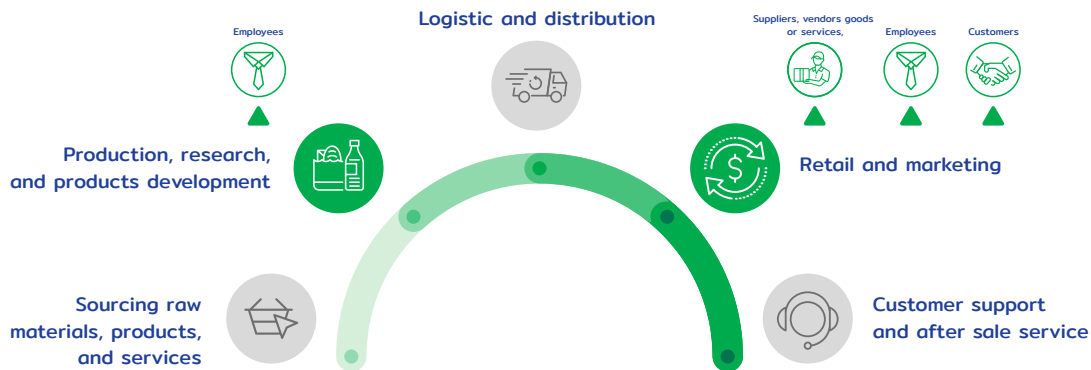
The Company treats and stores treated water for essential use and redirects excess water to allocated areas. This is to reduce water usage and benefit cultivation. This project can mitigate the impact of water scarcity conditions and foster good community relations. The Company plans to expand this pilot project to other branches in the future. In 2023, the treated water volume exceeded 36 cubic meters per day, and excess water infiltrated underground at a rate of over 16 cubic meters per day, resulting in cost savings of over 77,760 Baht per year and reducing labor hours for irrigation by 720 hours per year.



Sustainable Packaging Management



Significantly Affected Key Stakeholders



Supporting the SDGs



- 8.4 Improve progressively global resource efficiency in consumption and production and endeavour to decouple economic growth from environmental degradation



- 12.2 Achieve the sustainable management and efficient use of natural resources
- 12.5 Substantially reduce waste generation through prevention, reduction, recycling and reuse

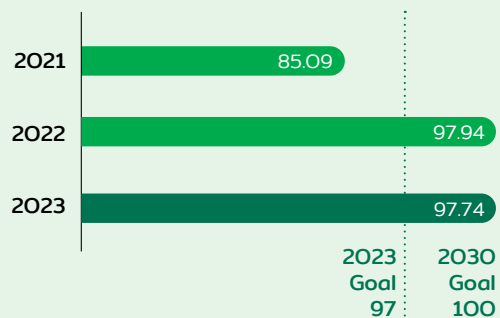
2030 Goal

Private Brand utilizing plastic packaging must be reusable, recyclable, or compostable by 2025 for operations in Thailand and by 2030 for overseas operations

100%

Progress against goals

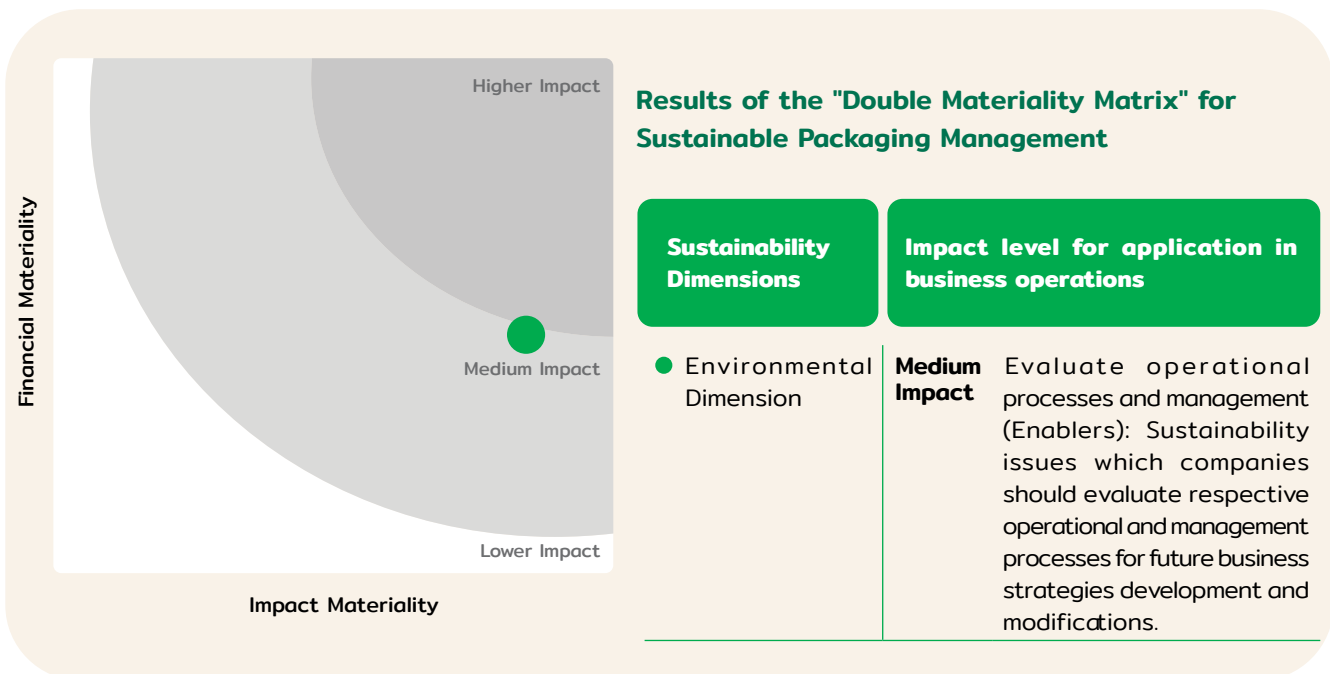
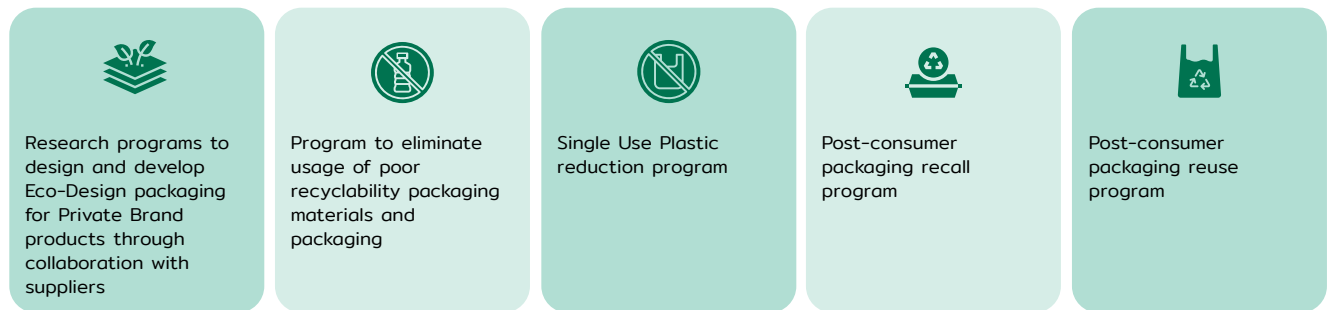
(Unit: %)



Key Performance in 2023



Key Progress in 2023



Risks and Opportunities

Product overpackaging to maintain product quality, prevent product damage while in transit, market promotions, or to increase distribution convenience all contribute to enormous waste quantities. Current products purchased through online channels and transported especially exacerbate the sheer volume of waste. Studies have shown that discarded plastic waste remains in the environment thus causing land, water and air pollution leading to ecosystem imbalance and impact towards human health. Consequently, consumers take into account sustainable packaging as a criterion when deciding to purchase or support a product. This critical issue poses challenges to all global industrial groups, especially retail and wholesale businesses, thus requiring research and development departments in companies to develop innovative and alternative materials. From design to production and efficient supply chain management, business activities can be implemented harmoniously throughout the value chain while ensuring that alternative packaging solutions will not trigger additional problem. For instance, the introduction of recyclable but heavy alternative packaging results in increased greenhouse gas emissions in relation to transportation or alternative lightweight packaging which reduces resource utilization and costs but poses recycling difficulties.

The continuous development of environmentally friendly packaging in conjunction with suppliers, etc., under confines of appropriate cost management aims to create safe packaging which maintains product quality while posing zero health risk to employees within the manufacturing process and customers in direct or close contact with the packaging.

Therefore, innovative management and appropriate plastic packaging management processes are important driving forces in increasing product distribution capabilities and for wider product acceptance in the world market.

Management Approach

The Company abides by laws, regulations and requirements related to packaging waste management, inclusive of prohibiting usage of product packaging and transportation wraps which may affect business operations. In addition, the Company emphasizes developing technology and innovation for complete packaging management in preparation for challenges and takes upon the role of organization leader in establishing sustainable packaging policies. Operational guidelines cover packaging design and selection for the Company controlled products (Private Brand) which maintain environmentally friendly properties, for instance Reusable Packaging, Recyclable Packaging, Compostable Material Packaging and Recycled Material Packaging, including packaging materials certified by reliable sources, etc.

The Company places importance regarding data collection process, performance appraisals, and database central data analysis, as a means for policies review and establishing future operational plans. This approach ensures efficient Company packaging management, appropriate operations process, minimization of packaging waste generation, reduced environmental and health impact towards all stakeholders, in addition to satisfying green market consumers both nationally and internationally.

For more information:

➔ [Sustainable Packaging Policy](#)

Performance Summary 2023

Reduction of virgin plastic usage in packaging

Reduction of virgin plastic usage in packaging (Unit: Tonnes)	
2020	420 (1.71%)
2021	400.45 (1.24%)
2022	613.85 (1.28%)
2023	993.77 (1.84%)

Goal 2023: 541

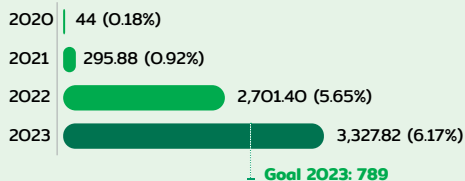
Reduction of single-use plastics usage (Unit: Tonnes)

Reduction of single-use plastics usage (Unit: Tonnes)	
2020	10,869.38 (2,964 million pieces)
2021	26,405.15 (5,659 million pieces)
2022	24,695.81 (5,191 million pieces)
2023	24,784.90 (5,163 million pieces)

Goal 2023: 22,820
(4,700 million pieces)

Performance Summary 2023

Post-Consumer Packaging recycled (Unit: Tonnes)



Reclaimed Packaging (Unit: Tonnes)



Plastic water bottles

88.82 tonnes



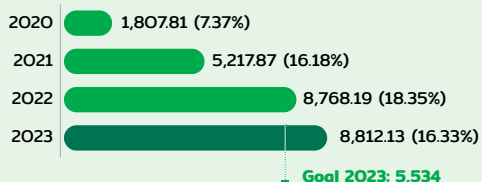
Cardboard box

32,936.13 tonnes

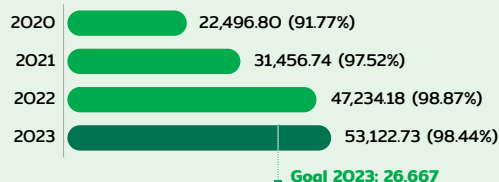
*Guidelines or methods of collecting data is available at Recycling Station and Resurrection Bags project page 75-76 and "Empty Bottles, Not Empty Values" project page 80-81

The use of environmentally friendly plastic packaging

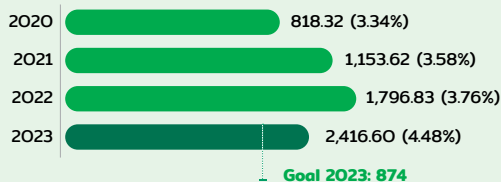
Use of reusable packaging (Unit: Tonnes)



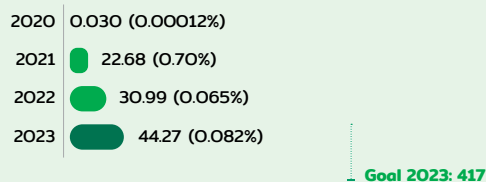
Use of recyclable packaging (Unit: Tonnes)



Use of recycled material/recycled content (Unit: Tonnes)

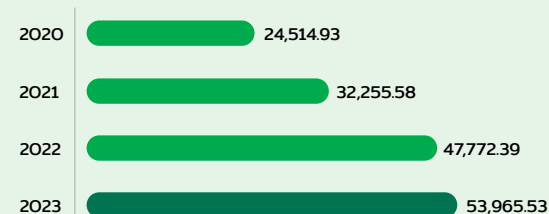


Use of compostable packaging (Unit: Tonnes)

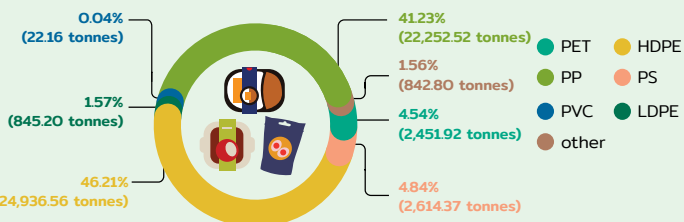


Packaging usage

Total plastic packaging consumption (Unit: Tonnes)



Share of total plastic consumption (%) classified by type



Average plastic packaging consumption per store (Unit: Tonnes)



Non-plastic packaging usage

type	Weight of packaging Consumption (tonnes)	Recycled or certified Material packaging (%)	Goal 2023 (%)
Wood or Paper	6,816.72	65	65
Metal (Steel, Aluminum)	7.50	100	100
Glass	277.36	100	100

Outstanding projects in 2023

Circular Economy

The Company manages waste according to Circular Economy concepts which endeavors to minimize plastic and packaging waste destined for landfills. This approach enables plastic packaging for Private Brand products to be reusable, recyclable, and compostable under the "Reduce-Reuse-Recycle (3R)" concept by operating under 3 main measures as follows:



The Company systematically operates according to sustainable packaging management measures whereby operational performance is monitored and recorded regularly. The results and benefits received from the project implementation, inclusive of single-use plastic packaging reduction, packaging waste reduction by category, reduction in greenhouse gas emissions, etc., through various project implementation in 2023 are as follows:



1. Reduce plastic usage at-source

Design, research and develop Eco-Design packaging which reduces virgin plastic quantities in accordance with Circular Economy principles in Private Brand products.

Plastic thickness reduction continuation project

Collaborate with partners to design packaging with appropriate thickness.

Golden banana bag



CP ALL plastic thickness reduction from **30 microns** to **25 microns**, totaling **29.85 tonnes**.

2 partition tray, 7-Fresh Frozen products



CP ALL developed plastic pellets and reduced plastic thickness from **0.92 millimeters** to **0.82 millimeters**, totaling **34.07 tonnes**.

Filling and value filled salad tray



CP ALL plastic thickness reduction from **0.5 millimeters** to **0.4 millimeters**, totaling **77.40 tonnes**.

Food tray (Food place)



CP ALL plastic thickness reduction from **0.6 millimeters** to **0.5 millimeters**, totaling **16.54 tonnes**.

Stickers for frozen products



CP ALL frozen products stickers thickness reduction for from **90 microns** to **80 microns**, totaling **5.39 tonnes**.

Heated product film roll



CPRAM plastic thickness reduction from **60 microns** to **40 microns**.



Impacts and Benefits

Virgin plastic usage reduction by **164.14 tonnes**

Reduced GHG emission by **301.96 tCO₂e**

Equivalent to the plantation of **7,022 trees**

Cancel or replace sticker usage continuation project

Chilled Thai Food*



CPRAM develops laminate film innovation, sealing film material capable of being printed, to replace sticker usage.

Steamed rice bowl



CP All develops steamed rice bowls with side prints to replace sticker usage, totaling **33.73 tonnes**.



Impacts and Benefits

Reduced plastic usage by **54.25 tonnes**
Reduced amount of waste from sticker usage by **110 million pieces**

Reduced GHG emission by **100.33 tCO₂e**

Equivalent to the plantation of **2,333 trees**

*Products including rice with minced pork, rice with Kra Pho and Fried Egg, Pork Panang Omelette Rice, Crab Fried Rice, Stir-Fried Noodles with Pork

Collaboration with suppliers to modify packaging formats and production methods continuation project

Half portion box, 1 partition tray



CP ALL uses film to cover tray lids (Top Seal) instead of plastic lids with top side stickers, reducing plastic usage by a total of **93.88 tonnes**.

2 partition tray, Top Seal



CP ALL has redesigned the tray lid using film (Top Seal) instead of the plastic lid with a top side sticker, reducing plastic usage by **5.78 grams per piece**, totaling **2185 tonnes**.

Toast paper envelope



CP ALL reduces the use of PE coated paper to Grease proof paper. Reduced plastic use by **11.61 tonnes**.

21 ounce rice bowl



CP ALL modified the plastic formula in packaging production, reducing plastic usage by **2.70 grams per piece**, totaling **25.99 tonnes**.

Cold dessert cup



CP ALL modified designs to reduce plastic weight by **0.70 grams per piece**, totaling **2.24 tonnes**.

Ice glass 22 oz



CP ALL modified the production process from Injection to Thermoform and changed the material from PP to PET, reducing plastic usage by **750 grams per piece**, totaling **10730 tonnes**.

New design short spoon



CP ALL modified product design, reducing plastic weight by **0.28 grams per piece**, totaling **5741 tonnes**.

Plastic tray



CPRAM developed kraft paper packaging which is free of chemicals or contaminants with high security and food safety properties as a replacement to plastic trays, reducing plastic usage by **7.09 grams per piece**.

Thermoformed meat tray



Lotus's designed packaging which requires less plastic and utilizes recycling conductive materials, reducing plastic usage by over **400 tonnes per year**.



Impacts and Benefits

Virgin plastic usage reduction by **731.36 tonnes**

Reduced GHG emission by **626.29 tCO₂e**

Equivalent to the plantation of **14,565 trees**

Paper reduction continuation project

Paper cup



CP ALL reduced the gram of cold drink paper in the Non All Café product group, including Gulp drinks, Slurpee and pressed Jet Spray, totaling **132.63 tonnes**.

Product receipt



CP ALL replaced paper receipts with electronic slips.

Hot sandwich box



CP ALL replaced Artcard paper with Greaseproof paper, totaling **763.40 tonnes**.



Impacts and Benefits

Reduced paper usage by **1,647.88 tonnes**

Reduced GHG emission by **7,006.96 tCO₂e**

Equivalent to the plantation of **162,953 trees**

Packaging materials selection from sustainably managed sources continuation project

Toast paper envelope



CP ALL uses Greaseproof paper certified by the Program for the Endorsement of Forest Certification Scheme (PEFC), totaling **58.07 tonnes**.

Hot sandwich bags



CP ALL uses Greaseproof paper certified by the Program for the Endorsement of Forest Certification Scheme (PEFC), totaling **347.62 tonnes**.

Paper wrapped straw



CP ALL uses paper certified by the Forest Stewardship Council (FSC) organization, totaling **326.51 tonnes**.

7-Eleven store receipt paper



CP ALL sources paper from replanted forests which have been inspected and certified by the Forest Stewardship Council (FSC) organization

Sticker base paper



CPRAM sources paper from replanted forests which have been inspected and certified by the Forest Stewardship Council (FSC) organization.



Impacts and Benefits

Uses **2,235.69 tones** of sustainably sourced paper

Reduced GHG emission by **1,050.77 tCO₂e**

Equivalent to the plantation of **24,437 trees**

Reusable packaging selection continuation project

T. Durable bag



CP ALL designed for durability and reusability.

Corrugated boxes used in factories



CPRAM corrugated boxes used for reuse in factories.

Resurrection bag



Lotus's designed plastic bags capable of multiple reuse cycles.



Impacts and Benefits

Reduced plastic usage by **17,900.13 tonnes**

Reduced paper usage by **213.40 tonnes**

Reduced GHG emission by **129,955.46 tCO₂e**

Equivalent to the plantation of **3,022,220 trees**

Compostable packaging continuation project

World conserving glass



CP ALL selects Polybutylene Succinate (PBS) coated paper for hot and cold drinks in 7-Eleven stores on islands, educational institutions and offices for 1,200 branches, totaling **303.43 tonnes**

Wooden chopsticks



CP ALL selects biodegradable wooden chopsticks, totaling **12.47 tonnes.**

Coffee stirrer



Replace plastic coffee stirrers with biodegradable wooden coffee stirrers, totaling **1.48 tonnes**

Meatball skewers



CP ALL selects biodegradable meatball skewers, totaling **330.37 tonnes.**



Impacts and Benefits

Uses **647.75 tonnes** of biodegradable materials

Reduced GHG emission by **137.51 tCO₂e**

Equivalent to the plantation of **3,198 trees**

Recycled Material packaging continuation project

Carrying bags used in 7-Eleven stores



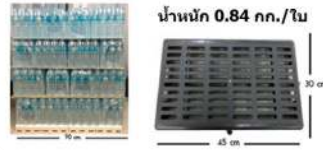
Contains **30%** recycled materials

Garbage bags used in offices and distribution centers



Contains **100%** recycled materials

Water pallets in 7-Eleven stores



Contains **100%** recycled materials

CPRAM corrugated cardboard box



Contains **90-100%** recycled materials



Impacts and Benefits

Virgin plastic usage reduction by **2,48348 tonnes**

Equivalent to the plantation of **296,465 trees**

Reduced GHG emission by **12,747.99 tCO₂e**

Elimination of packaging materials posing recycling challenges for Lotus's brand products project

Lotus's has established a goal to eliminate difficult-to-recycle materials from all Lotus's brand products by 2030 as a measure to assist in environmental impact reduction. In 2023, Lotus's can reduce the use of packaging made from new plastic pellets by 35.7 tonnes. In addition, Lotus's also recognizes the importance of supporting consumer behavior in waste sorting as a means to complete the Closed-Loop Packaging System and fulfill the package waste management scope. Other notable support measures include aims to raise recycling awareness and understanding among the communities while promoting recycling through packaging waste pick-up point expansion at various branches nationwide.





2. Reduce and replace plastic usage at consumption stage

The Company promotes behavior change among consumers and employees with the concept of "reduce receiving, reduce giving = reduce use".

"Reduce and replace" single-use plastic" project

The Company invites 7-Eleven store patrons to refuse to accept plastic spoons, forks, straws, glasses, and to carry their own cloth carry bags to reduce plastic packaging usage and continuously campaign for usage of alternative, environmentally friendly materials. In 2023, There are 3,882 million pieces plastic reductions and single-use plastics: spoons, forks, tubes and glass. 1,282 million tickets.



Additionally, the Company runs the campaign "Just Refuse = Plant Trees" to support reducing single-use plastic. When customers refuse plastic bags, spoons, forks, and straws when purchasing food and beverages from 7-Eleven stores, they can exchange that for a water droplet to water trees in the 7APP. When customers accumulate enough droplets to reach the "yield" level, they can send real trees to the "Planting Forests, Planting Futures" project to increase green areas in Thailand. In 2023, customers were able to accumulate droplets from reducing plastic use and donate trees to the "Planting Forests, Planting Futures" project in a total of 843,983 trees.



Impacts and Benefits

Reduced single used plastic usage by **24,784.90 tonnes**

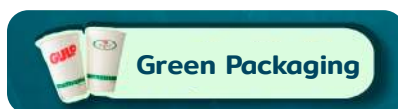
Reduced GHG emission by **248,351.90 tCO₂e**

Equivalent to the plantation of **5,775,626 trees**



Green packaging continuation project

7-Eleven stores campaign to refrain from handing out small bags except for hot items and switch to environmentally friendly packaging in a stores located on islands or near natural attractions, numbering over 1,200 stores.



Paper covering straws



PBS coated paper cup



Coffee stirrer made of wood / Suction straw made from PLA



paper bag



Glass cover for drinking

Green Coffee Shop continuation project

Coffee shops and bakery houses within the CP ALL Public Company Limited group continued to reduce solid waste including plastic cups and single-use plastic straws as jointly announced to the Ministry of Natural Resources and Environment. The company continuously cooperates with entrepreneurs to reduce plastic waste to encourage coffee

shops to separate waste within their stores for recycling purposes or reuse. In addition to reducing waste quantities, the usage of creative packaging or environmentally friendly materials through various activities of the 3 brands are as follows:



ALL café

- Degradable paper cup packaging, 66%
- Drinking lids as a replacement to plastic straws
- Durable and recyclable plastic bags which can be reused.



Kudsan Bakery & Coffee

- Biodegradable paper cup packaging.
- Using paper envelopes for baking.
- Using paper straws to replace plastic straws.
- Using a wooden coffee stirrer to replace plastic ones.



Bellinee's Bake & Brew

- Paper bag packaging service, snack paper bag, and paper cups for hot drinks which are biodegraded and environmentally friendly.
- Selling and promoting reusable Bellini denim bags.

Say Hi to Bio Say No to Foam Project

Makro collaborates with suppliers to produce and develop biodegradable packaging made from natural materials as a replacement to foam and plastic which harms the environment. The Bio Base products used, which are sourced from natural plant pulp including bagasse, bamboo pulp, pure wood pulp, etc., are safe, non-toxic, not harmful to health, completely biodegradable, and are formed into over 40 items including plates, bowls, cups, glasses, boxes, etc. The goal to stop sales of single-use foam packaging in all distribution centers nationwide has given rise to the center's recognition in biodegradable packaging adoption at the national level. The result of this approach incentivizes restaurant operators and general customers to implement biodegradable packaging solutions. Over 530 eco-friendly packaging options are currently available.



Impacts and Benefits

Environmentally friendly packaging sales increased by **1,542.33 tonnes** or **14%**

100% of all branches halted foam packaging sales

Environmentally friendly packaging products potentially reduce single-use foam food packaging waste by up to

107 million pieces





3. Reduction of packaging waste after consumption

The Company establishes cooperation with suppliers, public sectors, private sectors, and educational sectors to separate waste, collect plastic packaging for recycling (Recycling Rate), and recycled (Recycled Post-consumer Packaging).

Recycling station and resurrection bag continuation project




Plastic
packaging
collection
for recycling
program

Lotus's continues to campaign and support consumers in achieving maximum utility of available resources, introduce behaviors in separating waste to enable recycling processes, establish comprehensive waste management systems through taking advantage of different branches to increase community coverage. The various branches act as Recycling Stations and create channels for receiving raw materials and transferring to network partner systems for recycling or reuse.

- **Empty Downy bag pick-up point** in collaboration with Downy, pick-up points to collect empty Downy bags have been installed in 62 Lotus's branches nationwide. The bags were upcycled into construction materials for bathrooms in 3 Chachoengsao Province schools, namely the Wat Song Khlong School, Khlong Khwang School, and School 80, with the goal of upcycling a total of 3,633 kilograms of packaging waste.
- **Plastic bottle pick-up point** in collaboration with Garnier and Cirplas Zero Waste Hero, pick-up points for used Micellar bottles or plastic water bottles have been installed at 10 Lotus's branches. The bottles were transferred to CirPlas for recycling and further processing into fabric and materials for the production of various appliances.
- **Recycled materials collection point (PET plastic bottles)** in collaboration with the Coca-Cola business group in Thailand, the "Coke invites you to part with Trash Lucky" continued for the third year running in 2023. An additional 64 PET plastic bottle recycling collection points were installed in Bangkok and 5 locations in Phuket. The installation of Smart bins enables consumers to conveniently drop-off recyclable materials, determine the plastic weight, and realize accumulated points immediately. All PET plastic bottles will be recycled into plastic pellets for production into clean and safe packaging again. Collected aluminum cans are processed and used to support the Princess Srinagarindra Prostheses Foundation and other packaging. In 2023, 1,711 kilograms of packaging were collected throughout the system.
- **Plastic shampoo bottles and shampoo refill bags pick-up point** in collaboration with P&G and "Upcycling Plastic House for sustainability and equality" project partners including PTT Global Chemical, Sansiri and Habitat Thailand, facilitates a community collection point for P&G plastic shampoo bottles, refill bags, and other plastics at 35 Lotus's branches nationwide. The collected plastic enters the recycling process through the 'YOU Turn Platform', to form house building materials. The houses built from recycled materials are donated to the Association for Women Status Promotion under Royal Patronage, the Ministry of Social Development and Human Security, as housing for vulnerable groups in society.
- **Cardboard box** collection point Lotus's has established collection points in every hypermarket store for paper boxes from customers. The combined total of collected boxes from customers and Lotus's business operations exceeds 32,936.13 tonnes.



Plastic packaging collection for recycling program



"Waste Sorting Bin" project



- **Clean plastic** collection point through collaborating with business allies through the "Magic Hands X Wan" project and the send plastic home project 2,264 tonnes of plastic packaging were accepted into the system for recycling and conversion into thick, reusable plastic bags, etc.
- **Clear plastic bottle (PET)** collection point from the Reverse Vending Machine, which exchanges clear plastic bottles for Lotus's Coins or eggs under the K. Kuad for K. Kai project, whereby Lotus's Coins can be redeemed for discounts and various privileges, over 684,861 plastic bottles have been collected into the system. With proper recycling and transformation into new products, various projects including the Eco-Friendly Cloth Bag project, Shirts to Save the World, etc., were conceived.



Impacts and Benefits

Packaging waste collection for recycling and upcycling

Collected almost **3 million plastic bottles** and aluminum cans

Over **15 million kilograms** of stretched plastic

Over **157 million kilograms** of boxes and cardboard boxes

In addition, Lotus's has strictly discontinued providing single-use plastic bags in accordance with government policy since 2020 and has developed a "Resurrection Bag", a plastic bag that can be reused many times, made from recycled materials. This bag is sold to customers requiring it and can be exchanged for a new one free of charge if the old one is damaged. All damaged Resurrection Bags will be recycled into new Resurrection Bags as an approach to reduce plastic usage.



Impacts and Benefits

Reduce plastic usage by **9,088 tonnes** from Resurrection Bags Project

Reduced GHG emission by **363.52 tCO₂e**

Equivalent to the plantation of **8,454 trees**

The Company campaigns for Thai people to assist in plastic waste separation which facilitates the "waste sorting bin" Circular Economy concept management system. In 2023, the mentioned bins are installed in front of 7-Eleven stores nationwide.

**Post-
consumer
packaging
reuse program**

Eleven stores handle bag" from pallet wrapping film in distribution centers continuation project



CP ALL Public Company Limited in collaboration with suppliers has collected plastic waste from the pallet wrapping film in distribution centers across the country for recycling and conversion into handle bags for use in 7-Eleven stores. The produced handle bags are 37 microns thick and therefore is durable and reusable.



Impacts and Benefits

Reduced plastic waste to landfill by **80164 tonnes**

Reduced GHG emission by **4,430.74 tCO₂e**

Equivalent to the plantation of **103,041 trees**

7-Eleven stores shopping baskets from broken brake cases at distribution centers continuation project



The Company collects damaged brake case crates from distribution centers and processes them into 7-Eleven store shopping baskets for customers as a means to reduce business activity waste and enable more cost-effective resource usage.



Impacts and Benefits

Reduced GHG emission by **55.47 tCO₂e**

Equivalent to the plantation of **1,290 trees**

“Employee shirts” made from plastic bottles continuation project

The Company recycles plastic bottles into uniform shirts for 7-Eleven store employees and polo shirts for employees in the distribution center and office.



In 2023, the Company produced over 728,111 shirts for employees in a process which reduced over 3,088,620 plastic bottles required for processing. The Company also expanded operations with CP Aextra Public Company Limited under the project “Makro Save the world - empty bottles not to be wasted” in recycling plastic bottles into employee shirts.


Post-consumer packaging reuse program

 Impacts and Benefits

Reduced plastic waste to landfill by

97.18 tonnes

Reduced GHG emission by **112.83 tCO₂e**

Equivalent to the plantation of **2,624 trees**



Post-
consumer
packaging
reuse program

24 Hour Save the Island Project Earth-saving bricks from orphaned plastic on the island



CP ALL in collaboration with school network partners within the Foundation for the Future of Education, CONNEXT ED, under the supervision of CP ALL, a Ton Kla Rai Tung Organization, and the public and private sectors extended the "Ton Kla Rai Tung" project turning plastic waste on the island into "Brick saves the world" by aiming to reduce island waste quantities by an average of 50% while generating income back to the island community through 3 principles:

- **Network expansion:** Establishing a learning center for waste and environment management to provide knowledge to island communities regarding reuse, recycling, and upcycling.
- **Reduce:** Communities have reduced plastic bag and foam usage though replacement with banana leaves. 22 7-Eleven stores on Koh Phangan use environmentally friendly packaging. (ECO-Packaging) which entails replacing plastic All Cafe beverage cups to naturally biodegradable paper cups, replacing single-use plastic coffee stirring sticks to bamboo sticks, reducing straws by introducing drinking caps, reduced plastic bags by using reed coffee handles, introduced PET plastic bottle derived employee shirts, etc.
- **Separation:** To instill waste separation behavior for recycling and processing of biodegradable materials according to Circular Economy principles, plastics wraps including water bottle labels, snack bags, and candy shells are diced into small pieces and mixed with cement and other compounds to produce eco-friendly bricks. The bricks which contain 40% plastic are strong, durable, flexible, and cheaper than conventional bricks. The bricks are used in multi-purpose sports fields in an approach which preserves the environment while generating income for school and communities.

In 2023, the Company piloted the "Green Living" model to protect the island 24 hours a day on Koh Phangan in 3 municipalities: Koh Phangan Subdistrict Municipality, Phet Phangan Subdistrict Municipality, Ban Tai Subdistrict Municipality, and on Koh Tao, Surat Thani Province. Plans for expansion include operations in 11 islands in 8 provinces by 2030.



Impacts and Benefits

Plastic wraps recycled by **5 tonnes**

Multi-purpose and environmentally friendly sports field delivery by **1 fields**

Support budget for forming environmentally friendly bricks by **223,828 Baht**

Reduced GHG emission by **5.15 tCO₂e**

Equivalent to the plantation of **120 trees**

Reduce the cost of building a sports field for schools by over **60%**



Post-consumer packaging reuse program

Adding value to managed contaminated plastic plant waste continuation project

sorting/collecting



palletized



Incinerator



generate electricity



"Empty Bottles, Not Empty Values" continuation project



CPRAM collects contaminated plastic waste from the plant production process for shipment to external processing companies and further conversion into waste fuel (Refuse Derived Fuel: RDF). The produced biofuel from waste has a high specific heat and is thus considered a clean source of energy.



Impacts and Benefits

plastic waste usage by **1,128 tonnes**

Reduced GHG emission by **14,671.06 tCO₂e**

The sorting of empty plastic bottles offers a number of benefits. CP Aextra Public Company Limited therefore collects clear plastic bottles (PET) to be processed into various products and as a measure to reduce global resource consumption, merit making, creating careers and supporting public health.



In an effort with Makro employees, PET plastic bottles were accepted at the drop-off point at the head office or Makro distribution center.

Results

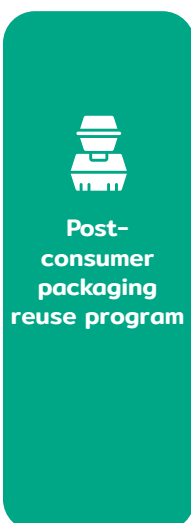
- Collection of clear plastic water bottles by 2.4 million bottles
- Capable of conversion into 120,000 employee shirts
- Equivalent to reducing greenhouse gas emissions by 73.92 tCO₂e



In collaborated with Indorama Ventures Public Company Limited, the Company recycled 600 ml PET bottles into fibers to produce high quality PPE suits (18 bottles can produce 1 PPE suit) in addition to supporting the production of sports shirts from the plastic fibers. The sports shirts are donated to children living in communities around the branch. Makro distribution centers which double as a plastic bottle drop-off point include 5 branches namely the Nakhon Pathom branch, Salaya branch, Phetkasem branch, Bang Bon branch and Charansanitwong branch.

Results

- Donation of clear plastic water bottles by over 285,659 bottles
- Equivalent to reducing greenhouse gas emissions by 4.86 tCO₂e



The Company cooperates with Wat Chak Daeng, Phra Pradaeng District, Samut Prakan Province to collect used PET bottles from the distribution center near Wat Chak Daeng to be processed into monk robes. Remote stores will collect PET bottles for sale and donate money to the Chak Daeng Temple

Results

- Donation of PET water bottles to Wat Chak Daeng by over 2.32 million bottles (38.76 tonnes)
- Financial donation to Jakdaeng temple 126,636 Baht
- Equivalent to reducing greenhouse gas emissions by 111.82 tCO₂e

Example Innovative packaging research and development Project

The Company developed a new packaging for bags for hot sandwich products for hot sandwich products to reduce plastic bags usage. The project plan and timeline for all operations are divided into 4 Phases. The project is currently in Phase 4 which has been introduced for will undergo countrywide adoption. The development concept requires coverage of all 4 areas:



The product must maintain identical characteristics and quality.



The customers, both internal customers (operation) and external customers (consumer) must find the product acceptable.



The environmental aspect encompasses requirements for newly developed packaging to be recyclable and materials be certified as sustainable (Sustainably Managed Renewable Resources).



The economics aspect entails control of overall product cost to ensure product sales at the same assessable-to-customers price and does not affect the Company cost-profit outlook.

The experiment was carried out in order to elicit solutions to maintaining product quality, safety, and customers convenience while not affecting overall product cost. The initiated project yielded greaseproof paper envelopes suitable for customers to handle without the need to use plastic carry bags. The envelope replaces art card boxes, which use thick paper and holes to vent moisture, thus no longer requiring carry bags.



Impacts and Benefits

Product quality upon delivery is better than or equivalent the quality level using the original packaging

Capable of protecting the product from contamination arising from external conditions

Reduce single-use plastic bags by approximately
408.96 tonnes per year

Reduce paper usage, through modifying paper type, by approximately
763.40 tonnes per year

Usage of paper certified to be sustainably managed, renewable, and recyclable

Budget for research and development in the amount of **50,370 Baht**

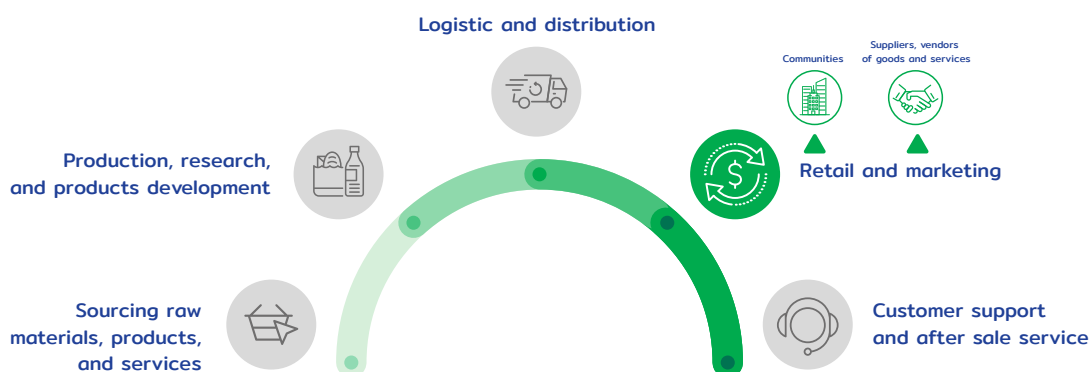
Does not affect the overall product



Sustainable Waste and Surplus Food Management



Significantly Affected Key Stakeholders



Supporting the SDGs



- 3.9 Substantially reduce the number of deaths and illnesses from hazardous chemicals and air, water and soil pollution and contamination



- 6.3 Improve water quality by reducing pollution, eliminating dumping and minimizing release of hazardous chemicals and materials



- 11.6 Reduce the adverse per capita environmental impact of cities, including by paying special attention to air quality and municipal and other waste management



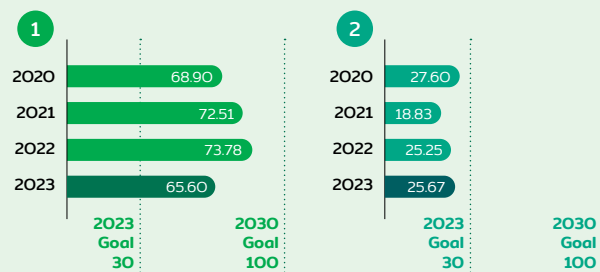
- 12.3 Halve per capita global food waste at the retail and consumer levels and reduce food losses along production and supply chains
- 12.4 Achieve the environmentally sound management of chemicals and all wastes throughout their life cycle, in accordance with agreed international frameworks, and significantly reduce their release to air, water and soil in order to minimize their adverse impacts on human health and the environment
- 12.5 Substantially reduce waste generation through prevention, reduction, recycling and reuse

2030 Goal

- 1 Reduce excess food or food scraps or the amount that needs to be eliminated and Reduce waste from the company's operations destined goes to landfill by **100%**
- 2 Reduce excess food surplus or food waste or amount requiring disposal by the Company's operations destined goes to landfill by **100%**

Progress against goals

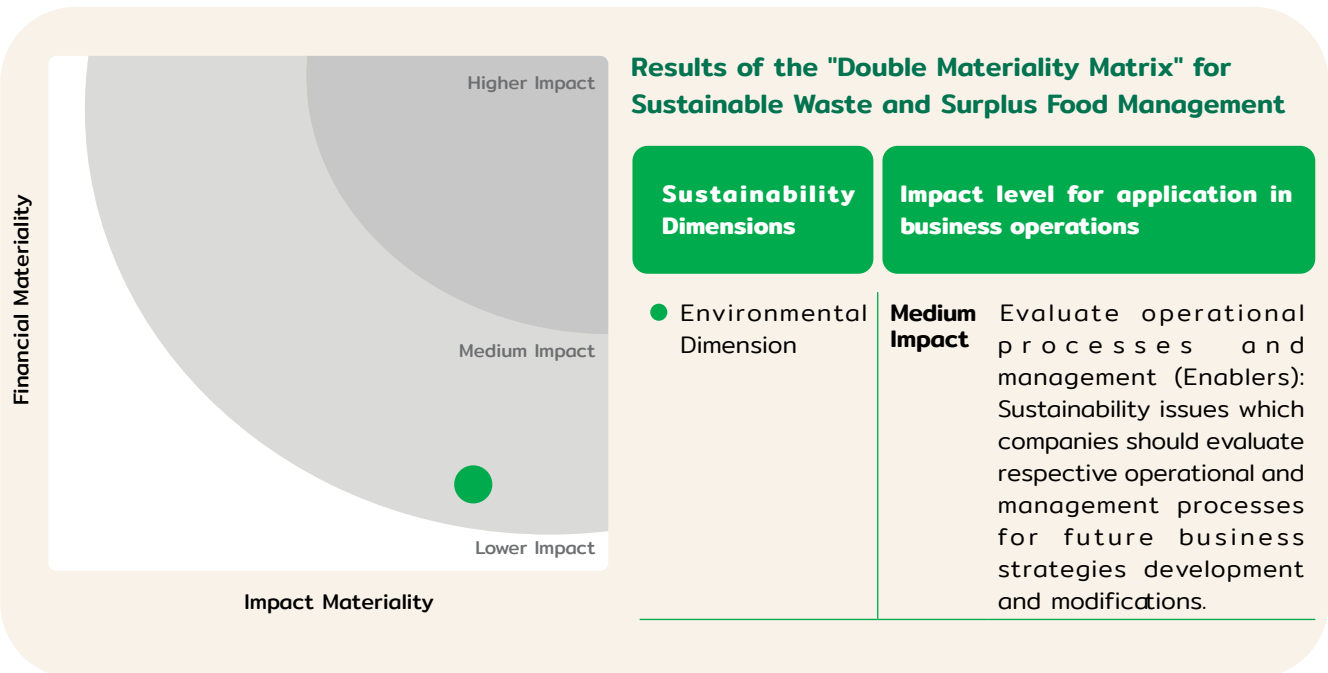
(Unit: %)



Key Performance in 2023



Key Progress in 2023



Risks and Opportunities

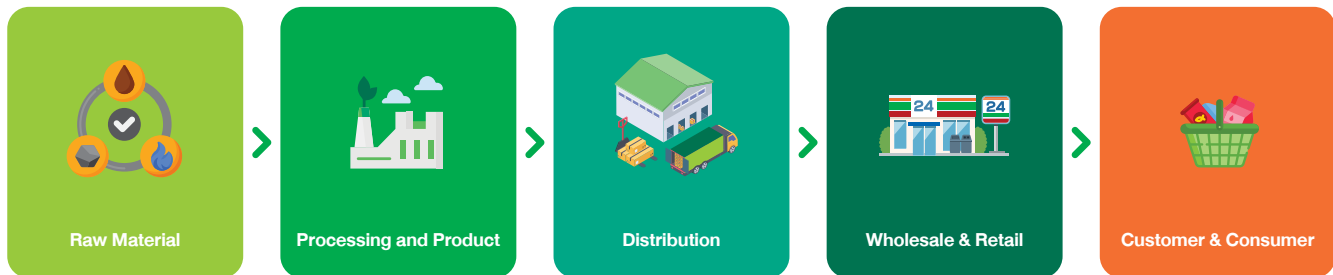
The World Resources Institute forecasts that population growth and future economic growth would increase demand of grains and livestock as raw materials for human food thus increasing production process resource demands. The mentioned resource demand increases stems from livestock, deforestation for agricultural use, etc. and increases resource consumption volumes while simultaneously causes food waste throughout the supply chain from harvest to the consumer. The resulting greenhouse gas emissions from this chain accounts for a significant portion of emissions within the Food and Staples Retailing industry. Further negative impact towards the ecosystem and natural resources includes water and air pollution in the form of leachate, hydrogen sulfide, and methane, etc, thus affecting long term health and well-being of the communities.

The Company therefore operates business activities while conscious of food waste management with defined policies to mitigate food waste issues arising from over production and write-offs from logistics, distribution, and storage processes. This approach alleviates food wastage, a factor leading to ecosystem deterioration around Company operating areas, while improving well-being of communities within the vicinity. Outcomes from appropriate waste management and write-off repurposing as alternative raw materials include economic value generation and sustainable methods to tackle food waste issues.

Management Approach

CP ALL Public Company Limited and its subsidiaries ("the Company") emphasize sustainable waste and food waste management to reduce the risk of air pollution, water pollution, and soil pollution with potential to negatively impact nearby community health. With the Company food waste management policies aligned with the Zero Waste to Landfill by 2030 approach to drive Goal 12 of the United Nations Sustainable Development Goals, joint initiatives with partners were conceived to manage food surplus, food loss, food waste, and miscellaneous wastes from business operations. As a means to reduce risks in overconsuming resources within the manufacturing process, the "1P3Rs" guidelines of the Food and Agriculture Organization comprising 1) Prevention, 2) Reduction, 3) Reuse, and 4) Recycling were adopted.

Comprehensive waste management methods employed by the Company consists of database creation for business activities, ranging from upstream to downstream processes, encompassing processing, manufacturing, logistics, distribution to consumer purchases. In analyzing waste and food waste data, inclusive of intra- and interorganizational resource consumption, wastes and food wastes are examined according to proportions, composition, and type. The results lead to decisive strategies and measures to reduce losses throughout the supply chain.



For more information:

→ [Food Loss and Waste Management Policy](#)

Performance Summary 2023



Total amount waste (tonnes)

2020	182,442.19
2021	219,409.69
2022	207,701.67
2023	154,139.53

2023 Goal: 169,000

Remarks: Inclusive of hazardous waste and non-hazardous waste



Total waste per revenue (tonnes per million Baht)

2020	0.33
2021	0.37
2022	0.24
2023	0.17

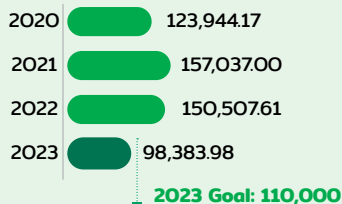
2023 Goal: 0.27

Remarks: Inclusive of hazardous waste and non-hazardous waste

Performance Summary 2023



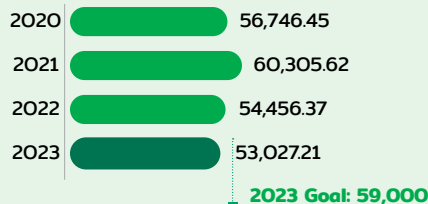
Waste disposed and repurposed (tonnes)



Remarks: Inclusive of hazardous waste and non-hazardous waste



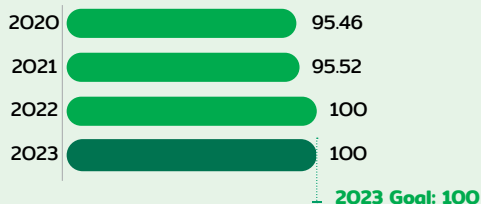
Waste disposed at landfills (tonnes)



Remarks: Inclusive of hazardous waste and non-hazardous waste



Waste Disposal Data Coverage
(Percentage of Data)



Remarks: Inclusive of hazardous waste and non-hazardous waste



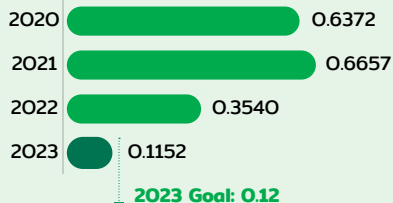
Total Food loss and food waste
(tonnes)



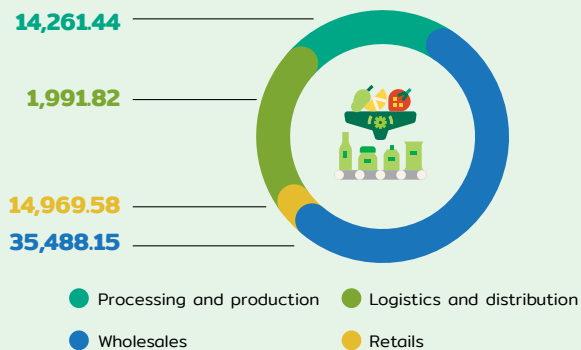
Remarks: Inclusive of hazardous waste and non-hazardous waste



Total food loss and food waste intensity
per Unit of food sales



Total food loss and food waste (tonnes)
classified by Business activities or Life cycle Stage

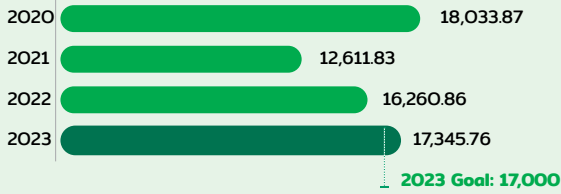


Proportion of food loss and food waste classified by Food category

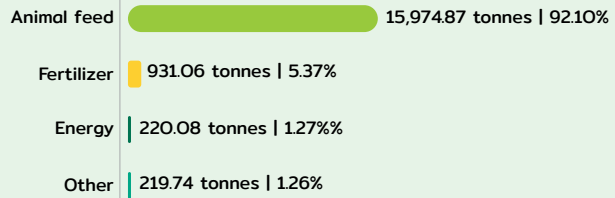


Performance Summary 2023

Food waste disposed and repurposed (tonnes)



Food waste disposed and repurposed (tonnes) classified by Destination



Project type	Project title
 Food loss, food waste and waste measure project	International standards database management upgrade project
 Food loss, food waste and waste reduce project	- Integrated food write-off reduction via OA Ordering project - Increased value for by products from the process - Donate food surplus project
 Food Loss, Food waste and Waste Recycling Project	- ZERO Waste to Landfill project - Waste and raw materials excess management project

Food Loss reduction and Food Waste management

The Company adopted the Food and Agriculture Organization of the United Nations (FAO) and United Nations Environment Program (UNEP) food management guidelines to reduce food waste throughout various operations and has implemented the following relevant projects in 2023



Prevention Measures for Food Waste and At-Source Waste Generation

Integrated Food Product Write-Off Reduction (OA: Ordering & Assortment) Project

The Company analyzes historical product sales data with focus on best-selling products and unsold products through the "GOT: Graphic Ordering Terminal" system to assist 7-Eleven store employees determine inventory, appropriate management, and amend product orders to reflect situational conditions including promotions and special events, etc. In 2023, the Company achieved write-off waste reduction by 1.80%, totaling 925 million Baht.

Production Process Waste Reduction within Zero Waste to Landfill project

CPRAM highlights increased production and equipment efficiency to assist in raw material and food loss reduction. In 2023, measures to optimize the production process include more cost-effective materials usage, reduced raw material loss from trimming through ultrasonic cutting machines and precision tools to reduce processing inaccuracies, etc.



Reduction Measures to Increase Benefits

Surplus Food Management Program

- **The continuous project "Food to merit"**, an initiative involving CP ALL and various foundations, delivers surplus food from 7-Eleven stores to communities, social organizations, charities, and those underserved. The Company carefully inspects the surplus food's quality prior to delivery, such as the food condition and wholeness, freshness, food quality, FDA logo adherence, visible product expiration date, etc. The delivered food items to various foundations comprise bread, sandwiches, milk, vegetables, instant food, fruits, and cooked food. In 2023, excess food deliveries from 7-Eleven stores, including 344 branches in the Bangkok metropolitan area, Prachuap Khiri Khan, Phuket, Chonburi,



Samut Prakan, Pathum Thani, Chiang Mai, Chiang Rai, Nonthaburi total over 511.84 tonnes and equate to 2,149,712 meals to 520 communities while reducing greenhouse gas emissions by 1,294.95 tCO₂e.

- **The continuous project "Edible, Not Wasted"** entails corporation between Lotus's and Scholars of Sustenance Foundation (SOS) to expand "Edible, Not Wasted" project through donating unsold food which retains consumption suitability and quality from Lotus's Go Fresh, Chiang Mai Province and other private organization partners, totaling over 40 companies. The student recipients at Chiang Mai Rajabhat University dormitories, Mae Hong Son Campus, were provided over 200 kilogram of raw materials per year for cooking to reduce living expense burdens. In Bangkok, over 350 Lotus's Go Fresh branches deliver over 113 tonnes of unsold food which maintains quality and suitability for consumption to Bangkok Metropolitan Administration cleaning staff in

50 districts. Through sharing fullness, reducing expense burdens, reducing waste to landfill generation and waste separation at Lotus's Go Fresh, officials can better manage waste and process wastes into fertilizers for public parks. This project is earmarked for expansion to Udon Thani and Khon Kaen provinces.

In addition, over 25,000 pomelos unable to meet Lotus's sweetness standards were donated to SOS Thailand, protein insect farmers (BSF) and wildlife breeding stations countrywide for further food processing or animals' feed. Outcomes include support animal feed's cost reduction, reduction of food waste to landfill by 30,000 tonnes per year.



- **The continuous project to raise protein insects** (Black Soldier Fly - BSF) entail Lotus's expanding cooperation with the government sector through signing a memorandum of understanding with the Bio-Based Economic Development Office (Public Organization) or BEDO within the Ministry of Natural Resources and Environment, to increase knowledge transfer in the protein insect breeding project. This economic insect is capable of substituting ready-made animal feed thus reducing animal feed expenses among farmers. The unsold food donated to farmer networks from branches to raise protein insects takes place in 10 provinces including Udon Thani, Roi Et, Maha Sarakham, Sisaket, Ayutthaya, Pathum Thani, Kanchanaburi, Chanthaburi, Surat Thani and Phetchabun. With over 400 participating Lotus's supermarkets, hypermarkets and mini supermarkets participating. In 2023, deliver over 495 tonnes per year of unsold food.



- Makro and Lotus's signed a memorandum of understanding on food collaboration for wildlife, joining hands with the Department of National Parks, Wildlife and Plant Conservation to transfer unsold vegetables, fruits or processed meat and bakery products which are suitability for consumption to 17 animal rescue centers and zoos under the National Park Service supervision. In order to maintain maximum resource utility, reduce waste quantities, and assist in reducing wildlife food and welfare budgets, a total of 1,428.32 tonnes of food was delivered to animal rescue centers and zoos in 2023.



Measures for reuse production

Creating Value Added for Process By-Products continuation project

CPRAM Company Limited (Lat Krabang) highlights waste management at source and reduction of in-process loss, in addition to creating value added for surplus ingredients. The surplus can be developed into new products, helps reduce food waste. One instance of adding value and developing new products from raw material surplus, a method to reduce food wastage, is the development of garlic bread products and blueberry cheese pie, etc.



Impacts and Benefits

reduction in food loss from the production process
6,650 tonnes per year

no cost to manage food waste

2.90 million Baht per year
 in added value to products through sales



Recycling Measures per Circular Economy Framework

ZERO Waste to Landfill project

CPRAM carries out various projects to manage waste and leftover materials utilizing the 3Rs (Reduce, Reuse, Recycle) waste system in an integrated manner. The project implementation yields 100% waste management, which can be categorized as follows:



Impacts and Benefits

Waste elimination without the landfill process

Generate income from waste and excess materials on average by **72 million Baht per year**

Type	Management
 Breadcrumbs	73.09% Animal Feed
 Food loss	0.64% Animal Feed
 Sludge from wastewater treatment	17.85% biofertilizers and soil conditioners
 Plastic waste	1.45% plastic pellets
 Glass and plastic bottle waste	0.37% recycled
 Hazardous waste	0.96 Used as a raw material in cement factories
 General waste	5.64% Fuel RDF in power plants

"Transform Waste to Benefits (Bio Fermented Solution)" continuation project

Makro has collected food waste, vegetables, and fruits no longer suitable for sales and consumption to convert into bio-fermented solution (EM). The solution helps remove grease stains in distribution centers for the fourth consecutive year. In 2023, approximately 1 million liters of biologically fermented solution or EM solution was produced from 150 branches nationwide for distribution among store operators or interested agencies for water treatment and cleaning purposes in addition to supporting the "Bangkok is a livable city" project. A total of 33 distribution centers delivers biologically fermentation solution produced from food waste were distributed to 20 District Offices in Bangkok for canal wastewater treatment, tree enrichment solution, or insect repellents.



Impacts and Benefits

Reduced food waste through conversion into bio-fermented water (EM) for BMA by **88.03 tonnes**



Measurement, analysis and database preparation

Elevate database management based on international standards

The Company measures and analyzes food waste composition from business activities and has categorized data into 7 groups.



In 2023, the Company generated a total food waste volume of 66,710.99 tonnes, by which the Group of plants, vegetables and fruits food waste category accounted for the highest volume at 22,504.43 tonnes, representing 33.73% of total food waste volume in 2023 (the proportion of food waste by group is presented in the Performance Summary 2023).



Collaboration with the community and partners for garbage and waste management

Waste Sorting Bin or Ton Kla Rai Tang continuation project

CP ALL Public Company Limited in conjunction with schools under the Foundation for Education Future (CONNEXT ED) supported by the Company have continued the Ton Kla Rai Tang project for the 4th consecutive year. The project focuses on sustainable waste management for an improved environment through instilling a socially responsible conscience in youth through participating in waste separation from the source in the smallest community unit. By way of Ton Kla Rai Tang, "No bins" are required or minimal waste is generated because of biodegradable material separation and recyclable materials removal from general waste until only non-utilizable material is left and is thus declared garbage. The fostered partnerships with merchants and school vendors to cease sales of items eventually forming wastes inclusive of straws, plates, paper, single-use glasses, etc., and the development and integration of curriculum relevant to waste management. In 2023, the Company organized the Ton Kla Rai Tang project expansion into the fourth year whereby over 595 schools within the BMA, 60 communities, 89 operators, and 2 offices, totaling 749 locations have participated. Plans for 2024 include network expansion to 2,092 locations nationwide.



Impacts and Benefits

Separated **32.49 tonnes** of waste for processing.

Reduced greenhouse gas emissions by

105.87 tCO₂e

Equivalence to planting **11,144 trees**



Electronic receipts/full tax invoice continuation project

The company has opened a channel for receiving receipts. Brief tax invoice and full tax invoice in electronic format Through the 7-Eleven application



Impacts and Benefits

Receipts and abbreviated tax invoices reduced

580,839,371 receipts

3,978,756 full tax invoices reduced

Reduced greenhouse gas emissions by

3,890.24 tCO₂e

to planting **88,587 trees**

e-Waste Disposal at the Right Place, Good for Heart, at Lotus's continuation project

Lotus's collaborates with True Corporation to expand electronic waste collection points at 20 Lotus's branches in Bangkok and surrounding areas in an effort to facilitate appropriate electronics waste separation among community members. For instance, recycling one unused mobile phone could assist in carbon dioxide emissions reduction by up to 12.6 kilograms, equivalent to cutting down of 5 large trees, when collected for recycling according to international standard waste management.



MeStyle Young Graphic Designer Contest Project Season 2

Lotus's, in collaboration with the Office of Creative Economy Promotion (Public Organization) and Textile Industry Development Institute, provides opportunities for higher education level students nationwide to participate in designing T-shirt graphics for the Lotus's brand within the design scope of Thai identity with style and reflecting Thai identity of the 5 regions. The collaboration supports design skills through real work experience and promotes soft power through presentations from the perspective of a new generation of graphic designers. The manufacturing process relies on recycled materials from cotton, fabric scraps, and plastic bottles, within a factory which satisfies both export and environmental standards. The fabric dye is controlled in terms of harmful chemicals and sulfur-free dyeing agents.



Impacts and Benefits

A total of **488 students** submitted their work

A total of **9 tonnes** recycled materials usage for shirt production

Reduced greenhouse gas emissions by **7.14 tCO₂e**

Equivalent to the plantation of **166 trees**



Awareness Raising and Campaign for Consumption Behavioral Change

Food Waste Awareness continuation project

CPRAM Co., Ltd. has implemented projects to raise food waste awareness through the Facebook page "Thai Society without Food Waste" and created the group "Finish your plate, No food waste" as a channel to promote food waste management and reduction knowledge. Currently, over 28,813 persons have followed the Facebook page while the group has attracted 1,179 members. In 2023, the "CPRAM FOOD STATION" activity was organized to focus on creating awareness for Food Waste or wastage reduction in addition to providing knowledge regarding consuming appropriate levels of sugar, fat, and sodium to encourage behavioral changes, elevate to food security, and enable true food sustainability.



Color Waste Separation Bags, Encourage Participation, Drive for Sustainable Environment

Lotus's develops branding, recyclable product packaging, including Grade A Lotus's brand garbage bags which not only uphold quality standards and safety, but is available at competitive prices. The bags are available in different color coding per Bangkok's waste separation principle, namely yellow bags for recyclable waste, blue for general waste and green bags for organic waste or food waste. The mentioned approach facilitates ease in separating household wastes in preparation for effective collection management. Waste collection points are also available for respective waste collection and transfer to relevant agencies for recycling. This serves as an approach to further generate value and provide societal benefits.





Social Impact and Economic Contribution



Significantly Affected Key Stakeholders



Supporting the SDGs



- 12 Reduce the proportion of men, women, and children of all ages under poverty in all dimensions
- 13 Implementation of appropriate social protection systems and measures and extend to the poor and vulnerable group



- 2.3 Increase agricultural productivity and income of small food producers, particularly women, indigenous people, domestic-scale farmers, livestock farmers, fisherman, as well as accessing lands and resource. This includes input in production, knowledge, financial management marketing and opportunities for enhanced value and employment
- 2.4 Ensure a sustainable food production system and operate in accordance with resilient agricultural practices to increase productivity and production, which will help preserve the ecosystem, strengthen the capacity to adapt to climate change, extreme weather, droughts, floods, and other disasters, and will continuously develop land and soil quality



- 8.3 Promote development-oriented policies that support productive activities, creating decent jobs, entrepreneurship, creativity, innovation, and promoting the emergence and growth of small and medium enterprises, including through access to financial services



- 10.1 Achieving and sustaining income growth in the poor population



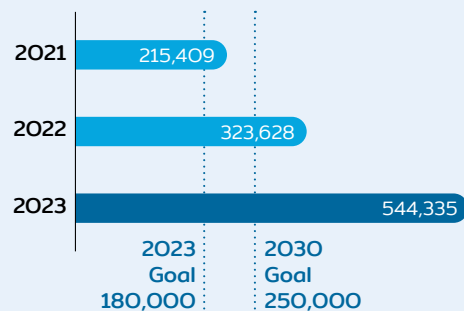
- 11.5 Reduce the number of deaths, the number of people affected and reduce the direct economic losses related to the world gross domestic product caused by disasters. This includes water-related disasters aimed at protecting the poor and those in vulnerable situations

2030 Goal

To develop skills and promote jobs to generate income for small and medium-sized entrepreneurs, agriculturists, and vulnerable groups throughout the supply chain

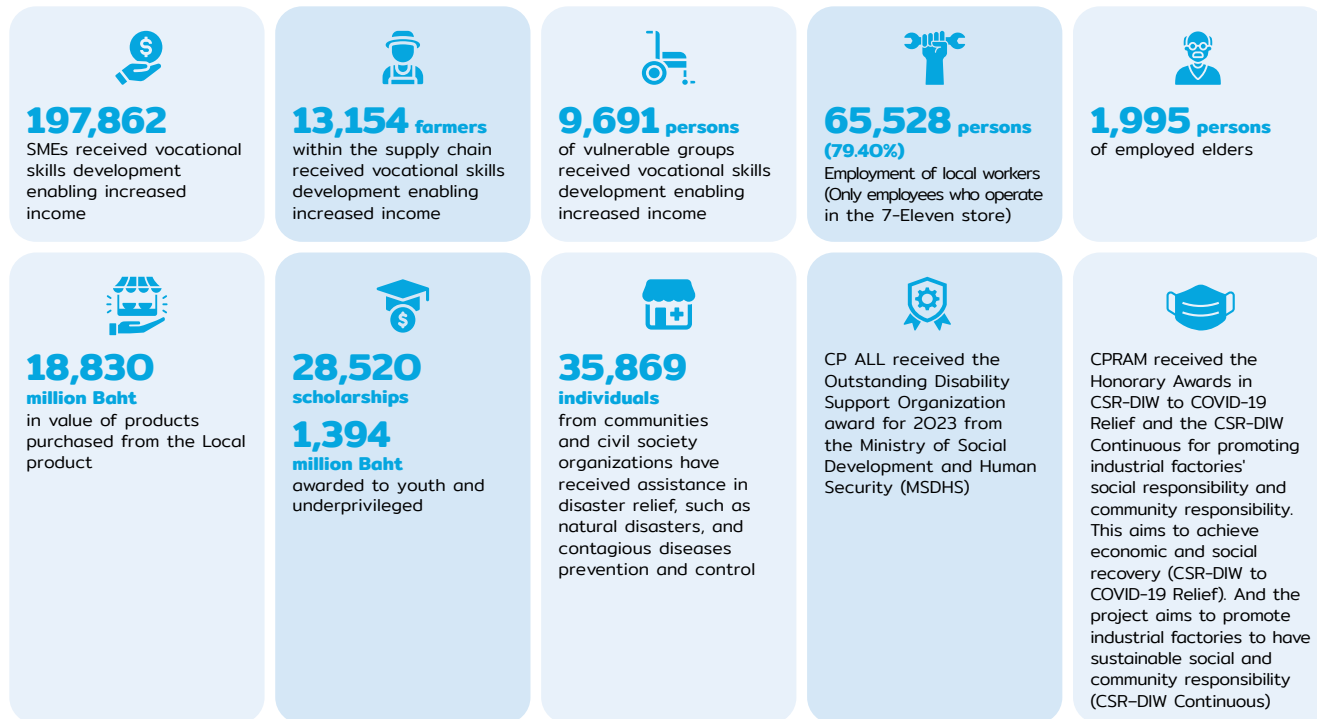
250,000 persons

Progress against goals (Unit: accumulated persons)

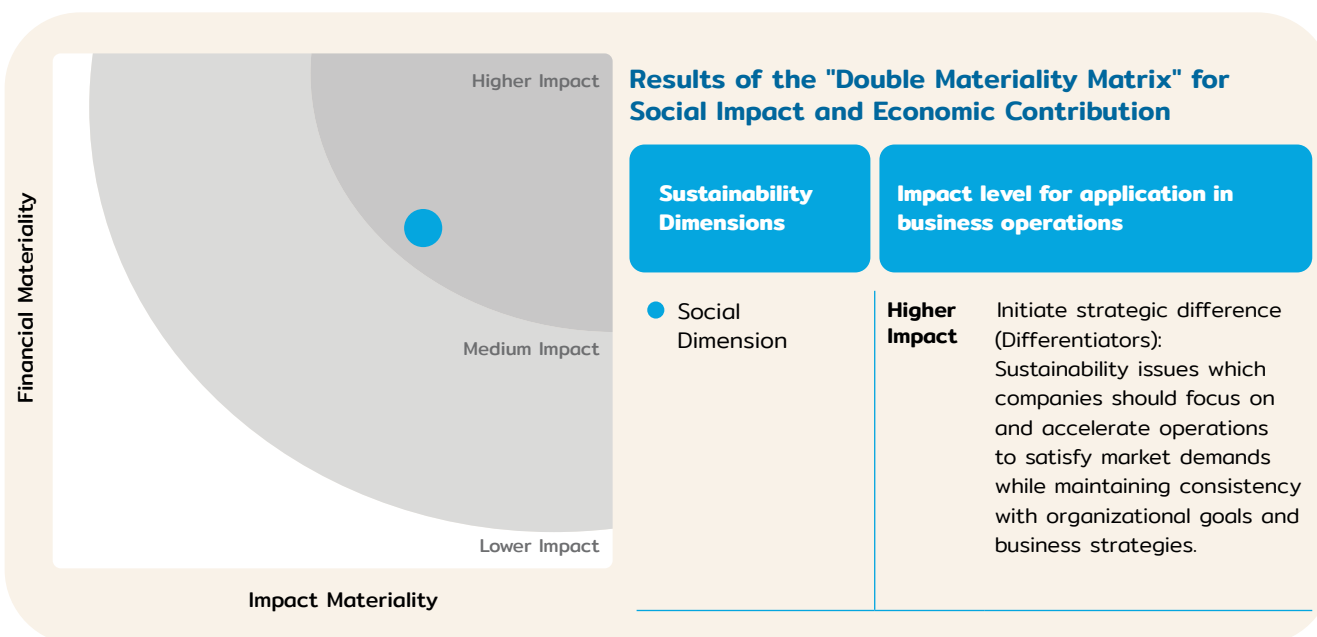


Remarks: since 2022, the report covers the retail business and the management of the rental space in the shopping center under the name "Lotus's".

Key Performance in 2023



Key Progress in 2023



Risks and Opportunities

The global population faces rapid and complex changes, including business innovation, new market trends, natural changes, and climate conditions, population growth, migration, as well as quality of life and health issues. These changes contribute to social inequality, particularly affecting low-income and vulnerable groups who lack access to educational opportunities, financial resources, or career opportunities. Access to quality housing environments and healthcare services also plays a significant role. The level of social inequality tends to increase if businesses and industries operate without regard for the basic rights of communities surrounding the supply chain. For instance, retail and wholesale businesses conduct market analysis and decision-making without considering social and environmental contexts and impacts, such as price-cutting strategies, uncontrolled pollution from production or transportation, etc. These actions can create concerns and conflicts between companies and small businesses or community enterprises in the area, leading to loss of trust and long-term cooperation from the community.

Therefore, the Company aims to be part of reducing social inequality. Organizations need to undergo "Transformative Change" or adapt their business practices to align with listening to feedback, being aware of business activities that may impact or pose risks to community's quality of life. This not only increases opportunities to create skilled and knowledgeable local business partnerships but can also lead to new business models. The Company believes that economic growth and social change lean on collaborative efforts from all sectors: business, government, and civil society. This collaboration enables all sectors to move forward and cope with every change together in the long run.

For more information:

- [Subject : "Social Impact Assessment" in the chapter "Occupational Health and Safety & Labor Practices"](#)
[Subject : "Physical environmental impact assessments" in the chapter "Ecosystem & Biodiversity Protection"](#)
[Subject : "Assessment of issues affecting communities" in the chapter "Emphasis on All Material Issues for Sustainability in All Dimensions"](#)

Management Approach

The Company aims to support the well-being of communities through its 3-pronged strategy of "providing sales channels, providing knowledge development, and providing connections" under its "Corporate Social Responsibility Policy." The Company's operational guidelines, targets, and key indicators focus on supporting essential skills and knowledge for vocations, providing diverse income-generating opportunities, as well as managing areas and environments effectively to mitigate negative impacts and risks. This encompasses various groups such as farmers, SMEs, as well as socially vulnerable groups, which aims to continuously generate positive outcomes for the community in both the short term and long term. For instance, establishing 7 SME support centers, promoting comprehensive management systems for entrepreneurs throughout the business lifecycle (SME Journey Line), supporting agricultural and community products through procurement, sales channel creation, sales area support, sales stimulation activities, and knowledge transfer seminars, among others.

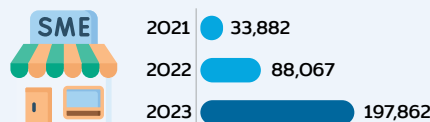
Furthermore, the Company supports local employment and participates in community relief activities, as well as listens to feedback from the community through the organization's grievance channel, aiming to build relationships, reduce concerns, and create mutual value, enabling sustainable self-development and resilience.

The Company establishes continuous engagement with stakeholders, along with a process for monitoring and reviewing the social value creation activities to achieve short-term and long-term goals. By 2030, data can be collected to develop Company policies and future action plans, ensuring business operations can genuinely create social value and support the local economy.

Performance Summary 2023

To promote jobs to generate income

Number of SMEs (persons)



Classification by category (persons)

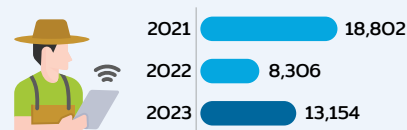


Purchase value (million Baht)

74,911

Remark: Consumer products covered Agricultural products, community agricultural products

Number of farmers (persons)



Classification by category (persons)

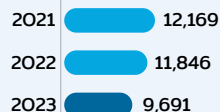


Purchase value (million Baht)

11,791

Performance Summary 2023

Number of vulnerable groups (persons)



Classification by category (persons)



The elderly

1,995



The disabilities

2,871



Migrant Workers

3,924



Other categories

901

The value of employment and income generation (million Baht)

265

The categories of support (%)



Charitable Donations

15.85

Community Investments

29.13

Commercial Initiatives

55.02

The forms of support (million Baht)



Cash Contributions

92.67

Time: Employee
Volunteering during
Paid Working Hours

20.01

In-kind Giving

102.12

Management Overheads

6.76

Local employment

Employment of local
workers (persons)

65,528

Create employment for
communities (persons)

65,560

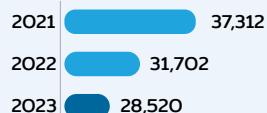
Number of employed
elders (persons)

1,995

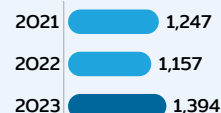
Scholarships for youths and the underprivileged in the community



(scholarships)



The value of scholarship (million Baht)



Local products, and support funds small entrepreneurs



Small entrepreneurs (persons)

2021

100

2022

230

2023

376

Local Product purchase value
(million Baht)

0.47

14.92

18,830

Remark: The definition/scope of 'community' as defined by the Company denotes individuals, groups, entrepreneurs, youth, and vulnerable groups within the vicinity of important Company operational areas

1) Surrounding 7-Eleven stores within a radius of not more than 5 kilometre

2) CP ALL Distribution centers within a radius of 5-10 kilometre

3) Makro and Lotus's Distribution centers and manufacturing within a radius of 5-10 kilometre

Key Projects in 2023

Enhancing skills, expanding opportunities, and generating income for SMEs, community enterprises, farmers, and vulnerable groups

The Company operates under the "Giving and Sharing" plan to narrow the gap and mitigate the impact of increasing social changes. The Company also continuously supports SMEs, farmers, community enterprises, and vulnerable groups under the strategies of "Providing Sales Channels," "Providing Knowledge for Development," and "Providing Connections," as well as collaborating with government and private sector organizations to provide assistance and relief during emergencies to society and communities. In 2023, the following projects were implemented:

3-Pronged Strategy of Providing



"Providing sales channels"

- Increasing sales opportunities, expanding business growth opportunities, and building brands for SMEs, small business owners, community enterprises, farmers, as well as vulnerable groups, through effective sales channels for online, offline, and delivery, including other channels such as storefronts, 7-Eleven, and ALL SME Market Place.
- Expanding opportunities through Business Matching under the "Big Match" project, a collaboration with The Thai Chamber of Commerce and Board of Trade of Thailand



"Providing knowledge for development"

Supporting SMEs, small business owners, community enterprises, including farmers, to access important and necessary knowledge for business operations, such as product quality and production development, product design, marketing, cost management, and industry-specific knowledge to enhance competitiveness under the "Providing Knowledge for Development" strategy. This is achieved through organizing annual seminars, knowledge transfer of know-hows, and providing consultation and guidance through tailored development programs that address the ongoing needs and challenges throughout the SME Journey Line.



"Providing connections"

Facilitating networking and collaboration between entrepreneurs and government agencies, private sector entities, or other organizations to enhance the capabilities of entrepreneurs in accessing critical resources, funding sources, innovations, and new technologies to increase competitiveness and expand businesses into global markets through various initiatives, such as cooperation with the Panyapiwat Institute of Management, All Food Tech, Operational Test Center, FoodInnoPolis, the Department of Industrial Promotion (DIP), the Office of SMEs Promotion (OSMEP), the Stock Exchange of Thailand (Live Platform), SME D Bank, and Bangkok Bank.



1. Providing sales channels: increasing sales opportunities and expanding growth opportunities

Sourcing capable SMEs and community enterprises to enter distribution channels both offline and online, including 7-Eleven stores continuation project

CP ALL, in collaboration with the Department of Industrial Promotion (DIP), carries out a project to promote and develop capable entrepreneurs and community enterprises to enter the modern trade market, providing in-depth consultation and business matching. This project also includes online seminars on entrepreneur readiness preparation, such as in product standards, packaging design, pricing, and product innovation. The objective is to create opportunities for product distribution in 7-Eleven stores, both online and offline.



Impact and Benefits

Number of entrepreneurs and community enterprises participating in the project

20 persons

Number of products the Company promotes through both online and offline sales channels

25 products

Purchase value **81.5 million Baht**

Case Studies

NSL Foods Co., Ltd.



NSL Foods Co., Ltd. has been a long-standing partner with CP ALL, collaborating to develop and produce new products that not only focus on delicious taste but also aim to create flavors of happiness. This has led to the development of a range of bakery and pizza dough products, culminating in semi-prepared sandwiches or hot sandwiches, which are the main signature products of NSL. NSL is considered one of the key suppliers to 7-Eleven stores, contributing to the rapid growth of NSL's business. Sales of hot sandwiches alone have exceeded 4,010 million Baht, growing more than 30-fold.

Tofusan Co., Ltd.



Tofusan Co., Ltd. made its business debut with organic soy milk in a glass bottle at a price of over 30 Baht to align with the 7-Eleven customer base. Tofusan then switched to using domestically sourced high-quality soybeans, which helped reduce production costs and allowed for easier customer access by adjusting product prices. They also developed various flavors including original, low-sugar, basil seed mix flavor, and legume mix flavors, as well as the development of pasteurized soymilk products. Additionally, Tofusan developed soymilk products in a variety of packaging sizes, targeting different sales channels. This strategy led to a significant sales growth of 850 million Baht, a growth of over 77 times. 40% of sales are from 7-Eleven stores, while 60% come from supermarkets and other convenience stores.

Siam Rungruang Food and Bakery Co., Ltd.



"Pang Siam" has been able to capture the hearts of consumers for up to 50 years because of its continuous learning to adapt and develop products. It has managed to maintain the quality that brings back perfect memories of childhood. The highlight products of the year 2023 are the traditional cakes (cupcakes with orange jam), which are a development of the popular but hard-to-find traditional cakes, now produced as mass products with unique flavors. The cakes have a soft texture, soaked in sweet and fragrant orange jam, and decorated with cream in the style of traditional cakes. Additionally, there are soft egg cakes with traditional recipes, and fragrant chiffon cakes with pandan aroma.

"Promotion and Development of Community Enterprise, Farmers, and Small Business Owners" (ALL SME MARKET PLACE) continuation project

CP ALL supports products and goods from farmers and communities, creating sales opportunities and increasing income for the community through the ALL SME MARKET PLACE platform. It is a SAFETY NET network, providing a special space for Thai SMEs to open up distribution channels for local entrepreneurs, farmer groups, SMEs, vulnerable groups, and educational institutions. It serves as a collective marketplace for various community products within the country, aiming to enhance income distribution in grassroots economic groups, such as OTOP products, GI products, local products, agricultural products, etc. Additionally, it supports the promotion of entrepreneurial knowledge development, aiming to elevate local community products to international standards, preparing them for sustainable entry into wider markets. This includes promoting community products and agricultural goods to become more widely known. This ongoing project, now in its third year, involves various initiatives as follows:

Supporting sales channels both domestically and internationally for the Company through offline channels such as booth setups, storefront spaces, selling in Modern Trade markets (local products), and online channels such as websites, applications, LINE, TikTok, and ALL SME MARKET PLACE Facebook.

Supporting the creation of advertising and promotional media to increase product awareness and explain the benefits of products, stimulating sales and increasing distribution.

Supporting access to efficient product transportation channels to reduce transportation costs.

Supporting product development and knowledge provision to elevate products from community-level to international standard products, preparing for entry into modern trade markets.



Impact and Benefits

Number of entrepreneurs and community enterprises participating in the project is **291 persons**

Number of products promoted by the Company for sales channels, both online and offline, is **434 items**

Purchase value is **1.03 million Baht**

Support local products in Lotus's stores continuation project

Lotus's serves as a distribution channel for community enterprises and SMEs from 200 communities nationwide through its branches and online platform. In 2023, there were locally produced products sold in Lotus's stores: 25,891 products in 2,300 branches, amounting to spending on Lotus's local products worth 18,800 million Baht.



"Makro "Standing by Thai Farmers" supports farmers and agricultural products from agricultural groups continuation project

Makro supports agricultural products and produce from farmers and local entrepreneurs, alongside developing the capacity of suppliers to elevate food production standards, ensuring the quality and safety of products while promoting sustainable and stable income generation.



Impact and Benefits

Supporting **46,734.19 tonnes** throughout the year

totaling **2,937 million Baht**

Guidelines for supporting agricultural products



Various meat products

- Purchased over **571.16 tonnes** of meat and alternative protein totaling a support of **119 million Baht**



Guidelines for supporting agricultural products

**Poultry, eggs and milk**

- Purchased over **1,344.60 tonnes** of organic meat and eggs
- totaling a support of **98 million Baht**

**Seasonal fruits**

- Purchased over **11,165.29 tonnes** of Seasonal fruits
- totaling a support of **652 million Baht**

**Vegetables and local vegetables**

- Purchased over **26,794.95 tonnes** of Vegetables and local vegetables
- totaling a support of **1,418 million Baht**

**Seafood**

- Purchased over **6,858.19 tonnes** of seafood
- totaling a support of **650 million Baht**



Supporting agricultural produce from farmers during the fruit seasons continuation project

Lotus's helps Thai farmers reduce issues such as oversupply or low prices of agricultural produce, while also creating sustainable income. In 2023, Lotus's supports proactive fruit management policy of the Department of Internal Trade, Ministry of Commerce. Lotus's serves as a distribution channel for high-quality seasonal fruits to farmers through over 2,300 branches nationwide, as well as through online platforms.

**Impact and Benefits**

Purchased seasonal fruits weighing over **45,000 tonnes**, showing a **20%** increase compared to 2022

Distributed seasonal fruits from more than **43,000 farmers** and agriculturists

Generated income for farmers totaling over **1,000 million Baht**

Direct product sourcing from farmers (Non Khwao Model) continuation project

The Direct Sourcing project generates fair and stable income for farmers, raises cultivation standard through cooperation with government agencies including the Ministry of Agriculture and Cooperatives and local government agencies, and aims to enable efficient cultivation management among farmers and gain bargaining power through encouraging local farmer unionization according to the government's large-scale agricultural policy. In 2018, Ban Non Khwao Farmers Group, Don Han Subdistrict, Mueang District, Khon Kaen Province gathered together under the Non Khao Model which focuses on market principles to lead production. A Lotus's farm manager operates closely with farmers and government agencies in elevating agricultural product quality and safety standards. Planting and purchasing are planned according to the

marketing-led production policy, which additionally involves support for opportunities to distribute agricultural products within the Lotus's network. Lotus's currently utilizes 4 main farm models in all 4 regions of Thailand, thereby creating careers in addition to fair and stable incomes for over 1,700 persons. Working closely with farmers in the Farm Model enables control and product oversight in terms of safety and quality standards through sourcing information and delivery of high quality fresh vegetables to customers.

Currently, Lotus's purchases 25 varieties of vegetables from farmers in Ban Non Khwao, which consists of over 153 persons covering an area of more than 400 rai, at over 15 tonnes per month, and thus generates an extra income per household of 0.78 million Baht per month.



Number of farmers from all regions participating in the project (persons)

1,700

Agricultural products purchase volume (tonnes per year)

1,100

Purchase value (million Baht)

53

The Royal Project has continually purchased produce

Lotus's has a cooperation with Royal Project Foundation for more than 28 years, promoting livelihoods and sustainable income for hill tribe farmers. This includes assisting customers and the public in accessing high-quality fresh vegetables and fruits at affordable prices.

- Purchased produce from the Royal Project Development Centers in Mae Hia subdistrict, Mae Hae subdistrict, and Le Tor subdistrict, distributing them at Lotus's branches nationwide and through online channels.
- Sold Royal Project products in 220 Lotus's Hypermarket branches, offering over 70 items, generating income of more than 100 million Baht.
- Supported water systems by providing 45 water tanks and production water systems, with a total value of 300,000 Baht.

CP ALL Giving Space continuation project (for those with general disabilities)

CP ALL allocates space in 7-Eleven stores to organizations for people with disabilities and vulnerable groups, providing readiness and products at no cost. This project runs for the 4th consecutive year. This serves as a distribution channel for various products from groups of people with disabilities, caregivers, and vulnerable groups, contributing to sustainable income generation and quality of life improvement. In 2023, the space in front of stores was allocated to a total of 12 organizations for people with disabilities and vulnerable groups, with 5,041 accumulated participants.



Promote Freelancers through Market Fairs Project

Lotus's, in collaboration with the Department of Employment, Ministry of Labor, organized a flea market activity to promote freelance works at Lotus's South Pattaya branch, Chonburi province. The initiative supports job opportunities, income enhancement, and ignites ideas for occupations. The objective is to provide avenues for product distribution to help generate income for home-based workers, providing opportunities for them to be self-reliance and improve the quality of life. In this activity, Lotus's supported retail space for product distribution to 5 groups of home-based workers, including:

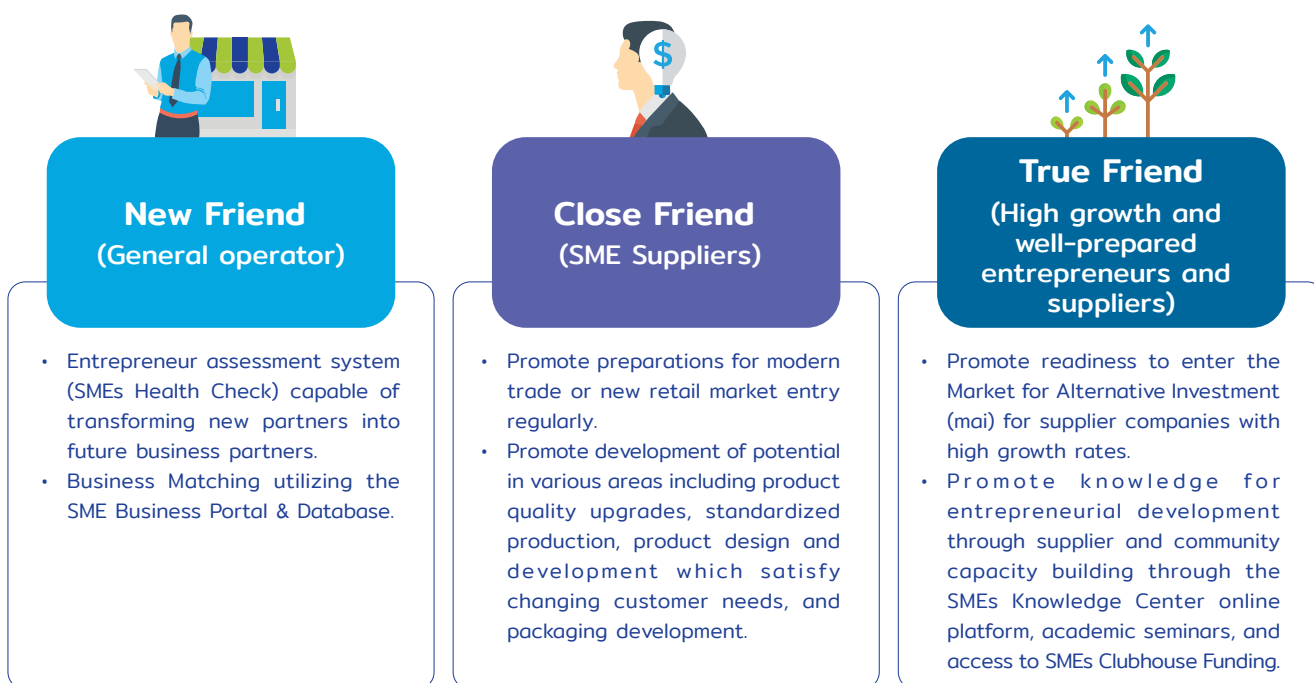
1. Special Need Home - BY Autistic Social Enterprise, Chonburi
2. Community Enterprise - Ecotourism and Longevity Group, Ban Noen Saen Suk
3. Baan Pong Din Dam Group
4. Disabled Agricultural Technology Center (20 Rai Organic Farm)
5. Miscellaneous product group

Support was provided to 30 home-based workers, with an expenditure value of 5,000 Baht.



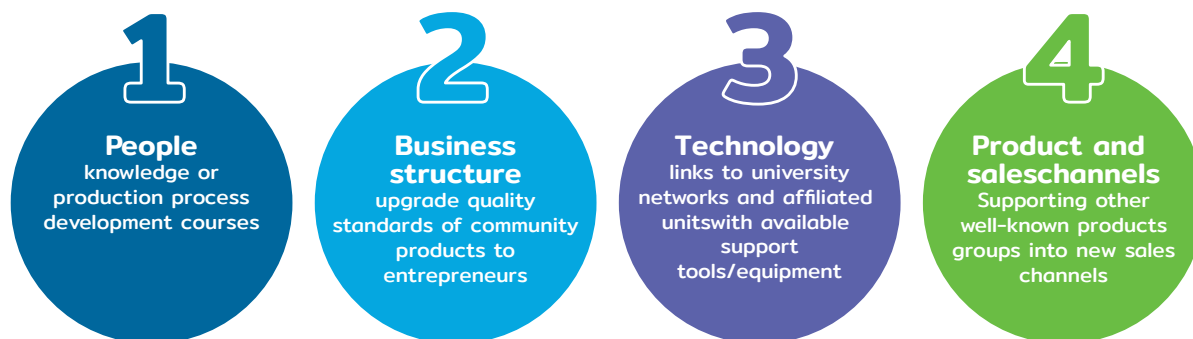
2. Providing knowledge for development: Developing appropriate entrepreneurial skills that align with the issues and needs

SMEs Journey Line



7 SME Support Center continuation project

CP ALL drives the 7 SME Support Center, aiming to develop the capabilities of entrepreneurs in various aspects to create sustainable income growth.



In 2023, the 7 SME Support Center project, together with the Product Development and Quality Assurance Office (PDQA), collaborated with the Sustainable Development Division of Charoen Pokphand Group, Nan Province, to visit agricultural processing groups and community enterprises. They visited raw material sources, production facilities, exchanged experiences, and discussed operational perspectives. Additionally, they listened to community enterprise issues to find solutions for product development and then together solving those problems. This support for community enterprise group includes participating in consultations at the center and studying through the SMEs Sustainable Development project.



Impact and Benefits

Number of farmers and entrepreneurs supported by the project: **30 persons**

Total value of project support: Over **200,000 Baht**

ALL Food Tech

The objective is to help improve the quality of SMEs products through quality certification, increasing sales opportunities, ALL Food Tech supports entrepreneurs with testing and analysis services in a laboratory operating under ISO/IEC 17025:2017 standards, an internationally recognized laboratory standard. The center operates according to the criteria set by the Product Development and Quality Assurance Office, CP ALL. This ensures:

- | | |
|---|--|
| 1. Customer confidentiality and privacy protection | 5. Usage of modern and standardized equipment with regular calibration |
| 2. Personnel working impartially, competently, and according to management systems | 6. Consistent testing proficiency |
| 3. Quality control and monitoring standards, with periodic reviews to prevent appropriate risks. | 7. Quality control of test results |
| 4. Verifying the usability of the method. and select appropriate methods for sample analysis. | 8. Have a control of testing outcomes and approval before each release. |

Services are provided in 4 main areas, as follows:



This includes educational guidance on product shelf life and occupational health consultancy services aimed at assisting entrepreneurs in various areas. The focus is on reducing expenses by conducting product testing. This enables entrepreneurs to develop diverse products sustainably and efficiently. Additionally, a guidance service on workplace health characteristics is provided to ensure the creation of safe, standardized products that can confidently enter the market, thereby ensuring the stability and sustainability of businesses. In 2023, 114 participating entrepreneurs.

Promoting, developing capabilities and providing advice to SMEs entrepreneurs

Business Accelerator continuation project

The Company, in collaboration with the Chamber of Commerce and Board of Trade of Thailand, is preparing entrepreneurs to expand their business into modern trade channels through video conference systems (VDO Conference). Experts are ready to provide them guidance and deliver essential knowledge for business operations over a period of 4 months. Additionally, there were business pitching activities to persuade investors and simulate presenting products to various modern trade platforms. This project aims to strengthen and create opportunities for market expansion and to expand the network of partnerships for business members. In its third cohort, the project has 60 entrepreneurs participated.



Big Brother, Season 7 continuation project

The Big Brother project, in collaboration with Chamber of Commerce and Board of Trade of Thailand, along with more than 22 Big Brothers or mentoring organizations, together support Thai entrepreneurs to sustainably conduct business effectively.



Integrated care 54 entrepreneurs, such meeting with management, operation area visits, finance classes and business strategy inspirations, etc.



Intensive Care (Only 3 selected entrepreneurs) visit actual work site for entrepreneurial potential and opportunity assessment.

In its 7th year, the project has gathered results from all participating companies, totaling 54 companies. From the participation, it was found that 39 entrepreneurs (72%) were able to assess the value of increased revenue and profit. This can be calculated as a total economic value of 961.72 million Baht.



SMEs Service Solution Center continuation project

The project provided consultation to entrepreneurs and product manufacturers regarding production processes, capital, and business development knowledge. In 2023, consultation was offered to SMEs through various programs including SME DBank, SME Biz Up, DIPROM, and SME Service Solution Center, totaling 50 SMEs participated.

7 Services

1. Preliminary consultations for SMEs presenting products
2. Analyze and assess product qualities and standards inclusive of content, food formula, olfactory assessment and pathogenic inspections
3. Manufacturing process improvement
4. Development for packaging, marketing, advertising and appropriate media recommendations for respective distribution channel
5. Supplier matching
6. Funding, business plan and funding source matching advice
7. Member seminars

In addition, the Company provides connection services for both internal and external agencies which grants SMEs access to business support benefits under 7 SME Support Center operations comprising project support from Department of Industrial Promotion (DIP), Office of Small and Medium Enterprises Promotion (OSMEP), Innovation and technology assistance program (ITAP) under the National Science and Technology Development Agency (NSTDA), National Innovation Agency (NIA), including special service fee discounts from Thailand Institute of Scientific and Technological Research (TISTR), CP ALL Food Tech, ALL Now and PIM Food Academy, etc.



Grocery Market Fairs continuation project

Makro places great importance on its mission to promote and support retail businesses and SMEs in all aspects, especially grocery markets, which are crucial to the Thai economy. Throughout the 34-year history, the Company has developed knowledge and created a new era of grocery stores through the True Friend Grocery Store project, collaborating with over 500,000 small retail grocery stores nationwide. Acting as a hub of knowledge and technology, the Company provides techniques for store management to develop into Smart Grocery stores. These stores not only meet the changing needs of modern consumers but also retain the charm of being community centers as before. Additionally, the Company offers pre-packaged retail solutions that are simple, efficient, and profitable through the Community Retail Store and True Friend Grocery Store models. In 2023, the Company organized the Grocery Store Market under the concept of "Friendland: The Smart Grocery Store Land", gathering knowledge to facilitate the easy, convenient, and rapid success of small grocery stores, through the "3S Strategy", which includes:

- **Smart:** Ready to support entrepreneurs to run their businesses smarter and more efficiently, making them a professional with the "MakroPro" Super App, which helps grocery stores manage, sell, and find deals all in one app, along with exclusive privileges from MakroPro Points.



- **Stimulate Profit:** Grocery stores need to stock up on profitable products from over 200 leading brands available at special prices only at the event.
- **Attention to Success:** Every success matters. Learn the secrets to transform ordinary grocery stores into smart grocery stores with workshop, where participants shall receive tips on increasing profits and developing grocery stores.

In 2023, there were 36,483 Grocery entrepreneurs participating in the event.

MAKRO HORECA ACADEMY (MHA), a comprehensive mentoring program for restaurant entrepreneurs continuation project

The Company supports small-scale entrepreneurs under the main mission of the MHA project to be mentors for new entrepreneurs and foster growth in the HORECA business group - Hotels, Restaurants, and Catering businesses. This is achieved through providing knowledge in management and professional culinary skills both offline and online. It includes comprehensive culinary training courses covering every step, from ingredient preparation to recipe creation, financial management, as well as marketing and advertising techniques. This aims to provide convenience for participants to learn anytime, anywhere, while also providing benefits to increase income opportunities for entrepreneurs.



Impact and Benefits

A total of MHA members participating over

165,000 persons

Over **121,000 followers** on Facebook

Over **16,000,000 VDO view** from all channels

Participation in online curriculums at

700,000 view

Viewing channels



Website: <https://makrohorecaacademy.com>



Facebook: <https://www.facebook.com/MakroHoReCaAcademy/>



YouTube: <https://www.youtube.com/@makrohorecaacademy>



Instagram: <https://www.instagram.com/makrohorecaacademy/>



X: <https://mobile.twitter.com/makromha>



Line: @makro-mha

Lotus's SMART SME Intensive Training Program, elevating SME entrepreneurs towards franchising

Lotus's, in collaboration with PMG Corporation Co.,Ltd., has designed the special course "Lotus's SMART SME" to empower SMEs towards franchising. This aims to elevate knowledge in franchise business expansion. Additionally, the program supports rental spaces for small-scale entrepreneurs within Lotus's, for over 2,300 Lotus's branches nationwide, including online channels. This support enables entrepreneurs to enter modern trade markets, providing opportunities to participate in business matching activities. Moreover, the program facilitates the collaboration with both governmental and private sector partners to establish a multidimensional network for entrepreneurial development, aligning with Lotus's commitment to becoming a platform of opportunity for SME entrepreneurs to grow sustainably together.



Impact and Benefits

Entrepreneurs who have completed the Lotus's SMART SME intensive training program for SMEs towards franchising: **46 persons** representing **23 businesses**

Rental spaces for small-scale entrepreneurs within over **2,300 Lotus's branches nationwide**

Elevating production standards for agricultural products project

CP ALL organized an online seminar for SMEs agricultural product entrepreneurs to enhance production standards through knowledge sharing from experts in various topics, including:

- Managing production in fluctuating weather conditions
- Building brands to elevate the image of agricultural product groups to meet current consumer demands
- Prototyping traceability systems for agricultural products
- Elevating the quality standards of agricultural product entrepreneurs

In 2023, there were 200 farmers and entrepreneurs participated.

The "Learning Together with the Community" project under agricultural field trip activities

CPRAM Co., Ltd., in collaboration with the Agricultural Learning Center, promotes knowledge and professions to agricultural groups and communities in Pathum Thani, Lamphun, Khon Kaen, and Surat Thani. This is achieved through educational field trips focusing on economic wood, 9-level crop cultivation, fruit orchards, animal husbandry, processing and packaging, and seedling nurseries following the Sufficiency Economy Philosophy. The aim is to enhance knowledge in cultivation, garden management, and proper fruit packaging, enabling farmers to apply the knowledge and experiences gained and adapt them for future use. In 2023, there were 97 participants in the project.



PlukRak Project

CPRAM Co., Ltd., through the Agricultural Learning Center, provides agricultural learning resources to serve as academic sources, enriching knowledge and vocational skills for communities under the PlukRak project. This is achieved through knowledge transfer activities such as safe vegetable planting and soilless plant cultivation in communities in Pathum Thani, Khon Kaen, Lamphun, and Surat Thani. The aim is to promote agricultural knowledge and enhance planting skills. In the 2023, there were 115 participants in the activities.



3. Providing connections

Synergy and Business matching continuation project

The project promotes business matching to assist SMEs in growing and elevating their products to a national level. It selects SMEs that are committed to product development to participate in the project, aiming to improve production process safety standards, factory standards, develop product formulas for longer shelf life, as well as packaging development and support product distribution through 7-Eleven stores nationwide.

In 2023, the Company supported SMEs in business expansion, providing opportunities and guidance through business matching with over 300 products. Examples include business matching between Ban Don Thong Enterprise, V Farm, and 7-Eleven, collaborating to develop unique, delicious, high-quality, and standardized product recipe, resulting in fried golden bananas, a product under the brand V Farm Ta-Kra. This has created business opportunities for SMEs, pushing for 5-star OTOP products from the Ban Don Thong community enterprise group, and introducing crispy fried golden bananas to the local snack market.



Standing alongside the community and Thai society

The "Public Spirit: Community Development and Relationship Building" continuation project

The Company supports community involvement based on the 3 Benefits Principle: listening to and analyzing the needs of nearby communities within a radius within 5 kilometers, and responding to these needs through 6 main activities, including:

- participating in supporting activities on important community days
- activities promoting sharing and creating convenience for the community, such as community markets, community health centers, and bridge of merit activities to receive donations and pass on kindness to the underprivileged within the community. The Company focuses on creating careers and increasing income for community riders
- Activities to promote and develop youth, such as supporting teaching equipment, giving scholarships Improve the school environment
- Public benefit activities by 7-Eleven store employees and CP ALL's volunteer employees

- religious promotion activities which are central to community spirit
- community environmental activities such as planting trees, and community waste management which covers key operating areas of the Company, including distribution centers of Makro and Lotus's, and CPRAM food factories.



Impact and Benefits

Number of employee participants **18,329 persons**

Number of volunteering hours **150,952 hours**

Number of community participants

151,955 persons

Volunteering budget **4.13 million Baht**



The 7-Eleven Stamp Bunnithi Project for Community Welfare in All Regions

CP ALL organized the campaign "7-Eleven Stamp for Fun, BROWN & MINIONS," where 7-Eleven stamps, besides being used as discounts instead of cash or exchanged for premium items, can also be used to donate to charitable causes for the community. Doing good deeds for 24 hours through the "The 7-Eleven Stamp Bunnithi Project for Community Welfare in All Regions" project, by placing stamps on posters in 7-Eleven stores or donating M-Stamps via the 7App application to support charitable causes in 4 areas:

1. Temples and schools in remote areas.
2. Underprivileged children.
3. Teachers and educational personnel.
4. Animal welfare.

In 2023, the total donation of stamps for community welfare amounted to more than 6.01 million Baht.



Building relationships and providing disaster relief to the community continuation project



The project sends encouragement to "My Hero" to alleviate the distress of rescue teams and rescue organizations by providing necessary equipment, tools, and appliances to assist them in aiding the public. This includes personal protective equipment to support the work of rescue and relief units that lack sufficient equipment to perform their duties safely and to ensure community safety.



Participating in various disaster relief efforts such as firefighting, flood relief, assisting injured or deceased rescue personnel, and helping victims of various disasters. Additionally, providing jet ski teams to facilitate public convenience during flood events.



Providing basic fire extinguishing knowledge and conducting evacuation drills for communities, vulnerable groups, government agencies, as well as rescue and relief teams.



Distributing food and drinking water to evacuees or disaster victims, as well as to rescue and relief teams.



Providing financial assistance to rescue and relief teams injured in the line of duty.



Providing scholarships to the children of rescue and relief teams who have lost their lives until they graduate from university.



Impact and Benefits

Number of trained people **6,685 persons**

Number of rescue agencies supported
30 agencies, totaling 600 persons

Number of victims provided access to food and water
51,625 persons

Support Budget **1.79 million Baht**



In addition, CPRAM Co., Ltd., in the CP ALL group, collaboration with the Chao Phraya Surasak Municipality and Ban Nong Pru School (Chonburi), organized the "CPRAM Safety to School" project to promote safety awareness in schools. This initiative aimed to provide knowledge to teachers and students on basic firefighting, fire prevention, and evacuation procedures to reduce the risk of accidents in schools. The program also aimed to raise awareness of safety, occupational health, and environmental issues in the school through booths providing information on safety and the environment. In 2023, a total of 1,176 participants joined the activity.



Heart of Hearing continuation project

The Company conducted a project to provide vocational training and support coffee brewing skills to high school students with hearing impairments, aiming to offer them career options in the coffee industry. This is the 4th consecutive year of the project.

In 2023, the project continued to provide both theoretical and practical training in basic coffee brewing techniques to students and teachers from Schools for the Deaf. A total of 203 participants attended the training sessions. Furthermore, the project promoted continuous skill development by organizing the YOUNG BARISTA CAMP 2023 competition for hearing-impaired students. Representatives from 4 schools, with 7 students each, participated in the competition after receiving training.



From Mistakes to Career Prospects continuation project

The project offers an opportunity to open up career paths in the coffee and bakery industry for those who have wandered in the wrong path in life. This initiative is conducted at The Department of Juvenile Observation and Protection, the Ministry of Justice, in a total of 6 locations. The aim is to prepare them before reintegrating into society. Additionally, the "A Better Life" project facilitates the return of these individuals home and welcomes them to work through the establishment of prototype shops serving as vocational training centers. One such shop is Bellini, the Ministry of Justice branch, designed to train youth under the Department of Juvenile Observation, now in its 7th cohort. In 2023, a total of 3 cohorts were organized, with 2 participants each, who were subsequently employed at company branches. Furthermore, opportunities were expanded to include Bellini branches in Chiang Mai, with 2 participants expected to undergo training in 2024.



CPRAM We Care continuation project: Caring for the community

CPRAM (Ladkrabang) delivers well-being through delivering survival bags for vulnerable groups, disadvantaged groups, and low-income groups within the factory vicinity in addition to organizing public-minded activities, developing and maintaining religious sites, and providing lunch to students and surrounding communities for the 4th consecutive year.



Impact and Benefits

Number of donation recipients within the community vulnerable group **167 persons**

Number of employees participants **147 persons**

Support budget **107,192 Baht**



"Enhancing Career, Generating Income for the Communities" continuation project Year 4

CPRAM Co., Ltd. (Lat Krabang) has opened a sales area for the community through the "Enhancing Career, Generating Income for the Community" project, now in its 4th year. This initiative invites communities around the Lat Krabang Industrial Estate, totaling 7 communities, to participate in selling their products. The products brought by these communities for sale are supported by CPRAM, creating job opportunities and income for the community over the past 4 years. CPRAM Co., Ltd. (Lat Krabang) initiated this project to promote increased income for people in the community and provide additional distribution channels for their products. Moreover, it provides an opportunity for employees within the organization, affiliated companies, and surrounding residents to purchase products from the community. Additionally, this project helps foster good relationships with the community and surrounding companies. In 2023, there were 40 participants in the activity, generating more than 49,300 Baht in income for the community.



Promoting agricultural careers for vulnerable groups project

CPRAM Co., Ltd. (Khon Kaen), in collaboration with Charoen Pokphand Group and True Corporation Public Company Limited, organized training sessions to provide knowledge on Good Manufacturing Practices (GMP) and agricultural raw material management before delivery. This training is for vulnerable groups at the Thai Association of the Blind (Northeastern Central Branch). Examples of raw materials include red bird's eye chili, shallots, Thai garlic, and spring onions. All to be according to GMP standard. These

agricultural raw materials shall enter CPRAM's ready-to-eat food production process. Examples of these products include pork basil rice, chicken basil with fried egg rice, pork larb with sticky rice, stir-fried fish with fresh chili peppers, and stir-fried thick noodles with pork in soy sauce, among others, sold in 7-Eleven stores in the Northeastern region. In 2023, the volume of raw material procurement was 134 tonnes, with a total value of 13.8 million Baht.

Creating Jobs, Building Career Project

Makro focuses on creating employment opportunities through strategies that support three areas: 1) Hiring through all departments within Makro's business, 2) Job creation for vulnerable groups such as people with disabilities and prisoners, and 3) Increasing income for farmers, SMEs, and contractors for Makro. In 2023, the Company organized recruitment and vocational training activities for:

- Regular soldiers nearing the end of their service term, Royal Thai Navy: who were ready and participated in events with Company, totaling 65 participants. The estimated value of employment was 650,000 Baht and there were regular soldiers joining in developing knowledge. Vocational skills of over 510 persons.
- People with disabilities: Makro, in collaboration with Department of Empowerment of Persons with Disabilities (DEP), organized training courses on low-investment food businesses, simple menu, and easy to sell. This involves providing opportunities for people with disabilities, Career Promotion Center for Persons with Disabilities (Nonthaburi Province), Ban Sri Wanalai (Ubon Ratchathani Province), Yardfon Center (Chiang Mai Province) and Center for Empowerment and Vocational Development for Persons with Disabilities (Nakhon Si Thammarat Province). The training centers promote sustainable career and income. Nationwide, there are 200 individuals with disabilities participated in the training.



Healthy Aging Project

Lotus's, in collaboration with the Department of Older Persons, Ministry of Social Development and Human Security, organized the "Healthy Aging" activity to expand opportunities for the elderly nationwide to receive vocational training. The objective is to generate income for themselves and their families, and utilize their free time productively. In 2023, the activity was held five times at various locations: Lotus's Hat Yai branch in Songkhla province, West Gymnasium 5 Bangkok Youth Center (Thai-Japan), Lotus's South Pattaya branch in Chonburi province, Lotus's Hang Dong branch in Chiang Mai province, and Lotus's Nakhon Pathom branch in Nakhon Pathom province. Within these events, there were speakers sharing knowledge along with facilitating workshops for the elderly, including courses on healthy beverages and healthy food.



Impact and Benefits

Support for a group of elderly people, totaling **300 persons**

Building skills and providing vocational training for the elderly to enable them to have jobs

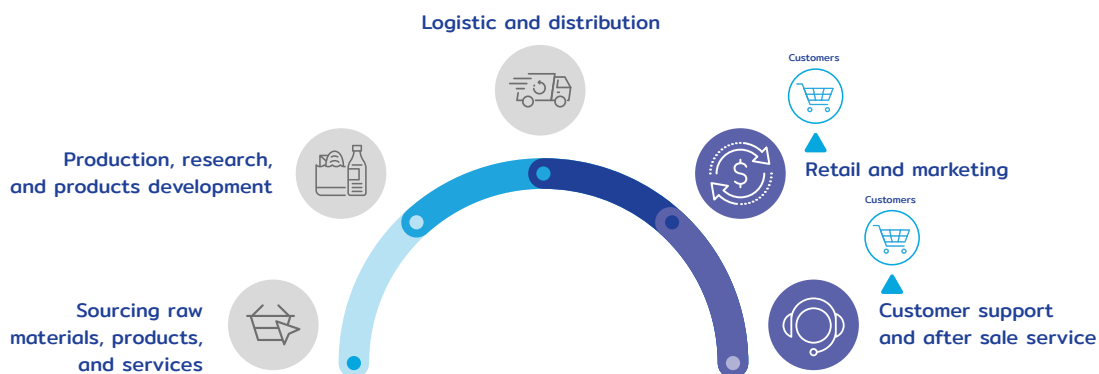
Total expenditure: **100,000 Baht**



Good Health and Well-being



Significantly Affected Key Stakeholders



Supporting the SDGs



- 2.1 End hunger and provide security for all, especially the poor, those in a fragile state, and infants—they should have the right and access to safe and nutritious food



- 3.8 Achieve universal health coverage, including financial risk protection, access to quality essential health services, access to essential medicines and vaccines which are safe, effective, high-quality and affordable



- 12.4 Achieve management of chemicals and all waste categories throughout respective life cycle in an environmentally friendly method in accordance with agreed international frameworks, which significantly reduce emissions into air, water and soil, as a means to maximize reduction of negative impacts on human health and the environment

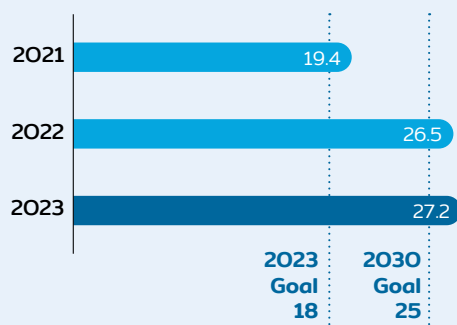
2030 Goal

Increase the number of new health & nutrition products and services

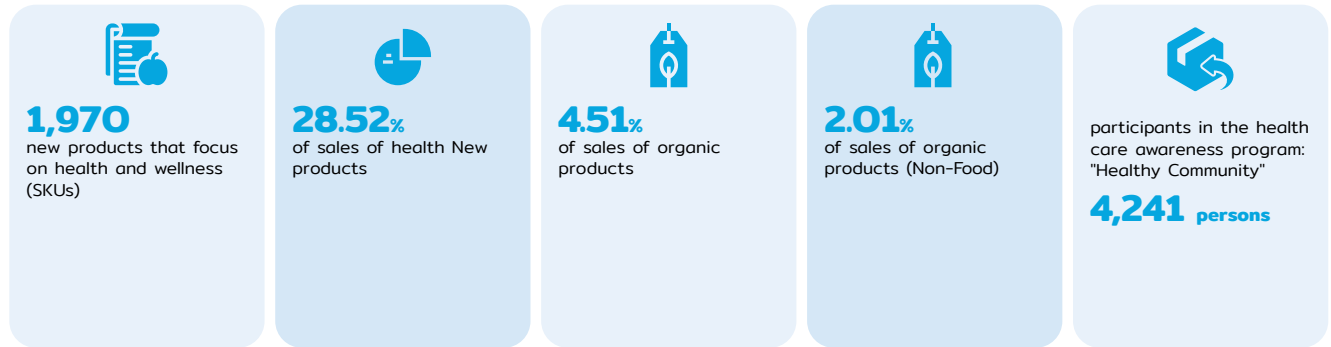
25%

Progress against goals

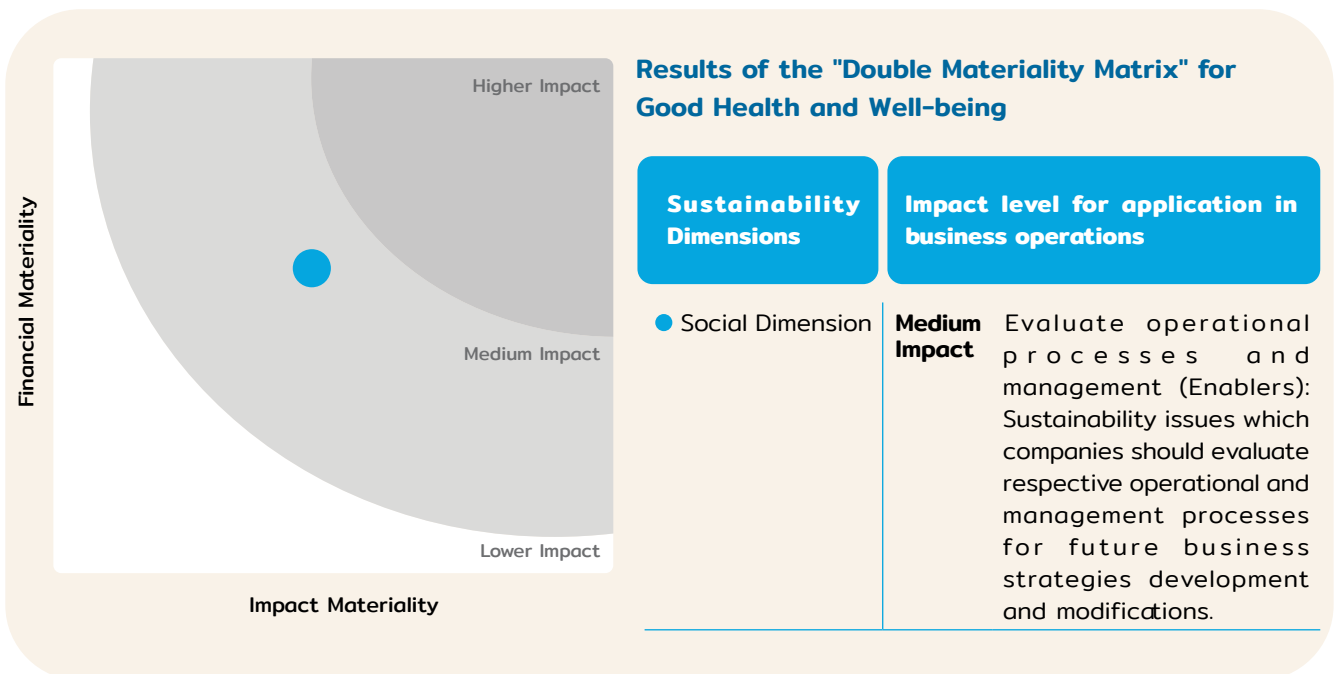
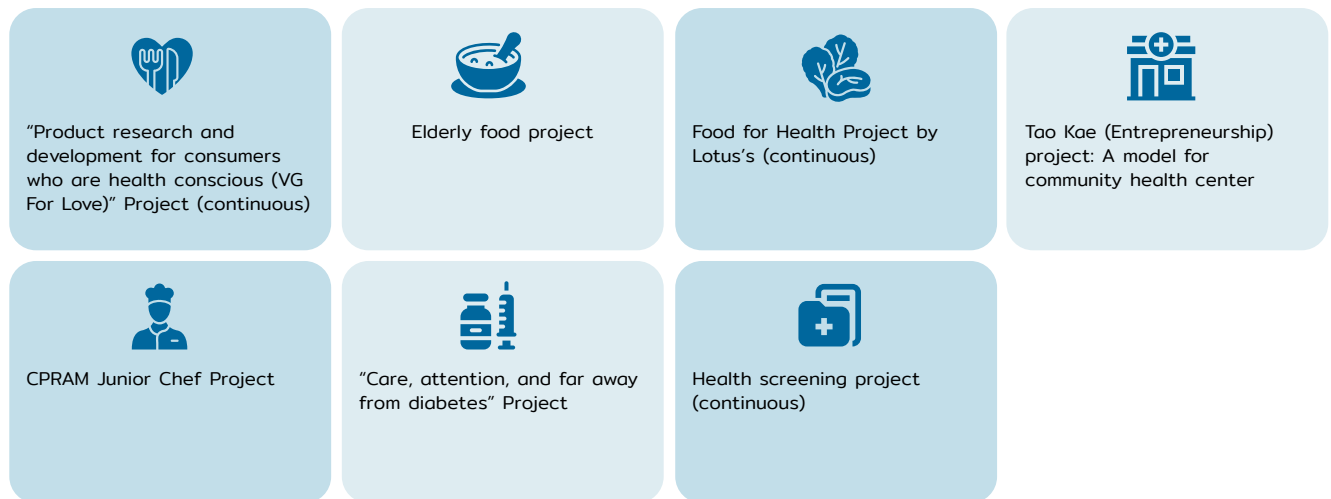
(Unit: %)



Key Performance in 2023



Key Progress in 2023



Risks and Opportunities

With increases in current health risks, consumers have higher expectations for the quality of products which promote health. The Company emphasizes sourcing, production, and distribution to enable consumer access to products with appropriate nutritional value and reduce negative impacts on consumers, which is considered a violation of basic rights to good health. The Company supports good health behaviors of consumers through research on healthy products including functional food, personalized foods, food with reduced additives and preservatives, food with reduce sugar intake, food with reduced palm oil, food without coloring or fat, in addition to food with alternative protein, and superfood products. The Company supports activities which assist in promoting physical health and creates consumer behavior in selecting products which promote good health.

Management Approach

The Company operates "Providing a good quality of life" according to the organization's "7 Go Together" strategy related to health and nutrition policy. The approach strictly controls the production and sale of nutritious and safe products in addition to creating product information access available to consumers through clear product label display details, including production information compliant to national rules, regulations, and standards.

In addition, the Company develops products through researching food innovations and continually increasing nutritional value through joint research between CP Foodlab Company Limited and the Product Development and Quality Assurance Office, CP ALL Public Company

Limited. Joint research between the Company and external organizations includes Thailand Institute of Scientific and Technological Research (TISTR) and the Department of Product Development, Faculty of Agro-Industry Kasetsart University. Simultaneously, the Company established criteria for healthy products within the Company's control (Private Brands) to be certified by external agencies and international standards.

The Company aims to promote and support the food and beverage product segment through reduced amounts of sugar, fat, sodium, and additives including preservatives, food coloring, sweetener substitutes, and antimicrobial additives (Antibiotics) etc. Product development for increased nutritional value includes supplementing vitamin A, zinc, iodine, fiber, iron, etc. In addition to the food and beverage product group, the Company also promotes the sale of organic products and products which contain natural ingredients for the beauty, cosmetics and household product segment to create quality and diverse healthy options for consumers.

The Company carefully selects quality raw materials from responsible sources for products containing certified and traceable Genetically Modified Organisms (GMOs). The established processes for continuously monitoring and reviewing of operating results ensure organizational drive to promote health and well-being, and short-term and long-term goal achievements. The compiled database policy for policy development, operation plans, and various future Company research plans.

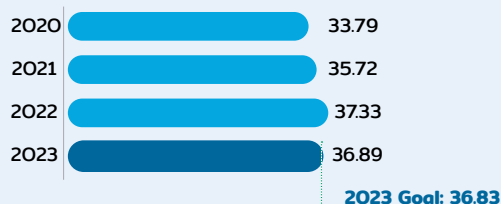
For more information :

➔ [Health and Nutrition Policy](#)

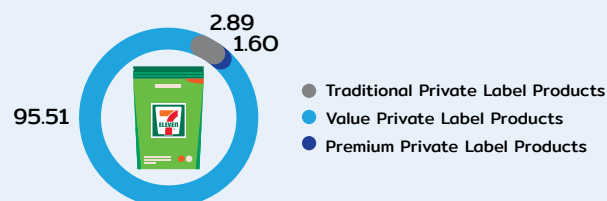
Performance Summary 2023

Private Brand Products

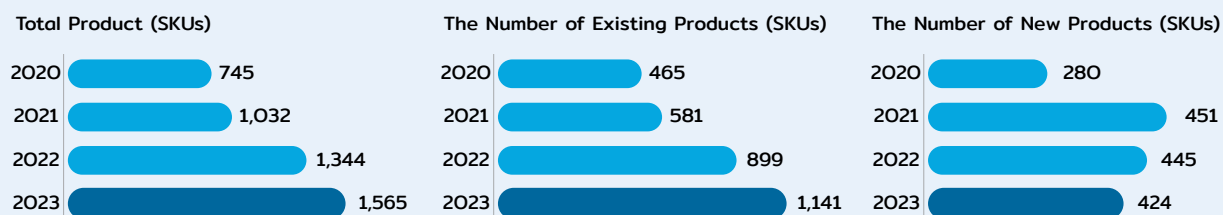
Sale volume of total consumer products (%)



Sale volume of total consumer products by Category (%)



The number of products focusing on good health and well-being (food and beverage)

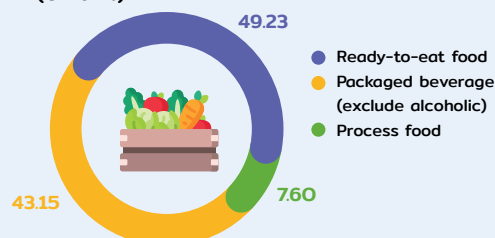


Performance Summary 2023

Sale volume of products focusing on good health and well-being in food and beverage per total sale volume in food and beverage (Unit: %)

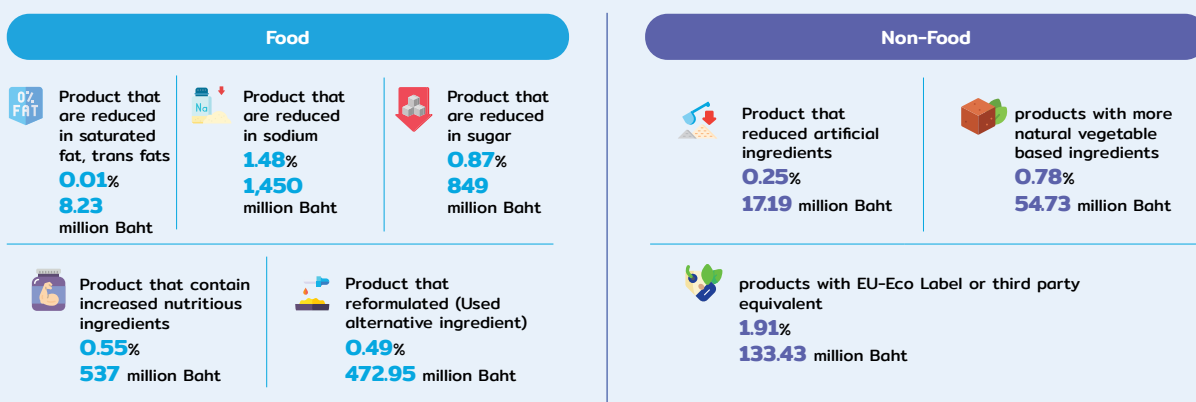


Sale volume of products focusing on good health and well-being in food and beverage by Category (Unit: %)

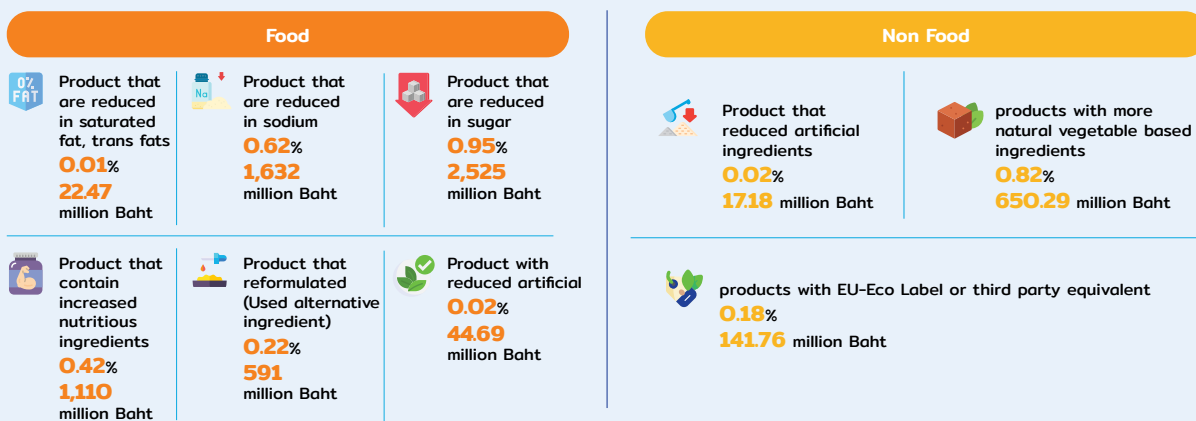


Remarks: - The information reported only covers jointly developed products (Private Brand: PB) and general products (National Brand: NB) sold through various CP ALL offline and online channels.
- The data reported is based on the Company's healthy food and beverage product criteria.

Co-developed products for good health and well-being (Private Brands Only)



Products for good health and well-being (Total Health)



Remarks: 1. The information reported only covers jointly developed products (Private Brand: PB) and general products (National Brand: NB) sold through various CP ALL offline and online channels.
2. Covers ready-to-eat food, beverages, and consumer products (Process food) based on product criteria for the health, food, and beverage segment. (Food)
3. Covers facial, body cleansing products, and household products based on the non-food health product segment. (Non-Food)

Nutritional Labelling on Products



Display nutrition labels information of international standards compliance for **100%** of products.
Display nutrition labels information of Guideline Daily Amounts (GDA) by the voluntary for ready-to-eat food at **46%**

Healthy Food & Beverage Products Criteria

The Company complies and refers to announcements from the Ministry of Public Health on nutritional and health standards to develop products for good health along with setting criteria for food and beverages considered health products, which are divided into 4 categories:

1



Products that are certified or pass the criteria for "Healthier Choice" or Thai Healthier Logo certified by the Institute of Nutrition, Mahidol University

2



Foods that have an increased or decreased nutrition or without nutrients according to the law or standards, e.g., according to the announcement of the Ministry of Public Health (No. 182) B.E. 1998

3



Fresh vegetables and fruits or foods that retain their natural benefits or have not to pass manufacturing processes or food with nutrition and sufficient energy for one meal

4



Medical food, functional food, or food supplement according to the announcement of the Ministry of Public Health (No. 238) B.E. 2544 (2001) and the Ministry of Public Health (No. 293) B.E. 2005



Examples of healthy food and beverage products

Organic Products

Ready-to-eat salad Easy Fresh



Product features and health benefits:

5 types of ready-to-eat salad vegetables include organic cos, organic green oak, organic red oak, organic red coral, and organic butterheads which are fresh, crisp, naturally sweet, and contain vitamins and minerals from fresh vegetables.

Release date: December 15, 2022

Number of branches where products are available: Nationwide

Reduce sugar, fat or sodium products

Peptide Drink D 100 ml.



Product features and health benefits:

Drinks with small protein molecules, Original Soy Peptide, 0% sugar, with 300 IU of Vitamin D and zinc, has properties to strengthen the body's immune system and is a choice for health-conscious consumers for brain nourishment, stimulation, and preparedness to work every day.

Release date: September 14, 2023

Number of branches where products are available: Nationwide

Additive Reduced Products

Cage Free fresh chicken eggs, U Farm brand, pack of 4 eggs



Product features and health benefits:

Selected special breeds of hens are raised 100% naturally outside the cage where hens eat specially formulated grain food formulated by animal nutritionists. The natural product is 100% chemical-free, good for health, and a source of fresh, clean, and environmentally conscious protein source.

Release date: September 15, 2023

Number of branches where products are available: Bangkok and surrounding areas, Nakhon Nayok, Chachoengsao

Products with natural main ingredients

5 types of ready-to-eat mixed nuts, KC brand



Product features and health benefits:

5 types of mixed beans, consisting of white beans, red beans, chickpeas, and tiger beans, are high in dietary fiber, good fats, antioxidants and easily digested protein

 **Release date:** April 27, 2023

 **Number of branches where products are available:** Nationwide

Healthy Non-Food Products Criteria

In addition to food and beverage products, the Company aims to promote the distribution of non-health food products which encompasses facial and body cleansing product and household product segments. The Company criteria for non-health food products include organic products, products with reduced additives, products with natural components or ingredients, and products with environmentally friendly product labels.



Examples of non-food products for health

Personal Products/Cosmetics

Organic Products

Dentamate herbal toothpaste, peach mint, 11 g.



Product features and health benefits:

Toothpaste which utilizes fragrance retention technology and extra coolness with Encapsulated Cool Mint Technology to keep your breath smelling fresh for longer durations. The product contains natural Premium Organic ingredients certified by Ecocert and Micro Silica which assists in removing stains while cleansing teeth gently with Max Fluoride 1500 ppm to effectively prevent tooth decay. It contains green tea leaves and aloe vera extracts certified with the organic mark to assist in relief and reduction of tooth sensitivity.

 **Release date:** September 9, 2023

 **Number of branches where products are available:** Nationwide

Additive Reduced Products

D-Nee Organic Liquid Soap for New Borns, 200 ml.



Product features and health benefits:

Liquid soap which can be used for both bathing and washing hair is formulated from a gentle formula for newborns which contains 7 types of natural ingredients. The pH balanced formula maintains skin and hair balance, is easy to rinse, but isn't dry and tight due to moisturizing agents. The Hypoallergenic tested product makes skin soft and hair smooth with gentle fragrance retention on skin. The product is free from gluten, parabens, chemicals, soap agents, SLS agents, silicone, and synthetic dyes.

 **Release date:** February 28, 2023

 **Number of branches where products are available:** Nationwide

Products containing natural components or ingredients

Johnson's Cornstar Blossom Baby Powder 200 g.



Product features and health benefits:

Safety tested and made from 100% natural food grade corn starch, the product helps absorb moisture 2 times more than conventional products and does not contain parabens, phthalates, dyes and chemicals which may cause irritation, thus reducing the chance of having sensitive skin (Laboratory test results, Johnson & Johnson Consumer Inc., April 2017, United States). The product assists in preventing rashes which may be caused by dampness while providing a light and fresh scent.

 **Release date:** August 3, 2023

 **Number of branches where products are available:** Nationwide

Household Products

Products with eco-friendly product labels

Sunlight Lemon, refill bag, 455 ml.



Product features and health benefits:

Concentrated dishwashing liquid which eliminates stubborn stains up to 10 times faster with 100% natural enzyme extracts and the packaging made from 100% recycled plastic, which reduces plastic by up to 256 tonnes/year.

Release date: December 1, 2023

Number of branches where products are available: Nationwide

Products which contain natural components or ingredients

Hygiene Nature Fabric Softener Ocean Bloom 490 ml.



Product features and health benefits:

Hygiene Expert Care Life Nature Ocean Bloom scent is first time a special concentrated fabric softener product uses extracts from 100% Life Nature innovation natural ingredients, a method to design natural fragrances directly to your hand. Through selecting the fragrant power of AQUA FLOWER* flowers from the Mediterranean region and combining the first sunshine of summer, this significantly fragrant and unique product created by nature opens the experience of a special fragrance. This fragrant which is soft and long lasting offers the best from nature and can be up to 90% naturally biodegraded, thus friendly to the environment.

Release date: February 9, 2023

Number of branches where products are available: Nationwide

Creating awareness and support for healthy product consumption

The Company develops knowledge and research health products in collaboration with various agencies with expertise in food, including the Thailand Institute of Scientific and Technological Research (TISTR) and the Department of Product Development, Faculty of Agro-Industry, Kasetsart University. The analysis of food nutrients and nutritional value, which is conducted by internal and external departments both inside and outside the Company, includes sodium content, sugar content, fat content, and transfat content, etc., to ensure products are appropriate according to consumer age group, from 18 months old children to the elderly, including those with specific nutritional needs or patients.

The Company specifies details of key components, safe operations, and storage requirements for clarification through nutritional labels on products, an approach which complies with laws, regulations, and other standard practices. The details provide consumers with product information, important ingredients, and nutritional value, thus enabling consumers to avoid foods which may trigger allergic reactions and adverse effects towards people with underlying health conditions or congenital diseases. The product label includes details pertaining to zero social and environmental impact, including carbon footprint, animal welfare, etc.

In addition, the Company encourages suppliers to create nutritional labels using the Guideline Daily Amounts (GDA) to show energy, fat, sugar, and sodium per serving. In 2023, this practice covered 100% of all ready-to-eat food and beverages according to laws, regulations, and other Company standards. An increase in 46% of suppliers have created voluntary GDA nutrition labels.



Examples of health products labeled with nutritional and Guideline Daily Amounts (GDA) energy values

Food & Beverage Products

1) Whole grain bread



♥ Product features and health benefits:

Low cholesterol, protein source, high in dietary fibre.

📅 **Nationwide Release date:** July 10, 2023

2) Tuna with rice berry



♥ Product features and health benefits:

Low fat, Low cholesterol, Eat Well protein source.

📅 **Nationwide Release date:** October 26, 2023

3) Japanese mushroom and stir-fried fresh chilies with rice



♥ Product features and health benefits:

Low saturated fat, low cholesterol, protein source.

📅 **Nationwide Release date:** July 6, 2023

The Company tracks and inspects product labelling which does not conform to the Company requirements and may cause harm to consumers. In 2023, the Company received 8 case reports from a government agency regarding important ingredient display details, unclear consumer instructions or product instructions, unsatisfactory marketing communications according to laws, regulations, and other practices the Company adheres to. These incorrect labelling reports prompted the Company to proceed with product recalls. There was a total of 57 recalls regarding incorrect production or expiration date, no production or expiration date, and unclear production or expiration date.

Managing product quality and safety throughout the supply chain

To create confidence in the delivery of quality, safe, hygienic and standardized products, the Company establishes quality control standards throughout the processes of cultivation, production, receiving products, arranging and distributing products, sales and services.

In addition, the Company established clear policies regarding GMOs consistent with legal guidelines, including regulations regarding products containing GMO ingredients announced in the country to ensure that raw materials and products are safe for consumers. A process to responsibly source raw materials throughout the supply chain in addition to promoting suppliers to adopt the approach was performed through answering questionnaires and certification of genetically modified products in high-risk groups as required by law. The Company promotes product labeling, which includes raw material or genetically modified product information, to relay detailed information to consumers.

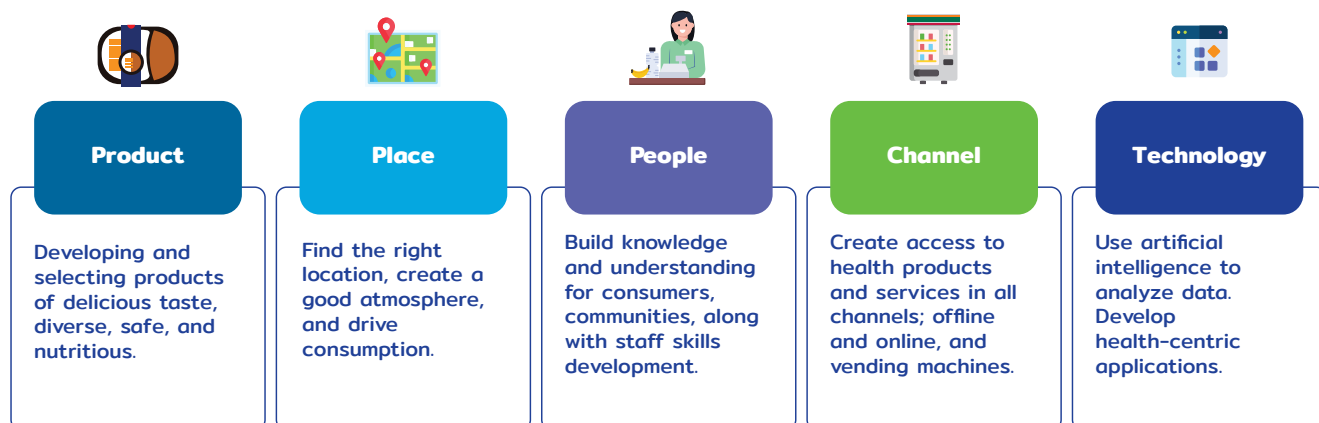
For more information:

➔ [Genetically Modified Organisms: GMOs Policy](#)

Key Project in 2023

In 2023, the Company performed awareness activities, product support and access to safe foods in addition to developing products for good health according to the healthy choices criteria continuously. This approach increases adequate and appropriate nutritional value under the “Product Place People Channel and Technology” strategy through various projects as follows:

strategy of “Product, Place, People, Channel, and Technology”



1. Research and development of products for good health

“Chef Cares Ready Meal” Health food products project

CP ALL selects food products which are good for Thai people's health thus providing consumers easier access to quality food through "Chef Cares Ready Meal", a ready-to-eat food product created by leading chefs attaining world-class awards including Asia's 50 Best Restaurants/The World's 50 Best Restaurants. Through using quality ingredients from CPF, including Benja chicken and Kurobuta pork, to revise fine dining menus into delicious and nutritionally complete ready-to-eat meals, the meals utilize world-class food technology innovations without preservatives or additional MSGs while controlling appropriate sodium levels according to Ministry of Public Health advice. In 2023, 11 Chef Cares products were sold at 7-Eleven stores, generating over 300 million Baht in revenue, with 100% of all Chef Cares profits given back to society to support various projects under the foundation. Through donating ready-to-eat food to underprivileged communities in accordance with the Chef's Dream project, scholarships are provided to professional chef training programs for students who lack support. The project also doubles as an online knowledge hub.



"Product research and development for consumers who are health conscious (VG For Love)" continuation project

CPRAM is committed to researching and developing new products to meet the needs of health-conscious consumers. At present, the products that have been marketed are ready-to-eat meals under the VG for Love brand. A new group of food for consumers with plant-based consumption, Plant-Based Diet under the concept of sustainable development which align with the direction of CPRAM in the 4 forms of love, namely love for health, love for animals, love for the environment, and the love for the earth. Food is divided into 5 categories as follows:



Vgan-J



Vgan



Lacto Veggie



Ovo Veggie



Lacto-ovo Veggie

Currently, the **25** VG For Love plant-based products offered generate an income of over **51 million Baht**



Elderly food project



CPRAM is committed to creating quality food for Thai society and aims for all consumers to have good health and quality life through developing food for the elderly which emphasizes the importance of health under the "Creator" brand. This food brand considers the amount and type of essential nutrients required, appropriate chewing properties in sourced food and raw materials, elderly age digestion and absorption, and non-elderly consumers who desire a high-protein diet. By selecting to eat "Creator" food, one receives complete nutrition and "Easy to chew, easy to digest" healthy food, which is high in nutritional value, has good taste, and satisfies the needs of an increasingly aging society in Thailand and around the globe.

Examples of elderly food products



♥ Product features and health benefits:

105 kilocalories energy, high protein, high calcium, low cholesterol, source of dietary fibre, iron and vitamin B1, no MSG, soft and easy to chew.

 **Nationwide Release date:**
September 28, 2023

 **Number of branches where products are available:** 18 branches



♥ Product features and health benefits:

180 kilocalories energy, high protein, low fat, low cholesterol, no MSG, soft and easy to chew.

 **Nationwide Release date:**
September 28, 2023

 **Number of branches where products are available:** 18 branches

Food for Health Project by Lotus's continuation project

Lotus's commits to delivering good, quality, and nutritious products to meet the needs of consumers of all ages. Lotus's focuses on developing new products as well as adjusting the original product formula to be good for health by reducing sweet, oily, and salty or adding nutrients that are essential to the body, and while the products still maintain delicious taste, hence all consumers can buy healthy products at affordable prices across all sales channels. All Lotus's food products are quality controlled, inspected, and undergone nutritional analysis. Many of the products are certified with the "Healthy Choice" logo. Lotus's cooperates with suppliers and business partners who have expertise in the subject and build consumer awareness, both in terms of information that appears on the product label, information on health and well-being through all communication channels, and various activities to make decision-making easier for consumers to choose healthy products.

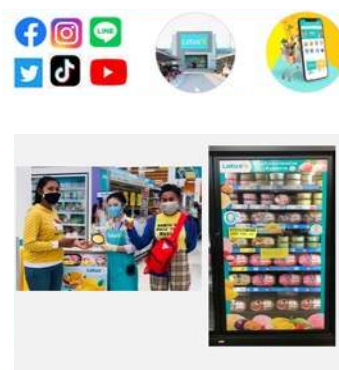
1. Build the mindset of "Delicious. Good Health. Every day at Lotus's"



2. Develop healthy products

- Design recipes according to healthy choice criteria
- Selection of raw materials for health supplements
- Nutritional analysis
- Certified for healthy choice symbol
- Recognized by consumer test results
- Quality control in every step of the production process
- Product quality check
- Quality assessment by consumers after-sale

3. Build awareness in all communication



Lotus's is committed to developing and producing health products continuously. Examples of Lotus's brand products (Own brand) developed according to healthy choices criteria, which have continually received good responses from consumers in terms of quality, taste, and nutritional value include the whole wheat bread and ice cream groups.



2. Raise awareness. Support Healthy Product Consumption

Tao Kae (Entrepreneurship) continuation project: A model for community health center

The Company continues to expand its services to increase community convenience through access to health products, including common household medicine through 7-Eleven stores by appointing a Health Master, a pharmacist to provide health information at eXta Plus drug stores (eXta plus) and 7-Eleven store employees which consults pharmacists at ALL PharmaSee. This approach enables support for the consumption of nutritious food and the safe use of medicine among community members.



CPRAM Junior Chef continuation project for the 15th year

7 CPRAM branches nationwide organized the “CPRAM Junior Chef” project for 15th consecutive year for juniors and their parents, as well as fellow CPRAM employees. The organized activities allow children and youth to have food experiences beneficial to their lives, promotes creativity, and encourages people to dare to think and express themselves, along with providing knowledge regarding safety, nutritional value, aesthetics, and awareness of food wastage. In 2023, a total of 280 children and youth participated in the CPRAM Junior Chef activities, with a total cumulative number of 1,538.



“Care, attention, and far away from diabetes” continuation project

Lotus's promotes health and well-being of the people, supporting consumers in accessing basic health services, health care awareness and prevention of non-communicable diseases (NCDs) from eating good food. Lotus's established a service point for basic diabetes screening for the general public where blood sugar level measurement service, basic physical examination services including blood pressure measurements, body mass index (BMI) determination, in addition to diabetic knowledge, was provided without charge continuously for the 6th year.



Impact and Benefits

The number of people who used the diabetes screening service: **1,968 persons** People at-risk were recommended additional medical consultation: **359 persons**

Number of people educated regarding prevention of non-communicable diseases (NCDs):

2,000 persons

Health screening continuation project

Lotus's collaborates with corporate allies and renown brands including the National Cancer Institute, Kanchanabarami Foundation, Mor Dee application, and Sabina Company, to organize activities in October for the occasion breast cancer prevention awareness month (Pink October). The activities included discussions to provide knowledge and send encouragement to patients, free breast cancer screening, and activities to sew artificial breasts and the subsequent delivery to patients.



Impact and Benefits

Number of people who used breast cancer screening services: **946 persons**

Number of volunteer-made prosthetic breast delivery: **1,000 pieces**

Support income from the sale of MeStyle women's underwear and clothing under Lotus's brand worth **200,000 Baht** to the National Cancer Institute

Lotus's organized "Lotus's Aerobic Dance Fit & Fun" aerobic campaign in front of Lotus's store

Lotus's is committed to being a SMART Community Center, a center for smart living for all community members. Along with sustainability goals to promoting good health and well-being of Thai people, the organized "Lotus's Aerobic Dance Fit & Fun" aerobic dance campaign activities were modified to suit modern lifestyles following health and exercise trends with professional trainers for Bodyweight – Cardio – Free Dance. The classes were taught free of charge on site and online at 10 Lotus's branches in Bangkok and on the online platform TikTok.



Lotus's collaborates with the Department of Health to initiate the COVID-19 vaccine service cooperation unit

Lotus's engages in socially beneficial activities for the community in conjunction with the Bangkok Health Department through initiating COVID-19 vaccination services to the public, an approach in accordance with Lotus's commitment Health & Well-being support at Lotus's, Minburi branch. Pfizer and Moderna stimulus vaccines are available to the public at no cost for those aged 5 years and over throughout June 2023.



Managing product quality and safety throughout the supply chain

CP ALL cares about product quality and safety from sourcing to reaching consumers

1. Upstream: Care for food safety from farms

Product Development and Quality Assurance Division in CP ALL

provides knowledge in quality control and management methods which reduces raw material impurities to SMEs prior to processing into products sold in 7-Eleven stores.

2. Midstream: Quality and safety controls throughout the distribution process

Distribution center quality inspection agency

conducts quality checks and product arrangements during product delivery. Temperature checks are conducted for temperature-controlled products in addition to transport vehicle assessments to maintain specified standards. Products which do not satisfy standards are not transferred to 7-Eleven stores.

In 2023, CP ALL collaborates with manufacturers to establish measures to separate impurities from raw materials prior to production, including agricultural planning, crop rotation to reduce disease and insect accumulation, proper chemical usage methods, microorganism introduction to eliminate foreign matter to reduce chemical usage, and harvesting period advice to ensure product quality.

In 2023, 0.02% of products were damaged while in transit and were inspected.

CP ALL cares about product quality and safety from sourcing to reaching consumers

3. Downstream: Quality and safety controls for all services (Product traceability)

Quality Store System Standards Inspection Agency (QSSI)

assesses service management and product quality according to SAVEQC policy, including considering maintaining store standards, providing customer services at satisfactory levels. Inspections are scheduled monthly.

Product quality standards inspection agency (QA)

establishes standards to improve quality of products, services, quality management, and considers previous claims. Random inspections are proactively performed to assess product quality standards, legal compliances, and labeling. Products are recalled if standards are not reached.

In 2023, store standards will be inspected through customer services access satisfaction. The average store standard score is 93.16%.

In 2023, recall of non-standard products or products not compliant to laws and regulations occurred 115 times in 104 categories. Customer product recalls occurred 35 times for 46 items.

Makro cares about product quality and safety, from sourcing to consumers

1. Upstream: Care for food safety from farms

Provided knowledge on controlling quality of raw materials and production by Makro Initiative Accreditation (MIA) or determining guidelines for producing agricultural products in accordance with Good Agriculture Practice (GAP) standards and company standards under the brand MQP (Makro Quality Pro) by allowing groups of farmers and business partners to conduct self-assessments in both online and offline formats to inspect the production and product quality aspects including size, sweetness, etc.

In 2023, the Company increased operations knowledge in production and delivery of standardized products to consumers. Currently, 100% of over 350 farmers and suppliers have received MQP and selected brand standards training.

2. Midstream: Quality and safety controls throughout the distribution process

The Makro Initiative Accreditation (MIA) system was further developed to evaluate product standards in preparation for product standard certification within Company distribution centers and product sales centers including:

- 1) Food production standards
- 2) International Food Standards of the Food and Agriculture Organization and the World Health Organization
- 3) Standards for hazard analysis and critical control points in food production
- 4) Food safety management system standards

In 2023, the Company prepared for certification application for product standards through the Makro Initiative Accreditation (MIA) assessment system.

3. Downstream: Quality and safety controls for all services (Product traceability)

Continuously utilizes the Makro i-Trace system with back trace capabilities to raw material sources and product nutritional information. The system is capable of recommending food menus covering product groups: vegetables, fruits, meat, seafood, bakery groups and processed food groups

In 2023, the database in the Makro i-Trace system covers products in the vegetable, fruit, meat, seafood, bakery group. and more than 14,000 processed food items, covering 100% of food products under the Aro brand.

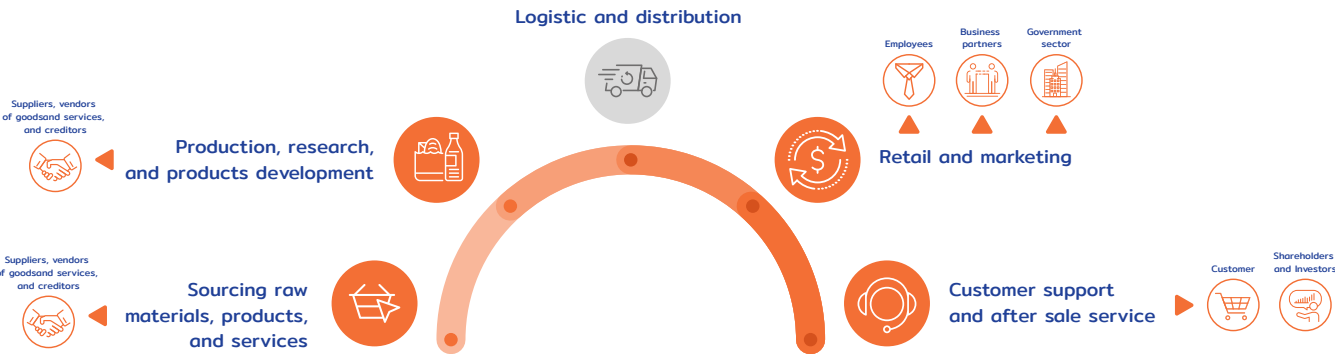
In addition, the Company applied the Makro i-Trace system to branches in the Republic of the Union of Myanmar.



Corporate Governance and Anti-Corruption



Significantly Affected Key Stakeholders



Supporting the SDGs



12.6 Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle



16.3 Promote the rule of law at the national and international levels, and ensure equal access to justice for all

16.5 Substantially reduce corruption and bribery in all its forms

16.7 Ensure responsive, inclusive, participatory, and representative decision-making at all levels

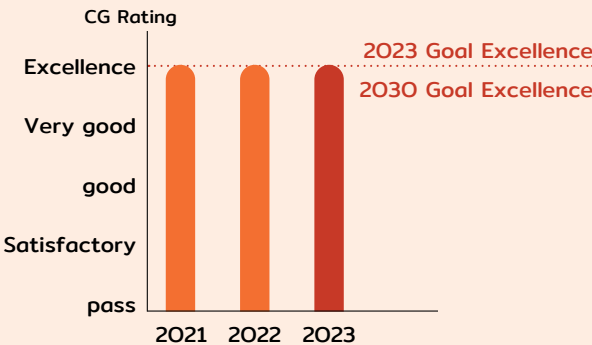
2030 Goal

The Company's corporate governance rating is at

Excellence

by an internationally recognized institute

Progress against goals (Unit: Score)

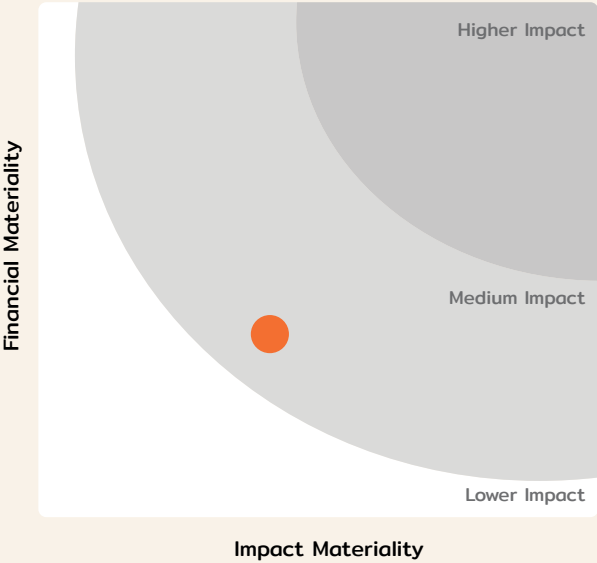


Key Performance in 2023

 Rated Excellence or 5-stars following corporate governance disclosure by the Thai Institute of Directors (IOD) for the 5th	 Selected by the Stock Exchange of Thailand for inclusion in the Thailand Sustainable Investment and SET ESG Ratings, and received the SET Awards in the Sustainability Excellent, Highly Commended in Sustainability Awards category, for companies with a market capitalization of 100 billion Baht or more, consecutively for 3 years	 The performance evaluation result of the Board of Directors and the whole board was rated Excellence. The individual assessment was	 Maintained CAC membership status and be a Change Agent, expanding transparent business conduct network to SMEs suppliers by encouraging supplier companies to commit and become part of CAC. The Company continued CAC membership for 3 consecutive years	 Received the ANTI-CORRUPTION AWARDS 2023 for promoting anti-corruption and ethical governance in 2023, organized by the Association of correspondents for Anti-Corruption (Thailand)
 100% of employees at all levels have received training, refresh training, and have passed courses on Good Governance and Anti-Corruption, Sustainability Development, Personal Data Protection Risk Management, and Cyber Security	 100% of Tier-1 partners and store business partners. (Those who have been given the right to manage 7-Eleven stores) have been communicated Business Ethics and Supplier Code	 Certified ISO 27701 standard for Privacy Information Management System (extended from ISO/IEC 27001 Information Security Management System) in the scope of selling products through the 24Shopping and human resource management system	 Received Cyber Security Rating from an external party at an Advanced level	 Evaluated by the Cybersecurity Resilience Survey 2023 for registered companies, organized by the Stock Exchange of Thailand. The assessment result is at Level 4 (Cybersecurity Level 4 – Measured) consecutively for 2 years

Key Progress in 2023

 Promoted SMEs to declare commitment to joining CAC	 Supported and elevated the culture of compliance that aligned with laws and regulations by providing consultation and planning to establish a Compliance Management System to monitor and verify the operations of various departments within the Company to ensure legal compliance	 Conducted sustainable knowledge training courses covering aspects of the environment, human rights, ethics, anti-corruption, as well as risk management in data privacy protection, and cybersecurity, with post-training knowledge assessments for all employees at all levels through the E-Learning system	 Developed policies for overseeing legal compliance and regulations, updated the Company's important legal registers, and enhanced IT systems for auditing and reporting	
 Expanded the scope of implementing information security standards and the Privacy Information Management Standard (ISO 27001 and ISO 27701) for 24Shopping in product sales and human resource management systems, in addition to the ALL MEMBER system and management of the Tara Park Computer Center (IT Data Center)	 Conducted Phishing Tests four times per year to simulate scenarios testing employee responses to cybersecurity threats	 Simulate and test cybersecurity breach and data breach response plans twice a year	 Participated in the Cybersecurity Resilience Survey for registered companies in 2023	 Conducted vulnerability scans and assessed the data security and cybersecurity across all network systems via external companies



Results of the "Double Materiality Matrix" for Corporate Governance and Anti-Corruption	
Sustainability Dimensions	Impact level for application in business operations
● Governance and Economic Dimension	Medium Impact Evaluate operational processes and management (Enablers): Sustainability issues which companies should evaluate respective operational and management processes for future business strategies development and modifications.

Risks and Opportunities

Corporate governance is a key mechanism driving the Company towards achieving goals and fostering the organization's desired mindset for sustainable business operations. Key factors in operations include the Board of Directors, which plays a role in overseeing and monitoring the organization's operations, ensuring the transparency, free from corruption, and being mindful of ethics, morality, and human rights, as well as having sustainable development considerations. The effectiveness of the Board's work depends on the independence of its members, as well as diversity in skills and backgrounds.

Furthermore, developing capabilities to compete in business and instilling confidence in stakeholders throughout the value chain through corporate governance shall enhance the organization's business operations and elevate confidence among stakeholders toward the organization, which consequently attracting investor interest. Essentially, corporate governance is a critical guideline in driving organizations towards sustainable business operations. Additionally, continuously developing risk management systems to align with laws and regulations, and overseeing by relevant agencies, along with communication and fostering understanding among employees at all levels, enables proper implementation by employees. This can reduce the risk associated with legal violations and human rights issues related to business operations.

For more Information:

- ➔ [Governance Policy](#)
- ➔ [Anti-Corruption Policy](#)
- ➔ [Sustainability Policy](#)

Management Approach

The Company establishes the Sustainability and Corporate Governance Committee responsible for setting and reviewing corporate governance policies, sustainability policies, anti-corruption policies, as well as business ethics and codes of conduct. This is to ensure alignment with the Company's corporate governance principles, legal compliance, and international best practices, alongside providing sustainable development training courses covering environmental issues, human rights, business ethics, and anti-corruption, as well as risk management in personal data protection and cybersecurity. Post-training knowledge assessments are conducted, aiming to promote awareness among employees at all levels. The objective is to foster a culture of ethical conduct and advancing towards becoming a sustainable and transparent organization. It aims to lead in sustainability governance, demonstrating exemplary corporate governance practices.

Furthermore, the Company conducts its business in accordance with legal regulations relevant to both domestic and international operations, adhering to the principles of business ethics and codes of conduct. These serve as guidelines for conducting operations and fulfilling responsibilities with honesty, integrity, adherence to legal principles, transparency, non-violation of human rights, non-involvement in politics, no bribery or corruption, no conflict of interest, and no infringement of intellectual property or copyrights of others. Additionally, it considers the interests of all stakeholders and demonstrates responsibility towards society and the environment.

Good Governance Principles

- 1** Establish Clear Leadership Role and Responsibilities of the Board
- 2** Define Objective that Promote Sustainable Value Creation
- 3** Strengthen Board's Effectiveness
- 4** Ensure Effective CEO and People Management
- 5** Nurture Innovation and Responsible Business
- 6** Strengthen Effective Risk Management and Internal Control
- 7** Ensure Disclosure and Financial Integrity
- 8** Ensure Engagement and Communication with Shareholders



ESG Issue that may Impact Investment Performance

1. Environmental

- Resource Management
- Emission Reduction
- Environmental Accidents
- Risk Mitigation

2. Social

- Human Rights
- Community Relations
- Supply Chain Monitoring

3. Governance

- Executive Compensation
- Shareholder's Rights
- Accountability of Board Leadership
- Vision

CP ALL's Corporate Governance Policy



Performance Summary 2023

The Board of Directors' Composition



Tenure



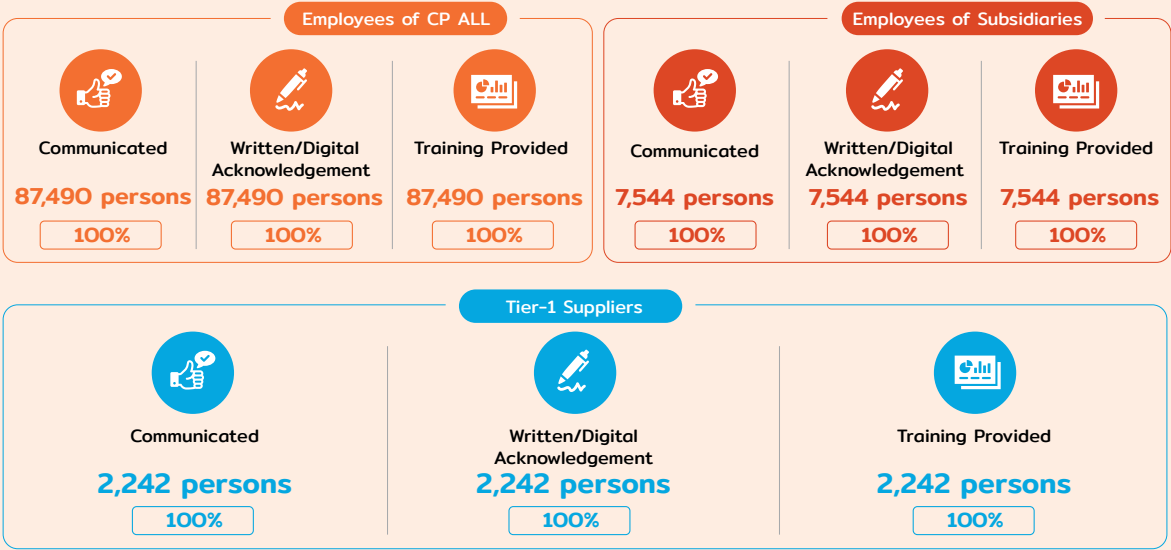
Average tenure is at
16 years

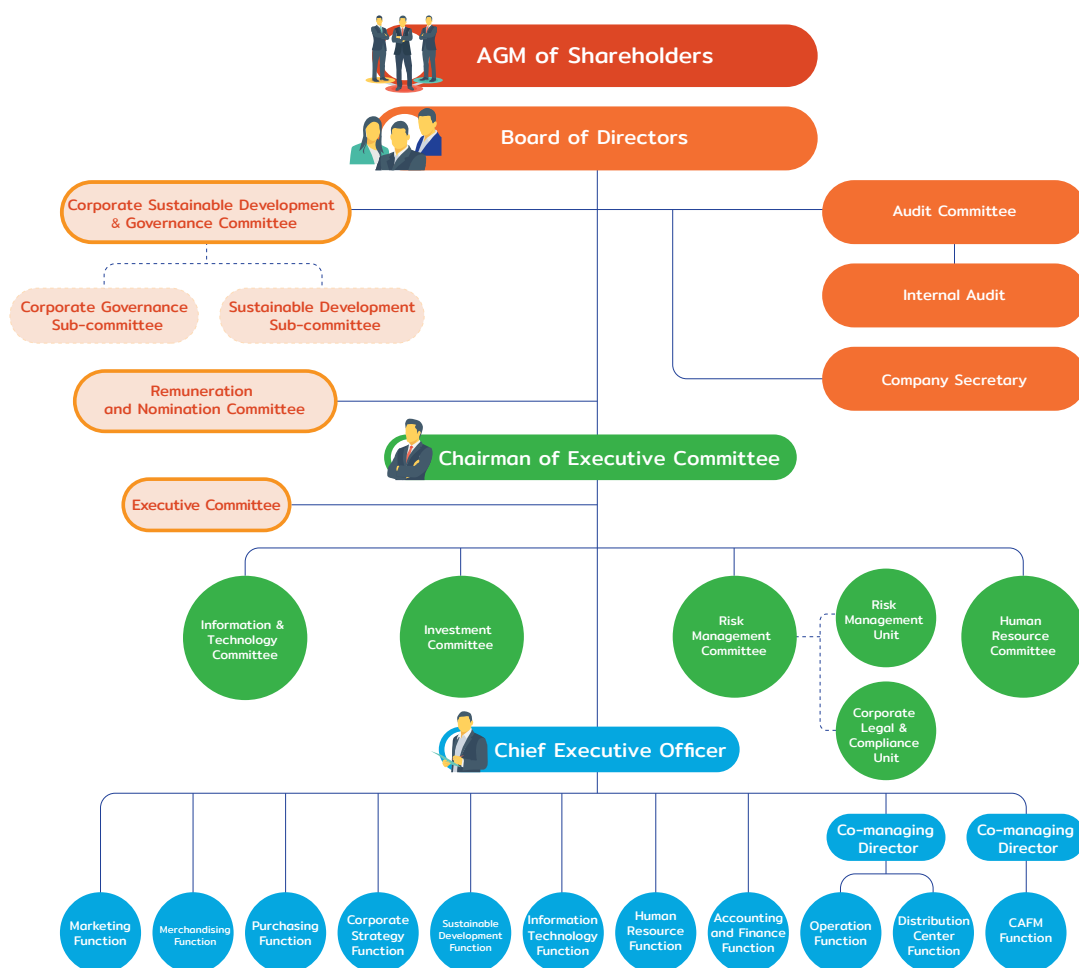
Males
15 persons

Female
1 persons

Performance Summary 2023

Governance and Anti-Corruption Training and Assessment





Sub-committee

The Company has set up independent sub-committees operating and serving under the Board of Directors, whose crucial roles comprises:

Audit Committee	Sustainability and Corporate Governance Committee	Remuneration and Nomination Committee
- Conduct financial audit. - Review performance to ensure compliance, aligning policies, regulations, laws, practices and requirements of governing authority - Review internal control system and internal audits, as well as risk management system to ensure thoroughness. - Discuss with accounting auditors regarding budget and internal audit. - Consider lists which may be relevant or pertain to conflicts of interests to ensure compliance to the laws and SET's requirements. - Report summary of related performance and provide recommendations to the Board of Directors 4 times per year	- Develop policies on governance, anti-corruption, sustainability, as well as relevant practices, business ethics and code of conduct. - Review related policy for continuity and timeliness at least once annually. - Govern the Management and employees' work to be in alignment with relevant policies. - Review and assess performance according to policy in tandem with the Board and Management - Report related performance and provide recommendations to the Board of Directors at least twice a year	- Consider criteria determining the Board's and high-level Management's remuneration and compensation forms, subsequently propose to the Board for approval of high-level Management' compensation. The Board's compensation is proposed to the Annual General Assembly for approval. - Assess high-level Management's remuneration. to be in alignment with the performance - Consider the criteria and process in nominating appropriate individuals for an appointment in the Board. - Select nominees for the nomination process as stipulated, including those nominated by minority shareholders. - Make recommendation to the Board of Director prior to presenting to the Annual General Meeting

Board of Director Structure

CP ALL Public Company Limited's Board is comprised of 16 directors, of which 5 were executives, 6 were independent directors, and 5 were non-executive directors. Furthermore, the Company allocated authority by dividing the authority between the chairman and the chairman of executive committee (CEC) in a distinct manner, including the company has disclosed information according to their knowledge

and specific expertise to demonstrate proficiency, skills, and experience, as well as suitable qualifications for the position of director in accordance with the Global Industry Classification Standard (GICS). Other disclosed information includes Consumer Staples for the business to effectively operate in response to the Company's strategy and goals as well as stakeholders.

For more Information:

- [Management Structure by the Company's Board of Directors](#)
- [Board Skills Matrix](#)
- [The Board industry experience in accordance with the GICS Level 1 classification](#)

Corporate good Governance

Surveying the corporate governance of Thai registered companies in 2023 continuation project

The Company has undergone an evaluation of its corporate governance reporting for 2023 by the Thai Institute of Directors (IOD), with assessment criteria in four categories: 1. Shareholder rights and equal treatment for shareholders, 2. Consideration of stakeholder interests and business sustainability development, 3. Disclosure of information and transparency, and 4. Board's responsibility. The Company received an assessment result at the Excellence 5 level, equivalent to 5 stars, with scores in each category higher

than the average of companies in the service sector and companies with a market capitalization of 10,000 million Baht or more. Additionally, the Company has been ranked in the highest scoring group (Top Quality) among all registered companies and specifically among service companies.



Business Ethics and Codes of Conduct in the Workplace

The Company has made the Business Ethics and Code of Conduct Handbook for all levels of employees, from management to employees, as well as suppliers and contractors. They adhered as a guideline for honest work, including refutation against corruption and human rights violations. In 2023, 100% of employees of CP ALL, Subsidiary, Store Business Partners and suppliers were communicated Anti-Corruption policy through the ethics handbook and code of conduct.

Management of complaints regarding business ethics violations and workplace code of conduct

 "Types of complaints, suspicions, business ethics violations"	All complaints received from employees and/or stakeholders	Corruption cases investigated and confirmed	Disciplinary punishment measures				Remediation (if applicable)
			Verbal warning	Warning in writing	Work suspension	Lay off	
• corruption	897	868	1	1	2	864	0
• Corruption and bribery	2	2	0	0	0	2	0
• Trade competition and trade monopoly	0	0	0	0	0	0	0
• Not following regulations or have inappropriate behavior	192	177	13	158	2	4	0
• Collection, usage, and/or disclosure of personal information	0	0	0	0	0	0	0
• human rights	0	0	0	0	0	0	0

For more Information:

- [Business Ethics and Code of Conduct for Employees](#)
- [Supplier Code of Conduct and Guideline for Suppliers](#)

Creating a working culture that adheres to laws, regulations, and policies

The Company has established a law office for Marketing and Distribution Business, by having Legal and Compliance department as a part of the law office. The office is responsible for regularly studying and researching new legal announcements, as well as monitoring new laws passed weekly at ministerial meetings. This information is then communicated to relevant departments for consideration every month. Additionally, the law office creates mechanisms for legal compliance, regulations, and ordinances through legal consultation and opinions provided to various departments. It also assesses risk processes, conducts legal compliance checks, and provides regulations and ordinances to high-risk departments.

In 2023, the Company developed policies for legal compliance and Charter of the Compliance Department, reviewing and updating the Company's important legal registry. Training sessions were conducted to provide knowledge on competition law and trade practices to procurement, marketing, product management, Office of Government Coordination, Law Office, Audit Bureau, and employees of the

Company and its subsidiaries who are interested. A total of 618 employees attended these training sessions. Additionally, intellectual property law training was provided to employees of the Panyapiwat Institute of Management (PIM): 60 employees participated in the session. Furthermore, training on the standards of the Halal trademark was conducted for operational staff, with 8,400 employees attending. These initiatives aimed to ensure that employees understand the Company's key legal aspects, and that they are aware of legal risks in the case of non-compliant, and thus can implement legal requirements accurately in their work.

Furthermore, to enhance the efficiency of legal screening and monitoring for implementation, the Company is currently developing the IT system (Compliance Universe System) and applications. These will serve as platforms for collecting and filtering relevant laws for each department in CP ALL and its subsidiaries. This also includes developing governance mechanisms and a system for inspecting and reporting to ensure compliance with the law for each department of the Company and its subsidiaries.

Communication to provide knowledge and conducting campaigns to raise awareness

The Company builds awareness of ethical conduct and sustainability practices through communication with employees at all levels, from management to employees in both office and operations lines, including companies within the CP Group. This ensures that the organization's business operations align with the corporate governance mantra of "integrity, transparency, fairness, and caring for community, society, and the environment." Additionally, the Company creates proactive media campaigns to educate target groups through various offline and online channels.

- Knowledge review and learning assessment test for employees at all levels.
- Posters in the office and 7-Eleven stores
- Communication videos and training "Ready to be a pillar, standing strong with the public and the communities."
- "CP ALL People" Facebook Page
- Public relations information on emails, CPALL Connect and LINE application.
- Installation of Tent Cards about "Channels for Reporting Concerns and Complaints" in all offices within the business.
- Videos communicating about corporate governance.
- Conducting awareness campaigns to communicate the corporate governance mantra and creating a protective environment for employee safety.
- Establishment of the "Mister & Miss Good Governance" program to cultivate new ethical leaders, serving as ambassadors to exemplify good practices to colleagues, promoting understanding and serving as role models for future conduct. This includes job shadowing to provide operational guidance, fostering sustainable corporate governance, and sharing knowledge with all selected representatives. In 2023, a DNA of Goodness 24 hours initiative was created, which acknowledges employees

who perform commendable deeds such as helping to improve society, impressing customers, and assisting communities, such as providing basic medical care or firefighting support, as well as returning money or valuable goods to customers. Employees recognized for their good deeds shall receive ALL Member points. In 2023, a total of 74 employees received awards, valued at 41,500 Baht each.



In 2023, training were organized for 94,569 employees across the country. Furthermore, the Company conducted an assessment to evaluate all levels of employees' governance and Anti-Corruption understanding of CP ALL business group. 100% of employees have demonstrated comprehension and understanding.

Additionally, the Company received the ANTI-CORRUPTION AWARDS 2023, which promotes anti-corruption and corporate governance for 2023, organized by the Association of correspondents for Anti-Corruption (Thailand), to honor, commend, and encourage organizations, agencies, individuals, and the media who adhere to corporate governance principles and perform their duties with transparency, honesty, and integrity.

Management of complaints and corruption cases

The Company has established a policy for whistle blowing and the protection of whistleblowers (Whistleblowing Policy), along with establishing channels for reporting information or complaints related to fraud or unethical behavior within the organization. The channels for receiving complaints are as follows:

Whistleblowing Channels 	 Telephone Numbers 02 826 7744	Receiver: Call Service
	 Telephone Numbers 02 071 2770 / FAX Numbers 02 071 8623	Receiver: Internal Audit Division
	 Postal Address Internal Audit Division (Whistleblowing), CP ALL Plc. 119, 16 th floor, Thara Sathorn Bldg., Sathorn 5, South Sathorn Rd., Maha Mek, Sathorn, Bangkok 10120	Receiver: Internal Audit Division
	 Email AuditCommittee@cpall.co.th CGcommittee @cpall.co.th BOD@cpall.co.th	Receiver: 1. Audit Committee 2. Sustainability and Corporate Governance Committee 3. Board of Directors
	 Company's Online www.cpall.co.th/whistleblowing www.facebook.com/CPALL7 (Inbox)	Receiver: • Internal Audit Division • Corporate Communications Management Division
	 Application for Employees CP ALL Connect>More>Portal>whistleblowing	Receiver: Internal Audit Division

For more Information:

→ [Whistleblowing Policy and Protection of Whistleblowers](#)

Upon receiving reports of misconduct or allegations of wrongdoing through various channels, the Company's Audit Office or Human Resources department shall conduct preliminary investigations transparently and fairly. Only individuals responsible for investigating the specific complaint will have access to the information. If the complaint is found to be valid, a committee will be appointed to further investigate. If wrongdoing is confirmed, the Company's prescribed disciplinary measures will be enforced, and the findings will be reported to the Company's Board of Directors.

Furthermore, to prevent recurrence of an incident, the Company conducts reviews and implements additional measures to enhance regular work processes and communicates these to stakeholders for future compliance. In 2023, all complaints were thoroughly investigated and resolved without any outstanding issues. Among these, there were cases where actual misconduct was found, totaling 870 cases, resulting in total damages of 35.79 million Baht to the Company.

Handling complaints of corruption cases in 2023

 Total number of complaints and whistleblowing of wrongdoing (cases)	Audit status		 The number of cases reviewed and completed, and found to be guilty of corruption (cases)	Establishing measures to prevent recurrence	
	Under investigation	Completed		In Process	Completed
899	9	890	870	0	870

 Breach Type (Cases)	2020	2021	2022	2023	Measures of Penalty			
					Verbal warning	Warning in writing	Work suspension	Lay off
Conflict of interests	0	0	0	0	0	0	0	0
Corruption in reports (document forgery and fraud)	5	7	6	13	0	0	2	11
Embezzlement	404	427	803	855	1	1	0	853
Corruption	0	0	0	2	0	0	0	2

Examples of corrective actions and measures against reoccurrence

Corruption, in the case of embezzlement at 7-Eleven stores' operations

Supervision to ensure that employees correctly follow the specified procedures	Communicating and raising awareness among 7-Eleven store employees:	Mechanisms for monitoring and inspection:
- Set up corruption reduction target for 7-Eleven stores' operation line. - Appoint a corruption prevention committee for 7-Eleven stores' operation line. - Review the regulations and guidelines regarding the sales of the store's products. - Improve work standards of 7-Eleven stores, such as financial transactions of employees. - Improving standards for inspecting store quality systems, such as cash verification by Field Consultants, monitoring cash register usage, inspecting employee personal financial transactions, and conducting immediate cash counts upon store arrival.	- Communicate business ethics and code of conduct in meetings of 7-Eleven stores' operation line of each area quarterly, as well as communication through the poster "Gigi wants to say." - Communicate and emphasize that employees at all levels should strictly comply with the policy and guidelines - Organize training and education representatives of 7-Eleven's operation line representatives through the project Mister & Miss Good Governance - Having an emphasis on store managers the importance of keeping employee records up to date in the system and count cash at every branch and at every point. money storage. If any discrepancies are found, promptly investigate the cause, and inform superiors.	- Supervisors monitor/examine employees' work regularly, such as: - Random cash counts at branch stores without prior notice. - Reviewing wage reimbursement by comparing the store branch's task roster with the work performance certificates in the system. - Develop the transaction notification system through Alert Banking Agent to categorize those performing transactions, unusual accounting items, or suspicious items through the counter service channel, enabling faster identification of abnormal cases and damage prevention. - Set up a monitoring system and a lock system preventing employees from doing Banking Agent transactions in the stores where they work.

Supervision to ensure that employees correctly follow the specified procedures

- Updating the identity verification standard by implementing Two-Factor Authentication (2FA) using One-Time Passwords (OTP) along with the User ID to enhance the security level of accessing operational systems. For example, when changing the password for Mobile POS, adding a step to send the OTP (One Time Password) to the personal mobile number of the employee who owns the User ID for identity confirmation, along with the national ID number and other personal information.
- Following up on the outcomes of corruption cases at monthly senior executives meeting

Communicating and raising awareness among 7-Eleven store employees:

- Organizing meetings to promote positive attitudes toward life and work for employees and caution against common pitfalls.

Mechanisms for monitoring and inspection:

- Develop an alert system for sales in all channels (Offline/Delivery/All Online) through the website "Buddy" to monitor and close the sale of the stores with abnormal transactions



- Develop alert notification systems and inspect abnormal money top-up and payments through the 7 Delivery app and Mobile POS. Examples are the cases of riders with high top-up frequency and amounts in TMW or customers requesting cash payments but paying via TMW.
- Increase operation measures when it is found that sales do not comply with regulations.
- Develop a system to control and monitor product orders to prevent products from being
- Monitor abnormalities in sales cancellation transactions (voided receipts)
- Implement control systems to monitor sales during promotional periods, such as generating reports on irregular sales transactions during stamp promotions and notify supervisors to inspect branch store sales.
- Enhance data storage systems by managing additional logs when processing product sales via Mobile POS, including device information, location, and MAC address.
- Develop a device verification system (Mobile POS) to comply with the Company security standards; transactions will not be allowed if the device is not registered with the Company.
- Conduct inventory audits by the accounting team to ensure the completeness and accuracy of store products.
- Follow up operations through CCTV cameras in an online format.
- Inspection of the store quality system by the store quality system inspection unit

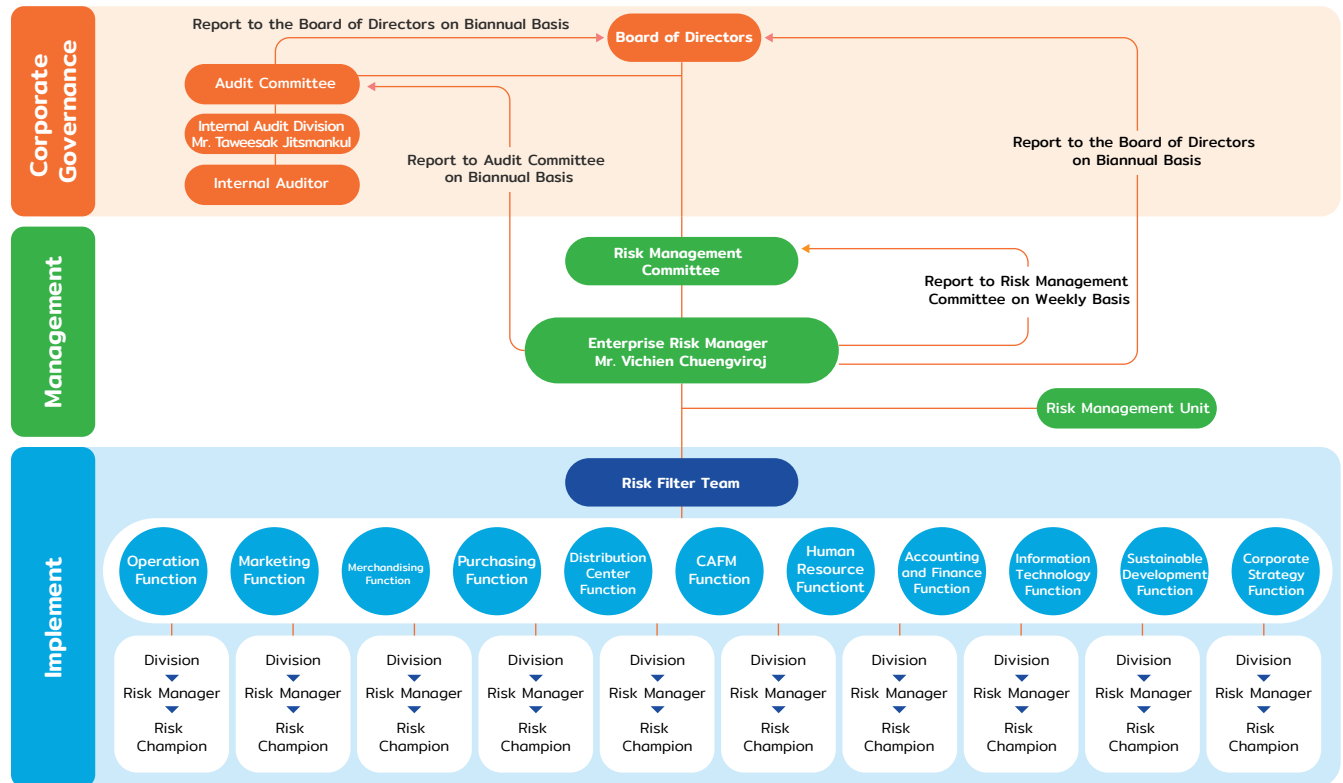


Risk Management

The Company's risk management process begins with reviewing the organization's strategic plans and business objectives, coupled with analyzing the organization's key Materiality Topics to develop the risk management guideline and to identify important risks in the Company's business operations. The guideline covers four dimensions: Business Risk, Sustainability Risk, Emerging Risk, and Black Swan or unforeseen risks. They also establish effective preventive and mitigation measures to help drive the organization towards its goals and create value for all stakeholders. Additionally, the Company mandates the establishment of a Risk Management Committee responsible for setting policies and managing the organization's risk plans, including defining appropriate Risk Appetite. This involves risk management department and audit office working together as a Risk Management Committee to drive efficient

operations under corporate governance and in alignment with the organization's objectives. Furthermore, the Risk Management Committee reports on risk management activities and presents findings to the Audit Committee and the Board of Directors twice a year. The objective is to examine the performance of the risk management process, monitor results, and identify corrective measures to enhance operational efficiency and reduce the impact of risks in a more comprehensive manner. The Risk Management Committee has conducted a self-assessment for 2023 using an assessment model adapted from the Thai Institute of Directors' framework, comparing it to the charter. It revealed an excellent performance score of 93% and a good performance score of 7%. These scores indicate an improvement compared to the previous year.

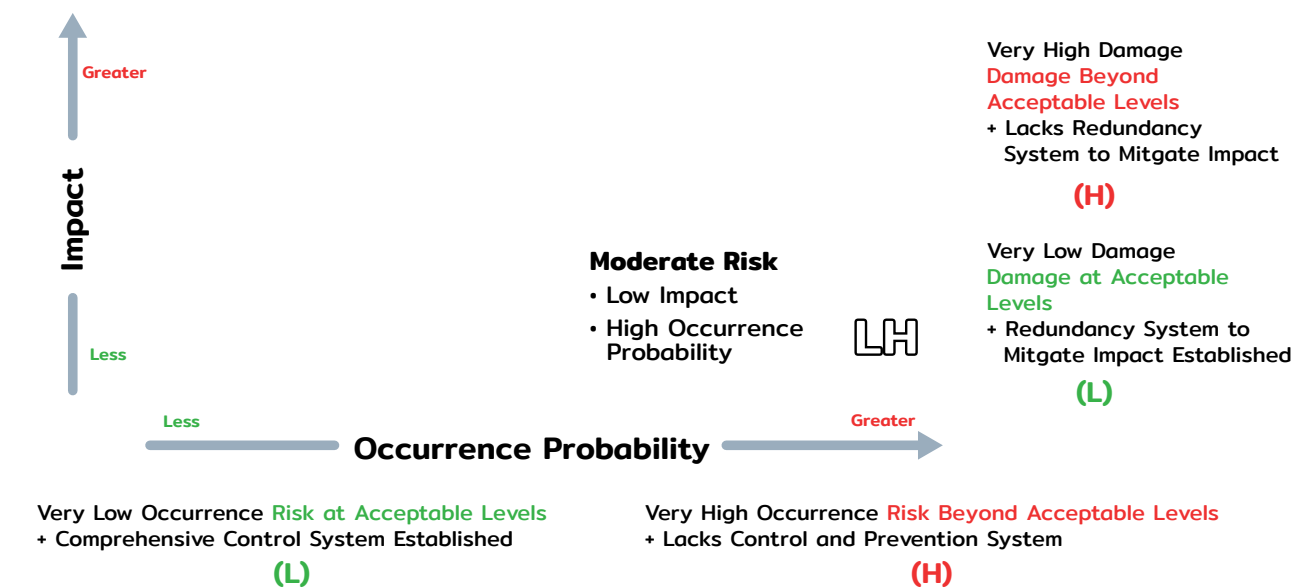
Corporate Risk Management Structure



Risk Analysis and Assessment

The Company organizes the priority of risks by appointing Risk Owners who are responsible for analyzing identified risk issues, both in terms of the likelihood of occurrence (Probability Rating Scale) and the impact of the risk (Impact Rating Scale), using a Risk Matrix. The process follows principles and guidelines as follows:

Risk Matrix



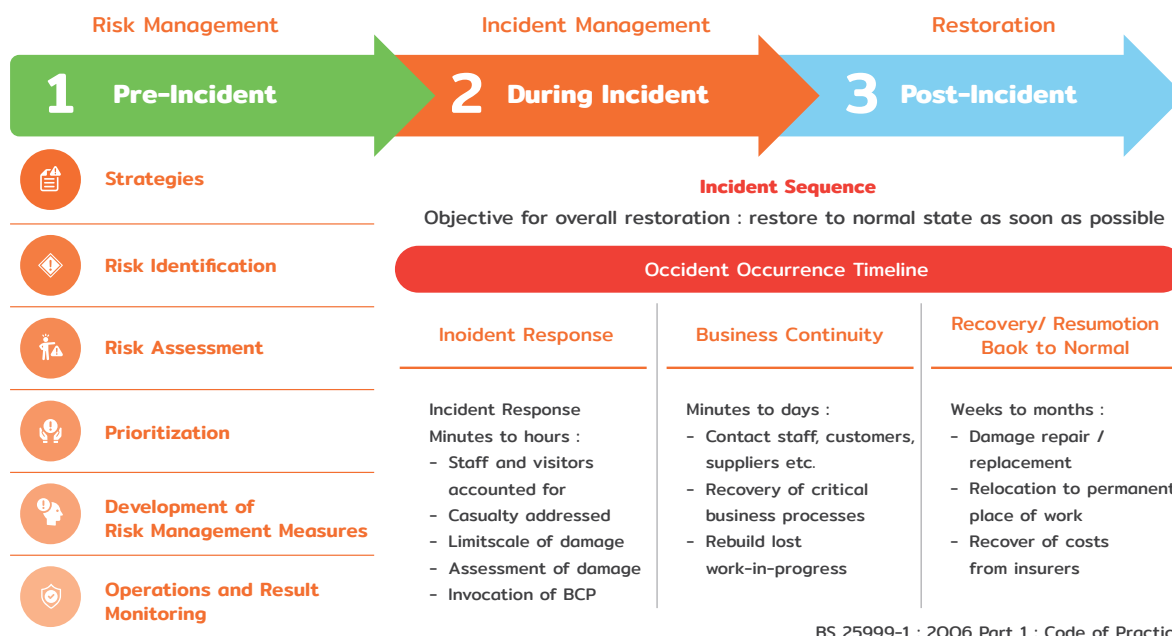
In this regard, the Company establishes guidelines and frameworks for risk management and crisis situations, comprising organizational-level risk management, operational-level risk management, and communication to ensure that all employees are informed. Additionally, the Company develops risk control plans that may impact the organization's operations and objectives, studying Risk Prioritization from the analysis of the Risk Matrix, which considers the likelihood and potential impact of each risk, including the likelihood of fraud and corruption. Furthermore, it defines key performance indicators for significant risk management effectiveness (Risk Score) and recovery plans appropriately tailored to achieve sustainable business objectives.

For more Information:

- [Risk management policy](#)
- [Risk management manual](#)

Furthermore, the Company has developed a Business Continuity Plan (BCP) to prepare for rapidly changing situations and ensure the Company's operations remain continuous and uninterrupted. Additionally, every six months, the Risk Management Committee reports its operations to the Audit Committee and the Board of Directors. Moreover, the Internal Audit Office oversees and audits risk management operations to implement risk reduction measures. In 2023, the Company engaged an external firm to evaluate the overall Enterprise Risk Management (ERM) to ensure compliance with corporate governance principles and The Committee of Sponsoring Organizations of Treadway Commission (COSO) internal control framework.

Additionally, it aligns with the international standard ISO 22301: Business Continuity Management (BCM) to ensure the Company's risk level is acceptable and manageable. The companies within the CP Group has been certified for ISO 22301: BCM in three areas, including CPRam Ladkrabang and Distribution Center (CDC) Bang Bua Thong. Moreover, in 2023, six more distribution centers received additional certification, including Mahachai Distribution Center (DC), Mahachai Temperature Controlled Distribution Center (CDC), Suvarnabhumi Distribution Center (DC), Suvarnabhumi Temperature Controlled Distribution Center (CDC), Mahachai Distribution Center (BDC), and Logistics Center.

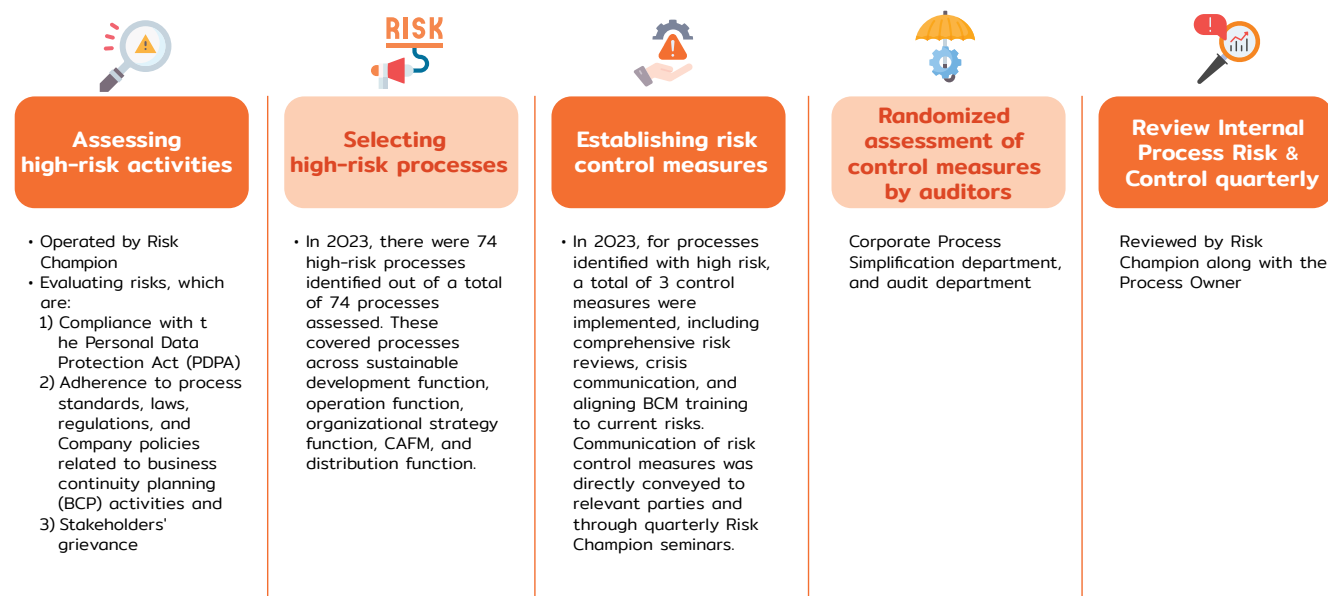


In order to ensure effective risk management alignment to its objectives, the Company mandates regular risk assessments every quarter, identifying risk categories that may impact business operations into four groups as follows:

- 1) Business Risk
- 2) Sustainability Risk
- 3) Emerging Risk
- 4) Black Swan or unforeseen risks

The objective is to encourage employees to participate in risk management and can respond promptly to changes in the business environment, along with supporting corporate strategy. The Company, therefore, organizes training every quarter on relevant risk reduction measures for various departments with Risk Champions, who are responsible for providing knowledge. The Company also establishes risk control and monitoring mechanisms as follows:

Internal control and risk monitoring mechanisms



Emerging Risks

The Company establishes measures and guidelines for managing and governing to promptly respond to risks. This includes regular annual reviews of issues and various trends to analyze new risks that may affect business operations. Moreover, the Company can identify 3 new risks and analyze the impact of these risks on business operations, along with outlining preliminary management measures and guidelines as follows:

Risks from the rapid changes in Generative AI technology in the e-Commerce business

The e-Commerce industry in 2024 has an increasing use of Generative AI technology, where online merchants can analyze customer needs and consumer data to find products and services that meet their demands most effectively. For example, customers can use Generative AI technology to analyze the credibility of stores and detailed sales history, allowing them to assess the history and credibility of merchants and check whether the products or services sold in the past had any issues. This has led to a significant growth of the e-Commerce industry in Thailand, estimated at 23% according to the Digital Economy Report for Southeast Asia by Google in the previous year. It has also resulted in a growth of over 9.6% for CP ALL's e-Commerce business. However, the impact of using Generative AI technology includes new investment projects Investment in subsidiaries and distribution center (DC) in CP ALL's business operations. The aim is to maintain and create sustainable service experiences for customers at 7-Eleven stores.



Business Impacts

The rapid introduction of Generative AI technology in the e-Commerce business has impacted new investment projects Investment in subsidiaries and distribution center (DC) in CP ALL's business operations. It helps maintain and create a sustainable customer experience at 7-Eleven stores. In 2023, approximately 4,000 - 4,100 million Baht was invested. Furthermore, if Generative AI technology is fully utilized to analyze products and services for consumers in the next 3-5 years, it will significantly affect has impacted includes new investment projects Investment in subsidiaries and distribution center (DC). This is aimed at maintaining and creating a sustainable customer experience for visits to 7-Eleven stores in the future.



Measures and Management Approach

The Company closely monitors the rapid changes brought about by Generative AI technology, which increasingly influences CP ALL's business operations. Currently, it sets business strategies to grow from strengths, adapt to new lifestyles, and embrace the digital society. This is to address the aforementioned changing trends by improving the way consumer experiences are created, such as promoting products that better meet consumer needs based on surveys conducted at 7-Eleven stores. This includes diversifying products and services, such as fresh food, frozen food, vegetables, fruits, and freshly prepared food, as well as expanding 7-Eleven branches to provide access and convenience to communities with limited access to products and services. This is considered value creation and promoting access for consumers that e-Commerce businesses may not fully meet yet.

However, the integration of Generative AI technology to support the analysis of consumer product and service preferences remains a critical focus for CP ALL in driving the growth for both 7-Eleven stores and e-Commerce business. This segment contributes more than 10% of the Company's revenue. Therefore, CP ALL is investing in Generative AI technology to assist in analyzing consumer product and service preferences, as well as to analyze various product trends to meet current consumer demands and prepare for the future. Additionally, CP ALL is expanding 7-Eleven branches to promote access to products and services for remote communities that may not have access to new technologies, equipped with comprehensive services.

The risk from transitioning into a Complete Aged Society increases the demand for health products

Thailand is transitioning into a Complete Aged Society, according to data from the Department of Provincial Administration, Ministry of Interior, in 2023. It was found that Thailand has a population of people aged 60 and above, or the elderly, accounting for 1 in 5 (13 million people) of the total population (66 million people), with a continuous upward trend projected over the next 5-10 years. It is estimated that Thailand will evolve into a Super Aged Society, with the elderly population increasing to 28% of the total population. This will directly impact the demand for health-related products and services. This includes a greater need for health-focused food products, functional foods, and foods with modified ingredients. This trend may influence CP ALL's strategies, budget planning, research in product and service development, as well as procurement of health-enhancing products.



Business Impacts

CP ALL has been actively managing health and nutrition products through various support programs and promoting research in health products internally and externally. However, with the transition into a Complete Aged Society and the trend towards becoming a Super Aged Society, CP ALL needs to adapt and prepare to deliver products and services that can meet future needs. This may affect the risk of losing opportunities in selling health products and the elderly group, which accounts for 12% of total sales compared to all food and beverage products sold in 7-Eleven stores. It may also affect organizational direction-setting and strategy. Additionally, CP ALL prepares to address the increased budget for research on products and services suitable for the elderly group, aiming to procure health products worth over 17.10 million Baht, accounting for 38% of the total research and development budget.



Measures and Management Approach

The Company has continuously reviewed its organizational strategy and emphasized the fundamental right to good health as one of the basic rights. The Company is also aware of delivering products that are nutritious, safe, and meet standards for all consumer groups, especially the elderly. Moreover, the Company has elevated the capabilities and research funds in health foods and appointed consultants to source and develop new products tailored for health-conscious individuals, including the elderly. These products include functional foods to promote various health aspects, personalized foods suited to individual lifestyles, health, and genetics, as well as other categories, such as food with reduced additives and preservatives, low sugar, low palm oil, no coloring, no fat, alternative protein foods, and superfoods. This is to respond to changing consumer behaviors and reduce health risks for all consumer groups. Additionally, the product development aims to anticipate future trends in product and service changes for the elderly and elevate the services to cater to customers who find it inconvenient to shop at 7-Eleven stores, including the elderly, by offering product orders through the '7APP' application along with delivery services.

The risk from promoting the reduction of packaging waste as legally enforced by the government

The Company operates primarily in the business of retail convenience stores, wholesale businesses, cash payment services, and food production with operations mainly in Thailand. The Company is mandated to adopt the policy of discontinuing single-use plastic packaging under the Thai Plastic Roadmap 2018-2030, coupled with the development of the country's waste management system and infrastructure to reuse and recycle waste. One of the tools being studied to inform policy decisions is the principle of Extended Producer Responsibility (EPR) or the principle that enhanced responsibility of producers, where producers are responsible for the entire lifecycle of their products, including design, distribution, return, collection, reuse, recycling, and post-consumer packaging waste treatment. That is, producers' responsibility for managing their own product waste. This principle is widely used in Europe, North America, South Africa and some countries in Asia, with a trend toward legal enforcement expected in Thailand within the next 3-5 years. This directly impacts the business of CP ALL, which will incur additional expenses in system preparation, including readiness along the supply chain and requiring intensified collaboration with suppliers.



Business Impacts

The Company serves an average of 13 million customers daily at 7-Eleven stores, with revenue from product sales and services in 2023 totaling 921,187 million Baht. Each year, the Company uses an average of 53,965.53 tonnes of plastic packaging. The push for compliance with the Extended Producer Responsibility (EPR) principle impacts CP ALL's policies, strategies, and product design processes, shifting from traditional Design for Assembly to Design for Disassembly to facilitate material separation for recycling or investment in reuse processes. The recycling of packaging waste, as well as changing perspectives on the environmental system of production and consumption into a new approach, means transitioning from a Linear Economy model where products are manufactured by producers, distributed to consumers, and then discarded to municipalities, to a Circular Economy model, where materials and energy are recycled back to producers or distributors, requiring new distribution systems and innovations. This impacts CP ALL's operational expenses, including increased investment in system development and operations (estimated at over 538 million Baht over the next 3-5 years), as well as fees for waste management by central organizations. Furthermore, the Company's reputation could be affected in case of failing to adequately prepare to handle the supply chain responsibly.



Measures and Management Approach

The Company is dedicated to reducing the amount of plastic waste from packaging sent to landfills to the minimum possible, while also demonstrating leadership in environmental stewardship. This makes packaging management from CP ALL's products more environmentally friendly. This is achieved through measures and management strategies such as:

- Declare a policy and set a target of 100% for packaging under the control of the Company to be reusable, recyclable, or biodegradable. This is for companies operating in Thailand by 2025 and for those operating internationally by 2030. Also, the Company includes targets to reduce the amount of packaging waste sent to landfills by 2030. In 2023, packaging under the Company's control must be reusable, recyclable, or biodegradable by 97.74%
- Establish a Sustainable Packaging Management Task Force to closely monitor changes in the aforementioned principles that may become laws in the future. Additionally, the Company develops strategies and implements joint action plans for CP ALL and its subsidiaries, including project success indicators and drive projects to achieve goals, reporting progress to the Corporate Sustainability Subcommittee at least twice a year.
- Implement a Take-back System for used packaging, aiming to recycle or reuse them as appropriate. Also, improving the efficiency of the packaging waste recycling system. In 2022, the Take-back System should handle 0.16% of used packaging.
- Collaborate with government agencies, non-profit organizations (NGOs), educational institutions, communities, and other stakeholders to reduce overall plastic usage, increase reuse rates, and promote the reuse of plastic materials, and for single-use plastic packaging if necessary. By 2023, the Company was able to reduce single-use plastic consumption by 45.93%.
- Continuously communicate and raise awareness to stimulate behavior change regarding sustainable packaging among employees, suppliers, business partners, consumers, and other stakeholders. This aims to create awareness and promote the organization's image, including initiatives such as the "Reduce and Replace" single-use plastic project, the ongoing project: Green Coffee project, the ongoing project: Recycling Stations and Reusable Bag project, and the 24-Hour Island Conservation project – environmentally-friendly bricks project.

Black Swan Search continuation project

The Company has continued the Black Swan project for the 10th consecutive year to raise awareness of risks for the Company's personnel. Management and employees are encouraged to take part in identifying enterprise risks that could potentially impact the Company's operations and goals through the submission of risk topics in a contest available at various channels. The risks topics are related to the below six issues, as follows:



The awarded risk issues will be considered for further development of appropriate support measures and management strategies to effectively implement them. In 2023, there were a total of 2,465 risk issues submitted by employees for competition. The top five risk issues with the highest number of submissions are: 1. Health and safety-related risks, 2. Environmental risks, 3. Legal compliance risks, 4. Customer satisfaction, and 5. Human resource management.

Furthermore, the Company conducts Risk Score evaluations to measure the overall risk management effectiveness of each department. The Company welcomes suggestions for further development and improvement of risk management systems in all areas to enhance efficiency. This covers over 74 departments on a quarterly basis, along with providing guidance and knowledge exchange through online systems. Additionally, exemplary risk management practices are showcased to elevate capabilities through the Risk Score Clinic project weekly. Departments demonstrating consistent excellent performance will be publicly acknowledged by the Chief Risk Officer and the CEO as role models for the organization, fostering pride among the department's risk management personnel.

Risk Management and Business Continuity Management Training Program for Risk Champion continuation project

The Risk Management unit, in collaboration with Panyatara Co., Ltd. and All Training Co., Ltd., organizes quarterly training courses to develop Risk Champions skills. The objective is to train participants, providing them with new learning experiences that can be applied to managing risk within the CP ALL Group businesses. This aims to enhance the ability of Risk Champions to assess risk management practices within their respective units according to Risk Score criteria, ensuring readiness to respond to situations. Additionally, participants are required to complete a post-training assessment to review their understanding and raise awareness in identifying risks and prevention methods, enabling the organization to continue its operations without interruption. In 2023, more than 967 Risk Champions within CP ALL's business units participated in the program.

Furthermore, the Company has elevated its Risk Management training for the Risk Management Committee (RMC) in four formats: from gurus/experts, practical exercises (Crisis), 3A signaling (Alert, Analysis, Alarm), and external training. The training provides knowledge to users of information technology systems, including committee members, senior management, employees, and customers. Seminars are organized on topics such as the impact of the Russia-Ukraine conflict on the Thai economy and industry. Additionally, meetings are held to update the Company's Board of Directors on Global Sustainability Trends Updates to understand trends and potential impacts on CP ALL in the future.

Promote and Support SMEs Suppliers to take part in the Private Sector Collective Action against Corruption (CAC SMEs Certification) continuation project

CP ALL organized a training program for the Private Sector Collective Action against Corruption (CAC SMEs) in 2023 for 58 SMEs entrepreneurs in an online format in the time of the New Normal. The objective is to encourage executives and employees, including suppliers, to operate in accordance with corporate governance principles. And to instill values of business operations with honesty, transparency, and without corruption. The Company raised the status of the organizations in CAC membership to the Change Agent level. All in all, there are 15 suppliers, or equivalent to 26% of

the total, who have communicated and signed to join the declaration of intent to join the Private Sector Collective Action against Corruption.

In addition, Lotus's has been recertified as a CAC member, joining the private sector's collective efforts against corruption in Thailand. Lotus's also received the CAC Change Agent Award for 2023 from CAC. Furthermore, in 2023, Lotus's supported 17 SME suppliers in jointly declaring their commitment to anti-corruption, elevating the standards of transparent and ethical business practices.

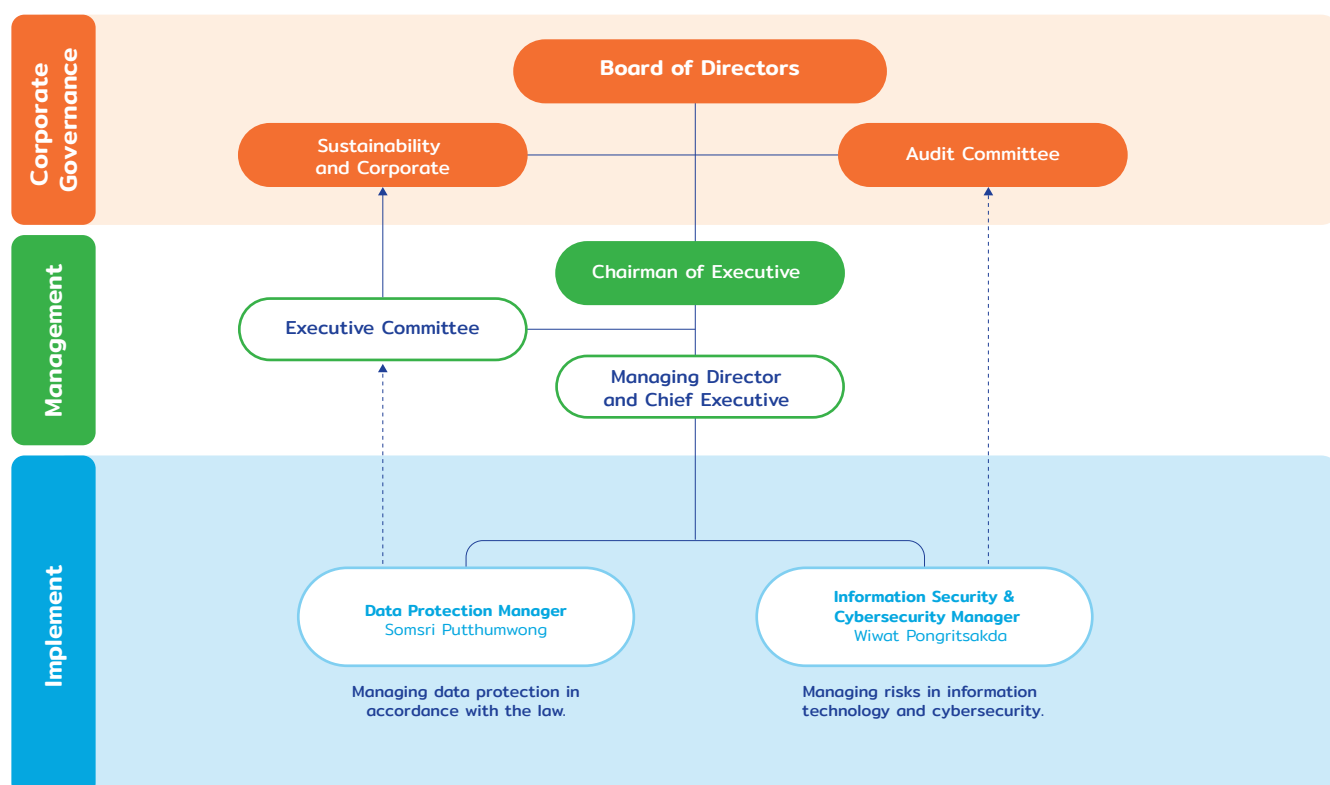
These initiatives reflect the Company's dedication to being a retail organization that prioritizes sustainability in all dimensions of business operations, encompassing environmental, social, and governance (ESG) aspects.



Cybersecurity and Information Management

The Company establishes a management structure to promote integration between central and business units, with central units responsible for and providing support, including the IT Governance Committee, tasked with setting policies and guidelines for system usage. The Committee also monitors technology and cybersecurity investment projects to ensure alignment with business strategies.

The Structure of the IT Governance Committee



The Company also establishes IT policies to serve as guidelines for data usage, operations, development, and maintenance of information technology systems to be appropriate, compliant with laws, and meet security requirements. These policies apply to employees and business partners. Additionally, the Company adopts quality IT service standards ISO 20000 and secure IT management certification standards ISO 27001 as frameworks for information technology and cybersecurity management operations. Moreover, security standards for financial transactions PCI/DSS V.3 are implemented to govern financial transactions.

For more Information:

➔ [Information technology system security policy](#)

Cybersecurity Management within CP ALL's Businesses

People	Process	Technology
- Establishing the responsibilities of high-level management, such as the CSO (Cyber Security Officer), to manage reporting to the Executive Committee or CIO - Establishing units for managing information technology security and cybersecurity operations - Organizing training programs and conducting tests for personnel at all levels to raise awareness of cyber threats, such as Phishing Simulation Test, Cyber Awareness, and Cyber War Game.	- Establishing information security policies for CP ALL's network systems - Designating service provider units for information systems within the CP ALL network, managed according to processes and standards certified by ISO 20000 and ISO 27001 - Establishing Cyber Security Incident Response Plan	- Installing preventive technology systems that adhere to global security practices, such as the NIST Framework - Data systems are installed in designated zones, stored in data centers or private company networks, with controlled access, monitoring, and management of system devices and data access as specified - There is an exchange of threat technology with corporate management to appropriately update networks and new threats

Furthermore, the company organizes a review of the information technology system security policy. To be consistent with international standard practices. The Company also adopts the international cybersecurity framework (NIST Cybersecurity Framework) in technical practices throughout the system, including personal data protection measures as follows:

Cyber Security continuation project

Currently, the Company faces cybersecurity risks almost constantly due to the shift from offline to online business operations, leading to reliance on digital tools for business. Therefore, the Company has established cybersecurity management strategies that encompass aspects on People, Process, and Technology.



In 2023, the Company was rated on the credibility of cyber security management by an external party (BITSIGHT Security Rating Service), reflecting the responsibility of management and information management, credibility, and corporate image-the results show that the safety management has improved respectively and with the following actions initiated:

- Promote key policies regarding cyber security and raise awareness about cyber threats, emphasizing caution, including guidelines for proper usage and security measures through various channels such as the Company's website, emails, CPALL Connect Cyber Security Portal, etc.
- Reviewed the policy to align with international standards for information security management systems (ISO 27001) and privacy information management systems (ISO 27701).
- Conduct cyber security assessments annually and implement security system technologies according to the Cyber Security Roadmap to ensure the confidentiality, integrity, and availability of all information.
- Provide cyber security training and raise awareness to:
 - New employees through the On-Boarding Program, including signing acknowledgment of policies and guidelines, totaling 64,604 individuals.
 - Current employees at all levels of CP ALL and its subsidiaries, totaling 113,394 people.
 - Partners: by communicating and promoting the safe use of data connected to the Company's IT systems, including signing acknowledgment to comply with security procedures before commencing work, totaling 54 partners.
 - Partners: by providing knowledge on "Cyber Vaccines: Stay Ahead of Scams, Combat Online Threats," alerting them about significant online safety risks and cyber threats through social media platforms.



- Providing training, testing, and supporting employees in cyber security through certification in international standards such as CISSP, CISA, CDPSE, C|HE (Certified Ethical Hacker), CompTIA Security+, etc.
- Establishing an IT Operations team for the 24/7 work at the main data center. The team is responsible for continuous monitoring and system maintenance. Users can report security incidents or breaches through Call Center 1500, available at all times, following the Incident Management process according to ISO20000 standards.
- Assessing the risks of suppliers about their access to the Company's network data, a total of 54 suppliers. In cases where high risks are identified, the Company collaborates with the suppliers to develop and implement risk reduction plans.



- Conducting workshops on responding to cyber security incidents and data breaches for operational and management levels, simulating real-life scenarios to ensure proper response and understanding, with bi-annual reviews for improvement.
- Conducting quarterly phishing tests for employees at all levels, simulating real-life scenarios to enhance understanding and appropriate responses.
- Participating in the Cyber Security Rating Program for Listed Companies in 2023, led by the Stock Exchange of Thailand, to gauge internal cyber security levels and develop strategies for enhancing cyber security.



Impacts and Benefits

100% of the Company's network data systems are installed and provided services through the certified Information Security Management Systems, ISO 27001

100% of employees working in cyber security (31 people) have undergone training and knowledge testing on cyber security topics

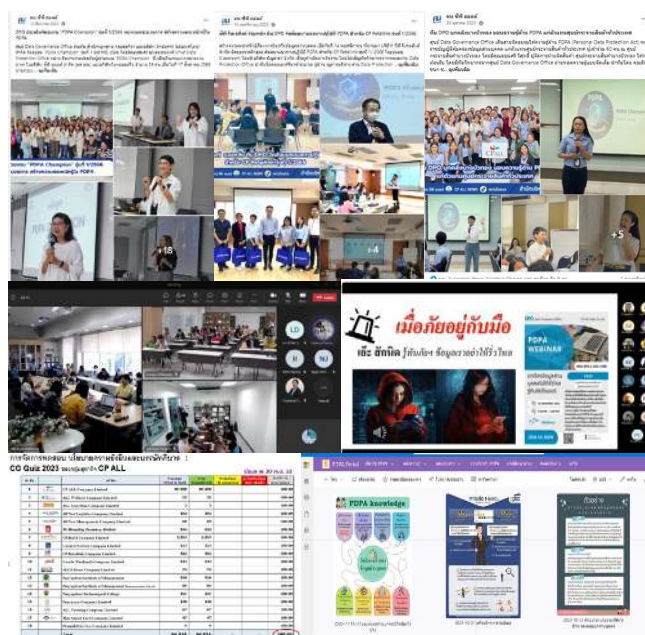
100% of employees have passed the Phishing Test

100% of the Company's systems and websites on the internet network have been searched and assessed for vulnerabilities by external companies and. They are then further evaluated and improved by the operations team to enhance security

Raising awareness of personal data protection continuation project

The Company aims to raise awareness of personal data protection among employees at all levels, following the guidelines outlined in the Company's key strategies and plans. This initiative can reduce the risks that may affect the organization. In 2023, the Company worked to elevate personal data protection to international standards with details as followed:

- Announced and promoted awareness of personal data protection and PDPA laws to employees at all levels, including updating personal data management processes to comply with the law.
- Organized activities to support personal data protection for employees at all levels, such as training, seminars, knowledge assessments, workshops, or webinars to provide knowledge and raise awareness of PDPA for employees in the Company, subsidiaries, suppliers, and relevant partners.
- Promoted PDPA mindsets among employees, including 1) "Respect" for others' privacy, 2) "Transparency," and 3) "Accountability," of one's actions through both offline and online channels such as posters, the Company's websites, emails, and the PDPA Portal CPALL Connect, among others.
- Extended the certification of international standards for information security management systems ISO 27001 and privacy information management systems ISO 27701 from ALL Member customer data to employee data of the Human Resources (HR) system and apply them to 24Shopping within the scope of "product sales through 24Shopping."
- Developed and applied information technology systems in business operations under security measures that maintain the confidentiality, integrity, and availability of all information.
- Conducted drills for breaches and data breaches with CP ALL and subsidiaries (24Shopping and Counter Service) involving senior executives and incident response teams for breaches and data leaks



Impacts and Benefits

100% of activities with personal data comply with the Personal Data Protection Act

100% of employees have passed a training and knowledge test of PDPA guidelines

100% response to the access right requests for personal data at an appropriate time

0 cases of serious grievances

0 cases of personal data

*PDPA is Personal Data Protection Act, B.E. 2019

For more Information:

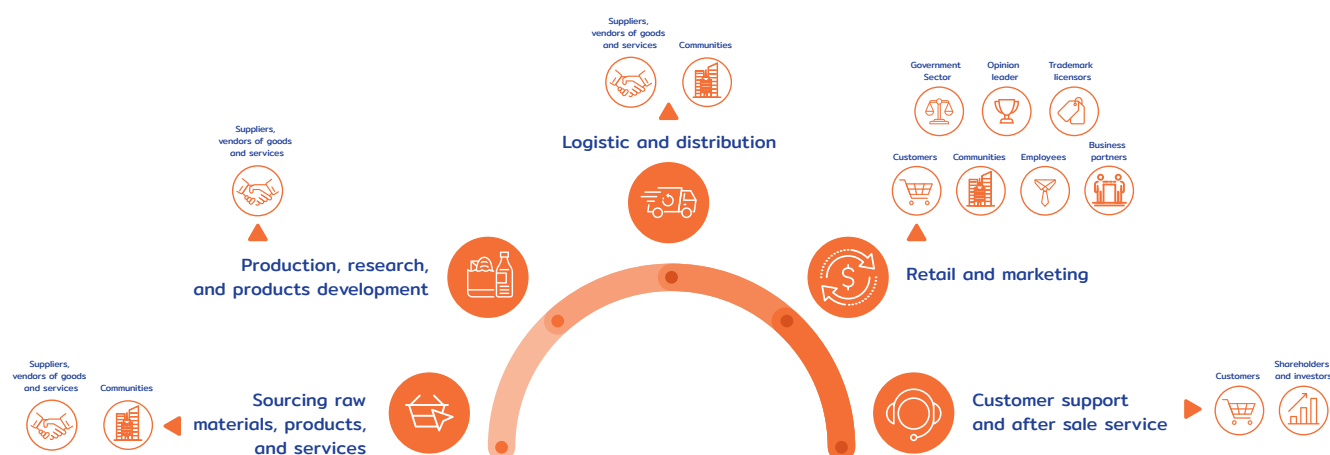
➔ [Additional information about Cyber Attack reports and User Security Incident can be found on the website:](#)



Occupational Health and Safety & Labor Practice



Significantly Affected Key Stakeholders



Supporting the SDGs



- 3.4 Reduce premature death from non-communicable diseases through prevention, treatment, and support for mental health and well-being



- 3.6 Reduce deaths and injuries due to road accidents

- 5.1 End discrimination against women and girls everywhere



- 8.5 Achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value

- 8.8 Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment



- 10.3 Ensure equal opportunity and reduce inequalities of outcome, including by eliminating discriminatory laws, policies and practices and promoting appropriate legislation, policies and action in this regard



- 16.3 Promote the rule of law at the national and international levels, and ensure equal access to justice for all

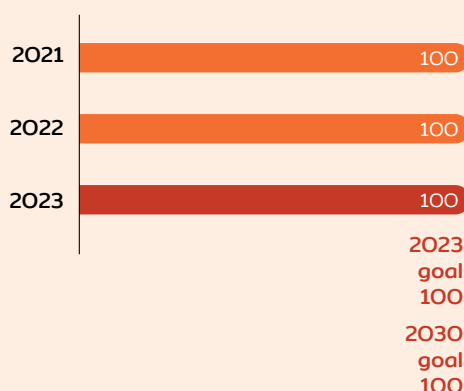
2030 Goal

The Company has continuously conducted Human Rights Impact Assessment following United Nations Guidelines, of its operations and suppliers with high sustainability risks

100%

Progress against goals

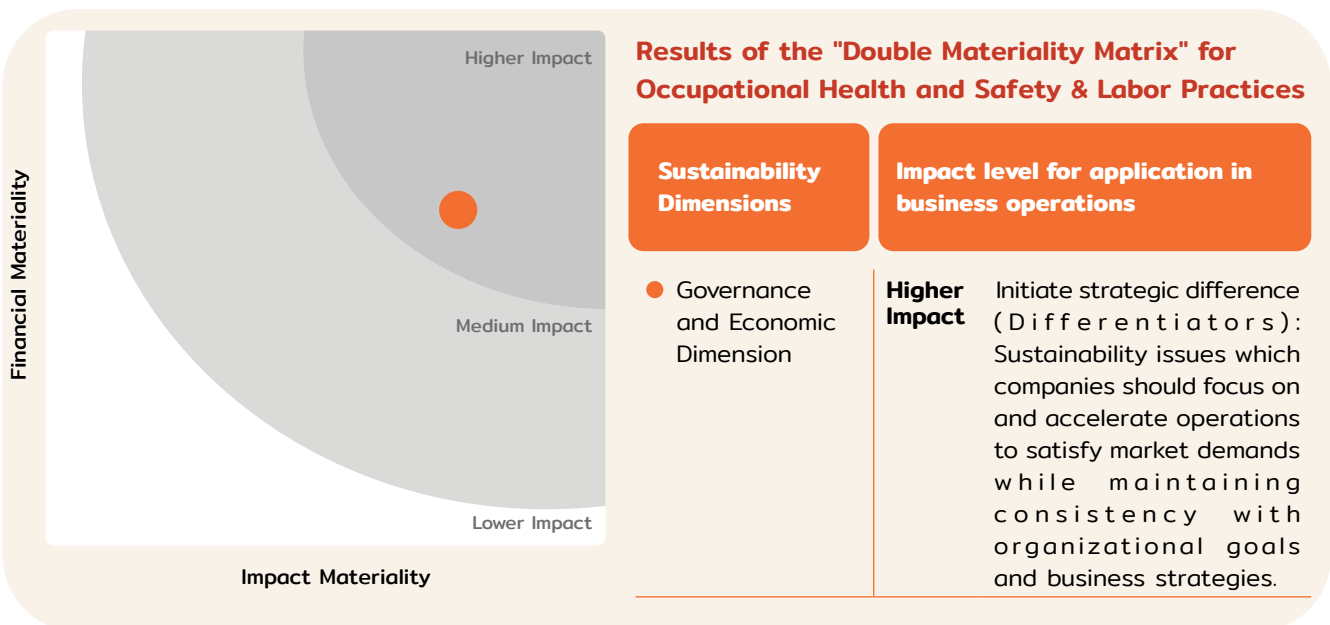
(Unit : %)



Key Performance in 2023



Key Progress in 2023



Risks and Opportunities

Business and human rights are issues that receive continuous global attention because the workforce is considered a crucial pillar in developing the sustainable operational capabilities of every organization in the business sector. In each business activity, such as raw material sourcing, production processes, transportation, and services, there is a risk of human rights violations, as well as compliance with labor-related regulations and laws. This has led organizations worldwide to operate under the principles outlined in the United Nations Guiding Principles on Business and Human Rights (UNGPs), issued in 2011. These principles aim to demonstrate accountability for human rights and promote equal treatment, safety, and a good environment in the workplace. Additionally, they include initiatives to promote good health for employees and suppliers.

Therefore, the Company stipulates regular reviews and assessments of human rights risks, and the process of monitoring human rights in a comprehensive manner on a regular basis. This includes setting an operation framework in alignment with the international human rights protection principles and the country's laws. This is to prevent any human rights violations throughout the value chain due to the organization's management approach towards all stakeholders.



Human Rights Due Diligence: HRDD



Human Rights Risk Assessment



Human Right Impact Assessment: HRIA

The Company aims to raise awareness of and promote compliance with international human rights principles among employees at all levels, business partners, and level 1 key suppliers through various projects. The Company pushes for equality in the cost of living and employment in accordance with the policy and principles of compensation and benefits. This includes assessing the livelihood of employees and Tier-1 suppliers. Other topics revised are salary and benefits for employees and business partners (Store partners) to receive equal and fair compensation. The Company aims to expand the target to cover 100% of employees by 2025.

Management Approach

The Company established and operated in accordance with policies on human rights and labor practices, encompassing all areas of business operations, including suppliers and business partners—which are in accordance with the UN Guiding Principles on Business and Human Rights (UNGPs) and International Labor Organization (ILO). This includes the labor laws of each country where the company conducts business, encompassing significant human rights issues, such as child labor, forced labor, discrimination, harassment, etc.

In this regard, the Company has a process to assess important issues, impacts, and human rights risks on a regular basis every 3 years in all areas of business activities, encompassing workflow analysis (Full time equivalent: FTE), especially for units with risks. The Company also established integrated preventive measures and mitigated the impact of high-risk issues through the human rights process. The details are as follows:

There are plans to extend the assessment to suppliers. Furthermore, the Company assesses risks related to safety, occupational health, and environmental conditions in the workplace, covering all the Company's operational areas. This also involves implementing various projects to support and promote well-being for employees and their families through different initiatives, support for the education of employees' children, and employees' health care. Employees are also provided with the option to choose healthcare benefits for their parents, spouses, or children (IPD), flexible working arrangements, among other benefits.

For more information:

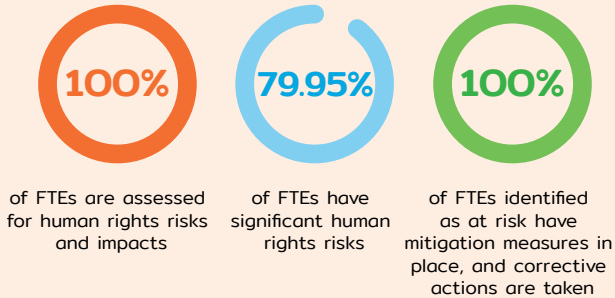


[Human Rights and Labor Practices Policy](#)

Performance Summary 2023

Human Rights Assessment

The Company's operation area and business activities



Salient issues

The safety and health of employees in 7-Eleven stores and 24shopping

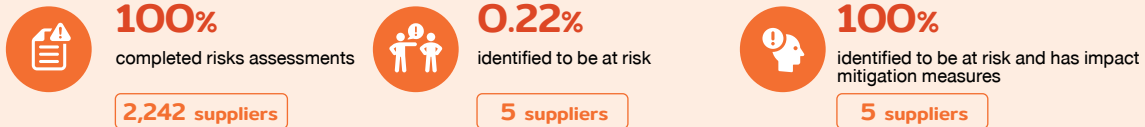


Work-related accidents, such as accidents from delivery of goods, slipping or falling from stairs, items falling from a height, accidents from a forklift crash, and knife-related accident



Issues with inappropriate Personal Protective Equipment (PPE), such as safety shoes, workwear, temperature control room workwear, etc.

The company's Tier-1 suppliers

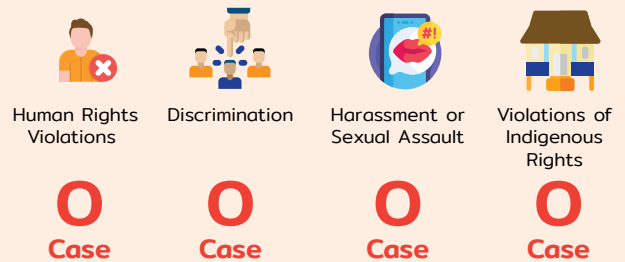


Awareness on Respecting and Complying with Human Rights Principles

Training



Grievances on Human Rights Violations



Mitigation measures and corrective actions

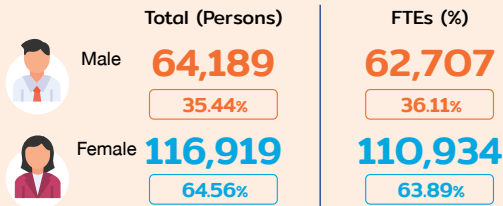
CP ALL Public Company Limited guarantees that appropriate corrective action will be taken. In cases of human rights violations, monitoring, inspection, planning preventive measures, mitigation, and continuous reporting are conducted. Additionally, compensation and remediation are considered and provided in various forms to ensure that affected rights-holders receive appropriate reparation. These actions aim to alleviate the impact of human rights violations, providing affected individuals with suitable or improved conditions. Examples of actions in place are apologizing, restitution, rehabilitation, compensation in the form of monetary or non-monetary measures, punishment, and prevention of harm, such as a prohibition order or a guarantee of no recurrence



Performance Summary 2023

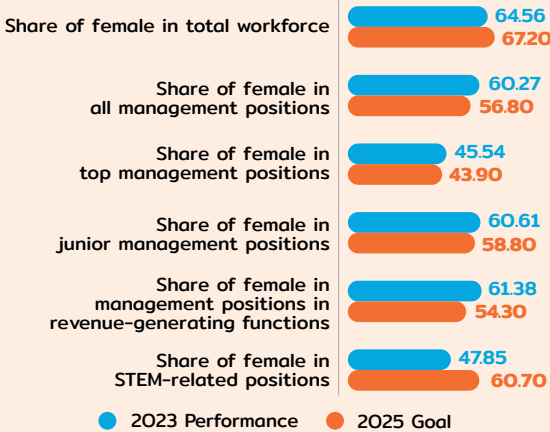
Promoting equal opportunities and diversity for employees

Gender Diversity



Remark: FTEs is Full Time Equivalent

Capability Building of Female Employees (%)



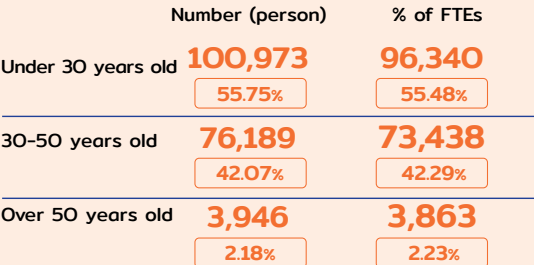
People with Disability



Nationality Diversity



Age Diversity



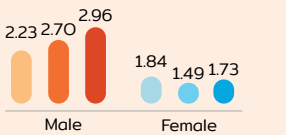
Freedom of Association



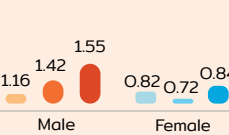
Occupational Health and Safety

Unit : Cases per 1,000,000 work hours

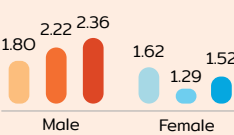
Recordable Work-related Injuries Rate of Employee



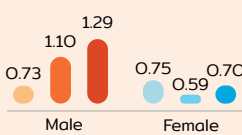
Recordable Work-related Injuries Rate of Contractor



Lost Time Injury Frequency Rate (LTIFR) of Employee



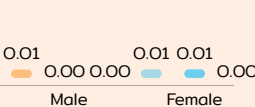
Lost Time Injury Frequency Rate (LTIFR) of Contractor



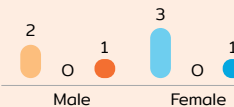
High-consequence Work-related Injuries Rate (Excluding Fatalities) of Employee



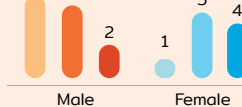
High-consequence Work-related Injuries Rate (Excluding Fatalities) of Contractor



the number of fatalities as a result of work-related injury of Employee (person)



the number of fatalities as a result of work-related injury of Contractor (person)



For more information:

- [The information on "New Hires and Resignation."](#)
 - [The information on "Work Injury."](#)
 - [The information on "Occupational Illness."](#)
 - [The information on "Employee Diversities."](#)
 - [The information on "Ratio of Employee Remuneration."](#)
- [In "Sustainability Performance 2023 Employee Information, Appendix"](#)

Human Rights Due Diligence Process

The Company conducted human rights audits, and efficient human rights audit periodically every 3 years. To identify key issues and rights holders affected, covering all operational areas and all business activities of the Company, including business partners, suppliers, contractors, joint ventures, and Mergers and Acquisitions. The Company considers important human rights issues that are likely to be relevant to its business operations, including forced labor, human trafficking, child labor, right and freedom of association, right to collective bargaining, equal remuneration, discrimination, sexual harassment, and other forms of harassment. Other issues include security, environment, and customer rights, encompassing stakeholders who are at risk of human rights violations—such as employees, communities and locals, business partners, suppliers, contractors, customers, and consumers. And vulnerable groups such as women, children, indigenous people, migrant workers, third-party contracted workers, people with disabilities, elderly people, and LGBTQ+. The Company listens to issues from relevant stakeholders to ensure the prevention of human rights violations in the Company's business operations.

**For more information:**

[Risk assessment manual and impacts on human rights](#)

Human Rights Risks Assessment

The Company conducted Human Rights Risk Assessment (HRRA) periodically every 3 years to assess the risk of human rights violations throughout the value chain by identifying the key issues and the affected rights holders. Human Rights Due Diligence (HRDD) encompasses 8 main business groups by 100% of the business area and accounted for 100% of business activities, which consists of 4 activities: Employees Practice, Community Rights, Customer Rights, Supplier & Contractor Rights

From the recent review and assessment of human rights risks in 2022 to evaluate past risk issues, current risk issues, and risks that are likely to occur in the future. These encompass the rights of employees, suppliers and contractors, community rights, and customer or consumer rights, as well as Working Conditions, Occupational Safety and Health, Discrimination and Harassment, Illegal Labor Used, Standard of Living, and Data Privacy. The Company found risks in Salient Human Rights Issues in the retail business, 7-Eleven convenience stores, and 24shopping, which include 1) issues on accident during operation and 2) inappropriate Personal Protective Equipment (PPE) issues. In addition, the Company conducted human rights risk assessments for all level 1 key suppliers, covering 2,242 suppliers. Examples of significant human rights risks are

in the areas of monitoring the operational environment, training on safety in the workplace, an inspection of the condition of the equipment in operation, and equipment related to emergency response, including fire drills, among others. The Company encourages suppliers who detect risk issues to develop comprehensive preventive and remedial guidelines for human rights issues. The recommendation is for all high-risk critical tier-1 suppliers.

In case of human rights violations, the Company has a continuous monitoring, auditing, and reporting process. The process is under integrated measures to prevent and reduce human right impacts of high-risk issues. This ensures that rights-holders affected by human rights violations receive appropriate compensation and remedy, as well as alleviating the impact to ensure they are in suitable or improved conditions .Examples are apologies, restitution, rehabilitation, and compensation in the form of monetary or non-monetary forms. Other corrective actions are punishment and prevention of harm, such as a prohibition order or a guarantee against recurrence.

Employee Practices	Community Practices	Customer Practices	Supplier and Contractor Practices
Working Condition	Health and Safety	Health and Safety	Working Condition
Health and Safety	Standard of Living	Discrimination	Health and Safety
Discrimination and Harassment		Data Privacy	Discrimination
Illegal of Labor used			Legal of Labor used
Freedom of Association and Right to Collective Bargaining			

Human Rights Impact Assessment

After completing the human rights risk assessment process, the Company stipulates the Human Rights Impact Assessment on those affected by actions in the areas of risk that require proactive management. This is achieved through data collection and surveys of stakeholders, encompassing all employees across all areas with Salient Issues and high risk that require proactive management. The assessment is divided into four main groups: 1. Operations at 7-Eleven stores, 2. CP ALL distribution

centers, 3. 24Shopping distribution centers, and 4. CP Ram’s manufacturing and logistics operations. Upon identifying impacts, measures to mitigate them are implemented, along with efforts to communicate equal treatment according to human rights principles within the organization through infographic communication, advocacy campaigns, and senior management communication via newsletters to all employees across the organization.

Integrated human rights prevention and mitigation measures for high-risk issues

Under the scope of responsibility of the Company's Store Partners (business partners)

Right Holders	High Risks Issues	Preventive measures and impact mitigation	Integrative measures
Employees at 7-Eleven stores and 24shopping	Safety and Health - Work-related accidents, such as accidents from delivery of goods, slipping or falling from stairs, items falling from a height, accidents from a forklift crash, and knife-related accident - Issues with inappropriate Personal Protective Equipment (PPE), such as safety shoes, workwear, temperature control room workwear, etc.	- Safety Manual - Conduct an operational safety analysis. - ISO 45001 / TIS 18001 Certification - Occupational health and safety training for employees. - Road safety training for employees - Provide personal protective equipment and tools for employees - Monthly personal protective equipment checks by the Committee on Safety, Occupational Safety, and Environment (OSH&E) in the workplace and routine check every time before use by the line manager - For employees working in temperature-controlled rooms, the Company provides thick workwear and vitamins for nourishment. A period is set for employees to adjust their body temperature before leaving the work area.	- Corporate policies (such as Policy in Safety, Occupational Safety, and Environment in the workplace, and human rights policy) - Workplace guidelines - Committee in Safety, Occupational Safety, and Environment (OSH&E) in the workplace - Announcement of automotive safety operational goals - Operation standards

Creating awareness on human rights

The Course "Human Rights and the Business Sector"

The Company organized a training course on "Human Rights and the Business Sector" for management-level employee in the CP ALL Group and its subsidiaries to raise awareness and promoted appropriate human rights practices, including preventing human rights violations both within and outside the organization. The course covers important human rights topics



In 2023, there were 181,108 training participants. A plan was developed to increase the scope of this awareness-raising, this aims to ensure full understanding among all employees and operational areas, including store partners (business partners) through an online platform, the goal of a completion rate of 100% by 2025

Communication on "Human Rights within the Company and Subsidiaries"



The Company communicated the policies, regulations regarding work ethics, business ethics, and workplace codes of conduct to all employees at every level, ensuring their understanding and compliance. This is done to promote adherence to policies and regulations, as well as to prevent human rights violations within the organization. Communication takes various forms, including:

- Creating collaboration records to promote mutual cooperation and non-discriminatory practices.
- Communicating policies and penalties through Infographics.
- Conducting in-person campaigns and communication activities to encourage respectful interactions. This is in accordance with company regulations.

Fair Labor Practices

The company commits to respecting the labor rights of employees and fair practices to comply with laws and policies under Thailand and International Labor Protection Act through appropriate employment, wages, working hours, holidays, and benefits. Measures also include a safe workplace and a good environment. The Company promotes welfare for employees, as follows:

Welfare	Rights according to the law	Rights the Company set for Employees
Maternity leaves for female employees	98 days	120 days
Public Holiday	No fewer than 13 days a year	14-18 days
Annual personal leave	No fewer than 6 days a year	6-12 days
Business leaves	3 days	3-7 days
Paternity leaves with wages for male employees in case of a new-born child	0 days	5 days
Personal business leave to create balance in life, work, and personal life, such as making contributions to the community according to the employee's interests, caring for sick family members or have physical and mental conditions, and leaving on employees' own birthday	-	7 days
Part-time working options for full-time employees for employees at the officer level and managerial level	-	Of leave without pay and not counting the holidays during the leave period
		This is in accordance with company regulations

The Company offers various welfare benefits to employees and provides support covering all key areas of the Company. The objective is to enhance holistic well-being for employees while working with the Company, such as emergency loan benefits from financial institutions with special interest rates, housing rental subsidy, subsidy in case of working in a provincial office (hardship allowance), as well as welfare security for life, such as provident funds, life insurance for disease and accident, group health insurance that provides protection for employees and their families, welfare on emergency loans for employees and their families, and financial assistance in the event of disasters. Other welfare includes health services (CP ALL Health Care Center) and a fitness center for employees (The Tara fitness Club) with a trainer who is an expert in a variety of disciplines. There are other projects, such as the Exercise My Way project and health measurement service by pharmacists with modern equipment—with the objective of promoting employees' health.

Notes: Important areas in the implementation of support encompassing employees working in the office area, distribution center area, and operating areas of 7-Eleven stores.

For information:

- ➔ [Information on "Maternity care and childcare leave" Total number of employees entitled to parental leave, categorized by gender](#)
- [The ratio of employees who return to work and retention rates of employees taking parental leave, categorized by gender in "Sustainability Performance 2022 Human Resource Information, Appendix."](#)



Freedom of Association

The Company facilitates freedom of expression of opinions and channels for individuals to inform their concerns through a variety of channels such as electronic mail, information center, Company's online media, bell ringing, and Voice of Employee system, as well as through the Welfare Committee in the workplace, established under the Labor

Protection Act 1998. At present, there are 2,397 employees representing the Welfare Committee or 100% of all employees. A meeting is organized every quarter for discussion. In 2023, additional recommendations approved were as follows:

1

Education loan welfare program for employees' children

2

Medical expenses project for employees' parents in inpatient cases (IPD)

3

Add a shuttle bus to Rangsit and Bang Yai routes for employees.

Promoting equal opportunity and employee diversity

The Company commits to treating all employees equally and to respect the diversity of individuals on the basis of nondiscrimination of race, religion, gender, the color of one's skin, language, age, and those with disabilities. The Company encourages and considers all employees in the employment process—for them to get an opportunity to develop their potential and career advancement equally. Supporting career development by hiring individuals with disabilities, the Company has been consistently advocating for employee rights. In 2023, various seminars and workshops were conducted to educate and promote awareness on topics aligned with global social trends such as "Diversity, Equality, and Inclusion." During Pride Month, activities were organized specifically for the LGBTQ+ community to foster support for diversity and gender equality, as well as supporting all sectors and agencies in reducing inequality and truly creating opportunities. This extends to encouraging all groups of employees to show their full potential, internally and externally, to expand into the development of suitable products and services via an understanding of people's diverse needs. Expected consequences are non-discrimination and absence of all forms of threats in business operations.

Living Wage

Due to employees being a crucial pillar in driving business success, the Company prioritizes their welfare above all else, ensuring they receive adequate care. It is mandatory that the Company's employees shall receive proper care, welfare, training, and other rewards and experience a good atmosphere at work and a safe workplace. The Company ensures that all employees are paid fair wages. The Company, therefore, has established a policy and principle on compensation and benefits. Employees and business partners (Store partners) salaries and benefits are regularly reassessed to be competitive in the same industry group. Additionally, the Company provides financial support and compensation that exceeds legal minimum wage requirements, along with additional allowances for expenses other additional allowances, such as overtime payments, transportation allowances, special allowances, housing

rental support, food subsidies, and performance incentive payments. To ensure that the Company fairly pays wages and other benefits, The Company also conducts evaluations of compensation and benefits the Company analyses wages annually by participating in a wages and benefits survey program led by leading global consultancy organizations, the Korn Ferry Hay Group and Mercer. The Company has also arranged to assess the impact of changing costs of living and other employment considerations in business operations. The Company has a target to fully assess the living wage of 100% of its employees within 2025 and putting in place plans to increase this analysis to critical tier-1 suppliers and contractors in the future.

Elevate the Level of Occupational Health, Create a Safe Workplace

The Company prioritizes respecting occupational health, safety, and environmental aspects in the workplace, and safety during employees' work time, including contractors who come to work in the company's area. by establishing policies on safety, occupational health, and the environment in workplace, including managing and ensuring safe working conditions according to international standards to the law and aims to become an accident-free organization by 2030. Additionally, the Company has set up a committee for safety, occupational health, and workplace environment policies within the marketing and distribution business group. the Company set policies, operational guidelines, and plans to develop occupational health and safety systems, a committee has been established to evaluate the effectiveness of safety, occupational health, and environmental management, in collaboration with the Charoen Pokphand Group, to establish a committee for preventing severe accidents and minimizing potential impacts. Other activities include organizing a workshop seminar for the Occupational Safety, Health, and Environment Committee (CDC) annually, as well as raising the level of management to the international level. The objective is to create a positive impact on the environment both inside and outside the organization. The Company ensures that employees work in safe working conditions.

In addition, the Company provides opportunities for employees to report accidents and high-risk activities that occur through various channels. The Company also establishes procedures for investigating accidents. The Accident Investigation Committee is responsible for investigating, analyzing the accident, and determining appropriate solutions. From the safety risk assessment of employees and contractors, 5 high-risk activities were found, consisting of rider delivery, works by freight contractors, works by the repair contractor, forklift driving, and machinery-related works. In 2023, there were fatal accidents from 2 high-risk activities. Including the work of freight contractor works and rider delivery. The results of the investigation can be summarized as follows:

High-risk activities	Unsafe Situation (cause)	Unsafe Actions (cause)	Solution/Preventive Measures
 Freight contractor works	- Slippery roads from rain - The road is not well-lit. - Condition of roads at intersections and joint roads	- Not noticing the surroundings - Drive fast, leaving no distance from the vehicle in front. - Not enough rest	- Training on safe driving. - Reward to drivers who drive safely. - Assess the risk of driving routes. - Set stopping points for cars for transportation routes remote
 Rider Delivery	- The road is not well-lit. - The road is curved and has rocks and sand - The condition of the highway is congested.	- Riding a motorcycle over the speed limit (50 km/h) - Not slowing down the speed of the car at the intersection, a curvy road, - Not wearing a safety helmet properly at the chin strap/ Using a half-faced helmet - Not physically ready to work - Do not turn on the lights while driving	Comply with the guideline from 7 Do's, 11 Don'ts ✓ (Do) wear a helmet and lock the chin strap ✓ (Do) prepare your stage of health to be ready to drive ✓ (Do) study traffic routes and weather conditions ✗ (Don't) drive faster than 50 kilometers per hour ✗ (Don't) drive fast when driving through intersections and curved roads. ✗ (Don't) drive near the blind spot of a car or follow a car in front too closely

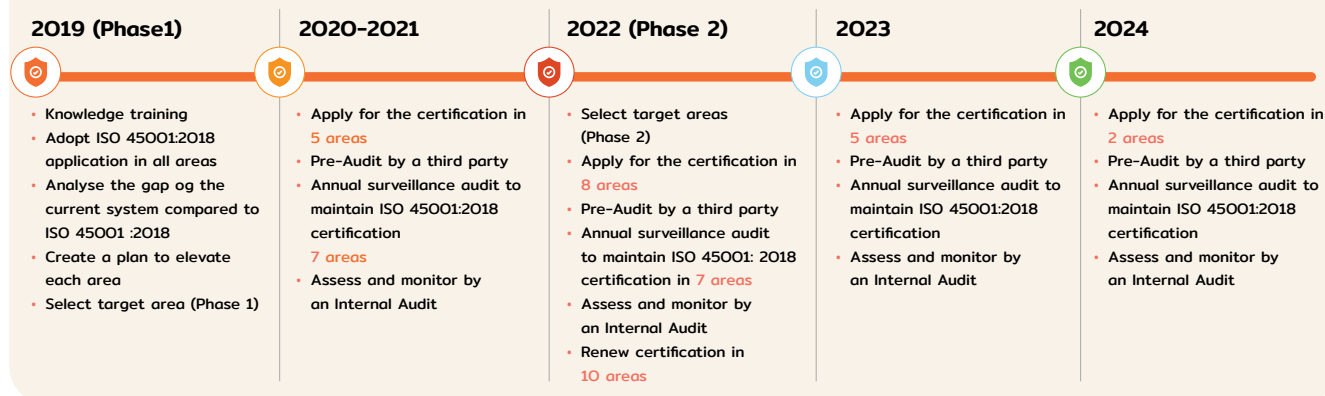
For more information:

➔ [Safety, Occupational Health and Environment Policy](#)

Occupational Health and Safety System Development Plan for 2023

The Company develops occupational health and safety management in employees' work areas, extending to contractors under the company's supervision regularly. Additionally, guidelines are established to consider selecting areas ready for certification application, inspections by third-party auditors, and readiness before actual inspections, including conducting annual surveillance audits to maintain system standards. In 2023, the Company received ISO45001: 2018 certification, adding 5 areas, namely Chonburi Regional Distribution Center (RDC), Chonburi Temperature Controlled Distribution Center (CDC), Nakhon Sawan Regional Distribution Center (RDC), Nakhon Sawan Temperature Controlled Distribution Center (CDC), Nakhon Ratchasima Temperature Controlled Distribution Center (CDC). As a result, the Company's target areas, of the company has been certified to cover 80% and there is a plan to expand in 2024, totaling 2 areas, namely Phuket Temperature Controlled Distribution Center (CDC) and ALL Complex Distribution Center

Occupational Health and Safety (OHS) to the international standard ISO 45001: 2018



Policy, Goal, and Safety and Risk Assessment

The Company establishes policies for safety, occupational health, and environmental conditions in the workplace, along with setting targets towards conducting business with reduced numbers and rates of work-related fatalities and injuries of employees and all subcontractors. The Lost Time Injury Rate (LTIFR) is aimed to decrease by 40% and reach zero by the year 2030. The Company has conducted a risk assessment in 4 main steps by identifying areas that may cause hazards in the workplace, namely 1) Identify activities, areas, and nature of work, 2) Identify hazards, 3) Assess risks and 4) Prepare a risk registry. This includes prioritizing and integrating action plans with quantitative goals to determine risk management measures. The information was ready to be submitted to the Committee on Safety, Occupational Health, and Environment to consider and approve the project and implementation of monthly and annual plans. The Company also facilitates a channel of communication for employees to report accidents that occurred or have high risks of occurring. The objective is to reduce, control, and prevent any accidents that may occur.

For more information:

➔ [Occupational health and safety](#)

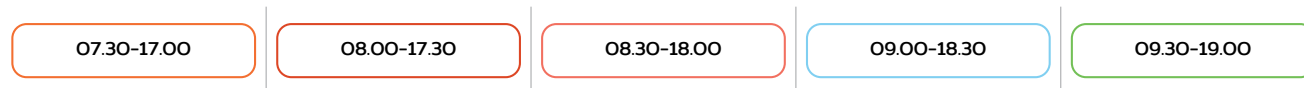
Integration of actions to prepare for and respond to emergency situations

The Company has an integrated workflow to prepare for and respond to emergency situations, as well as operated with works related to safety, occupational health, and environmental conditions in the workplace, while also promoting a good quality of life for employees within the organization through three main programs, as follows:

1) Decent Quality of Life for Employees and Family Program

Flexible Work Arrangement

The Company promotes work-life balance by allowing employees with permanent employment status to choose the following work schedules that are aligned with their lifestyle. The specified periods are as follows:



The Company also has a policy and guidelines allowing employers to choose their work location ("Work Anywhere"), in addition to being able to work from home for a maximum of 3 days each week as well as supporting a work system that supports work Option to work at any location So that employees can communicate and access systems to work efficiently, such as online meeting systems. Communication system via CP ALL Connect and True Virtual Connect, etc.

Welfare Program for Employees' Families

The Company has started a trial program regarding healthcare benefits for inpatient cases (IPD) for employees' parents, providing an option for employees who are single or those not using healthcare benefits for spouses to utilize healthcare benefits for their families. This aims to assist in sharing the financial burden of medical expenses and to motivate employees.

Furthermore, the Company prioritizes creating a good quality of life and fostering good relationships among both employees and their families. This aims to reduce employee stress and build strong ties to the organization. The Company supports benefits for the good quality of life of employees' families, as follows:



Organization of activities for children and relatives of employees and executives

To lower parental burden, create a learning experience, and enable the productive use of their time. These include:

- **"SPIM Active Learning Science"** activity through online experiments with national-level biology teachers, along with experiment kits delivered directly to homes free of charge
- The **"Robotics and coding"** curriculum
- **"All Art for Kids"** Cartoon Camp activity for the children and grandchildren of PIM staff.



Competency and Personality Analysis services for children and youth in the "Luk Rieng Children's Fund" program

- **"Find Your Identity, Discover Your Potential to Plan Your Future" Program**

Emphasis on self-discovery, understanding of potential and personality for the benefit of academic and career planning, as well as appropriate parenting communication and nurturing to foster good relationships among family members.

Breastfeeding Support in the Workplace Program

The Company has provided the following welfare for female employees who are preparing for motherhood, from pregnancy, and childbirth, to child-rearing. Through various projects such as organizing training to provide knowledge about breast milk for pregnant mothers. Activities to visit mothers after giving birth Providing a place for mothers to breastfeed. Within the operating area of CP All Distribution Center

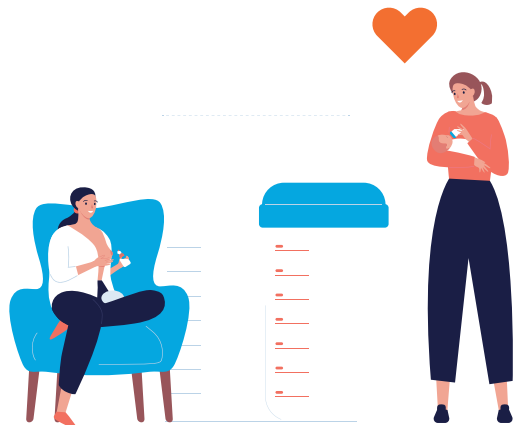


Impacts and Benefits

Reduced turnover employees following childbirth

Fosters good employer-employee relationship

98% of employee satisfaction



Health for ALL Project

The Company is cognizant of employees' public health rights and supports and promotes their good health, and encourages them to exercise. Health activities reduce various disease risks, such as obesity and diabetes, among others. At present, 800 employees participated in the project.

- CP ALL Public Company Limited conducted various activities, such as "Fit From Home," inviting employees to exercise and encouraging them to track calorie burn for rewards. The activity includes exercising according to blood type, with participants submitting photos while exercising along with reasons for their choice of exercise.
- CPRAM has conducted its "Health Maintenance" project for more than 4 years with employees. It also arranges health checkups that assess the following 5 dimensions: blood sugar levels, activity caloric burn, weight loss, fat loss, and walking & running distance. At present, there are 76 employees participated in the project, and 370 total accumulated.
- The Company establishes a group of healthy individuals to contribute to creating a healthy community, where members can receive health consultations from experts, participate in health activities, and access various health information, created joint activities, and increase access to various health information.



2) Safety Risks Reduction Program

Driving Safety Program for 7-Eleven Employees

The Company has ensured that its riders strictly comply with traffic rules, including the wearing of safety helmets; possession of a driver's license, valid vehicle registration, and insurance; and have passed road safety training. In addition, the Company has also striven to promote the safety of 7-Eleven riders through the following measures.



1. Improve safety measures in using motorcycle vehicles

- Guidelines of 7 Do's and 11 Don'ts for 7-Eleven employees
- Vehicle preparedness inspection
- Grievance reporting, and documentation of concerned parties in an accident, and disciplinary actions



2. Creation of a Safe Driving Culture

- Train and provide knowledge on road safety
- Proactively communicate in simple terms to 7-Eleven employees across the country. This includes issuing e-books, video clips, Do's and Don'ts posters, and weekly awareness testing



3. Support for accident prevention equipment for riders

- Accident prevention equipment for riders includes providing reflector jackets and gloves



4. Increased intensity of control measures and inspect rider practices

- Develop motorcycle road safety measures for 7-Eleven stores
- Compile a roster of riders
- Verify rider information and measure riders' understanding of road safety
- Riders self-assess and are assessed by supervisors per the road safety checklist
- Monthly random inspection of road safety behaviors through CCTV by the Quality Assurance team
- Accident incidents are reported through the Call Center system within 15 minutes, and investigations within 5 days
- Install Last Mile Application to monitor rider behaviors and alert documents renewals of driver's license, vehicle tax, and registration 30 days prior to the expiration
- Collaborating with the Bangkok Metropolitan Administration to supervise and address issues of riders violating traffic laws, such as riding motorcycles on sidewalks and disregarding traffic signals.



5. Electric-powered bicycles (EV Bikes) at 100%.

Limits their speed to 50 kilometers per hour to reduce accident risks and help limit toxic emissions.

Currently, there are **1,749 electric-powered** bicycles in use at 7-Eleven stores

The Company regularly monitors accident reports. In 2023, the company's 4-BS operations collaborated with the Honda Driving Training Center. With instructors specialized in safe driving, they conducted both theoretical and practical training sessions on standardized training grounds for employees. As a result, the 4-BS operational areas had no accidents resulting in fatalities or severe injuries (high-consequence). The Company aims to provide standardized training to all employees nationwide to reduce accident statistics to zero.

Freight Transport Safety Management Program

CP ALL aims to reduce the risk of workplace accidents for transportation contractors through a freight transport safety management program. This project aims to: 1) Establish safety standards for freight transportation. 2) Consistently communicate to raise awareness of safety among managers, staff, delivery unit personnel, freight transportation operators, and freight transport employees. The Company also promotes safe driving practices and prevention of potential accidents involving freight vehicles. 3) Reduce losses from freight transport accidents, both in terms of life and property, by reducing the number of freight transport accidents and minimizing delays in product delivery caused by such accidents. 4) Align with the sustainable development goals of the CP Group's "Zero Accident" strategy. This initiative targets all distribution centers nationwide by 2030, as follows:

TRAIN-THE-TRAINER

CP ALL has developed safety standards training for transportation employees using the TRAIN-THE-TRAINER approach. This aims to educate transportation contractors about safe driving practices and conduct inspections on freight vehicles and analyzes accidents that occur at distribution centers to identify preventive measures and solutions.



DRIVING CONTEST

The contest is a competition for safe and efficient driving among transportation employees, using GPS tracking and recording data of freight vehicles. The objectives are: 1) To encourage consistently safe and efficient driving behavior among transportation employees. 2) To utilize existing GPS technology for tracking freight vehicles effectively. 3) To reduce accidents and losses resulting from transportation accidents. Additionally, rewards are given to transportation employees with good driving behavior.

DRIVING BEHAVIOR MONITORING

Elevating the tracking of driving behaviors of transportation employees with GPS systems involves monitoring their driving behaviors using GPS technology. There is an automatic warning system in place to notify when speeding occurs beyond the standards. The receipt of warnings will affect procurement evaluations upon contract expiration and wage rate adjustments because risky behaviors increase the likelihood of accidents and result in losses for the Company.

The operation includes establishing rest stops for long-haul transportation contractors on routes exceeding 250 kilometers or taking more than 4 consecutive hours to travel. These stops must provide safe parking areas for contractors to rest and reduce fatigue from driving.

Safety Dojo Training for Production Line Contractors and Employees

CPRAM Co., Ltd. promotes awareness of safety behaviors among all contractors and employees to reduce work-related accident risks. This is done in all regional branches. The training involves an accident simulator, encompassing dressing station, the use of personal protective equipment, slip and fall danger simulation station, among others. This is essentially a training facility to serve as a comprehensive center for learning about safety. It involves setting up simulated stations to demonstrate the risks of accidents in various scenarios. This program aligns with the company's goal of achieving zero work-related accidents by 2030.



Impacts and Benefits

5.45% reduction in Lost Time Injury Frequency Rate (LTIFR)



Dressing demonstration station and the use of personal protective equipment



The station on demonstrating dangers

Security Officer Training Program

CP ALL requires security companies under contract to provide training on the knowledge necessary to perform their duties, such as policies and procedures related to human rights. These include security as everyone's basic right, no violence against others, even if they are the perpetrators, security officers do not have the right to arrest anyone unless they are caught in the act of crime,

and the accused has the right to be presumed innocent until proven guilty. All security officers must be fully aware of this guideline prior to working. In 2023, there were no human rights complaints against company security personnel. And 100% of outsourced contract security personnel are trained.

3) Ergonomic Risks Reduction and Stress Management Program

CP ALL Health Care Center

The Company operates a health care center project for the continuous care of employees' health, through the cooperation of medical personnel, including a team of doctors, nurses, and physiotherapists from Ramathibodi Hospital. There are 5 main areas of care, as follows: 1) General medical examinations 2) Specific diseases such as bone diseases, skin diseases, eye-ear-throat-nose diseases, etc. 3) Physical therapy (at the doctor's discretion), 4) Patient beds for recovery, and 5) Providing assistance in case of emergency illness or crisis. There are also other welfare benefits, such as prescriptions for employees with

prescriptions or medical certificates without having to pay in advance, and employees can choose to receive medicines from home or the office. The Company promotes access to vaccines according to employees' rights for employees at all levels and provides employees with additional vaccines for various diseases. The Company also provides rehabilitation services for patients with aches and pains, stiff muscles, weak legs, back pain, or suffered from office syndrome, along with providing consulting services and health care by expert physiotherapists. In 2023, there were 12,500 employees and executives participating in the project.

Office Syndrome Program

An online illness-preventing stretching program has been ongoing for 4 years and is supported by a specialist in physical therapy and Thai traditional medicine doctors from eXta Health & Wellness to provide health knowledge about Office Syndrome for executives and employees. And providing advice to employees on appropriate working ergonomics in order to prevent muscle pain. In 2023, there were 166 employees and management participated in the project.



Promoting Good Health for Employees Program "Massage for Health"

Promoting Good Health for Employees Program "Massage for Health" aims to be a program that employees can come to relax, reducing office syndrome problems, and improving overall employee health. The main target group consists of employees experiencing muscle fatigue and at risk of office syndrome, with a total of 132 participants.

Additionally, CPRAM Co., Ltd. (Khon Kaen), in collaboration with the safety department and the Traditional Thai Medicine Department of Sirindhorn Hospital, provides massage services for health, bone adjustment, and health issue consultations twice a month. This service has resulted in a 98% improvement in participants experiencing muscle fatigue.

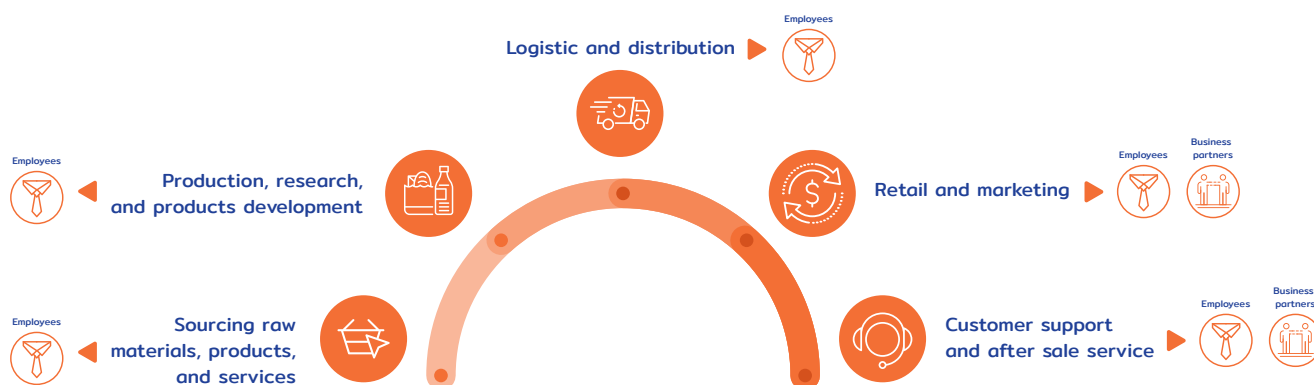




Human Capital Development



Significantly Affected Key Stakeholders



Supporting the SDGs



- 4.4** Increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs, and entrepreneurship



- 5.5** Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making



- 8.2** Achieve higher levels of economic productivity through diversification, Technological-upgrading, and innovation, including through a focus on high-value added and labour intensive sectors

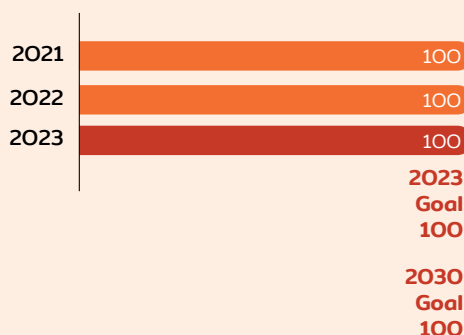
2030 Goal

All leaders and employees will be involved in the learning process and activities on sustainability annually

100%

Progress against goals

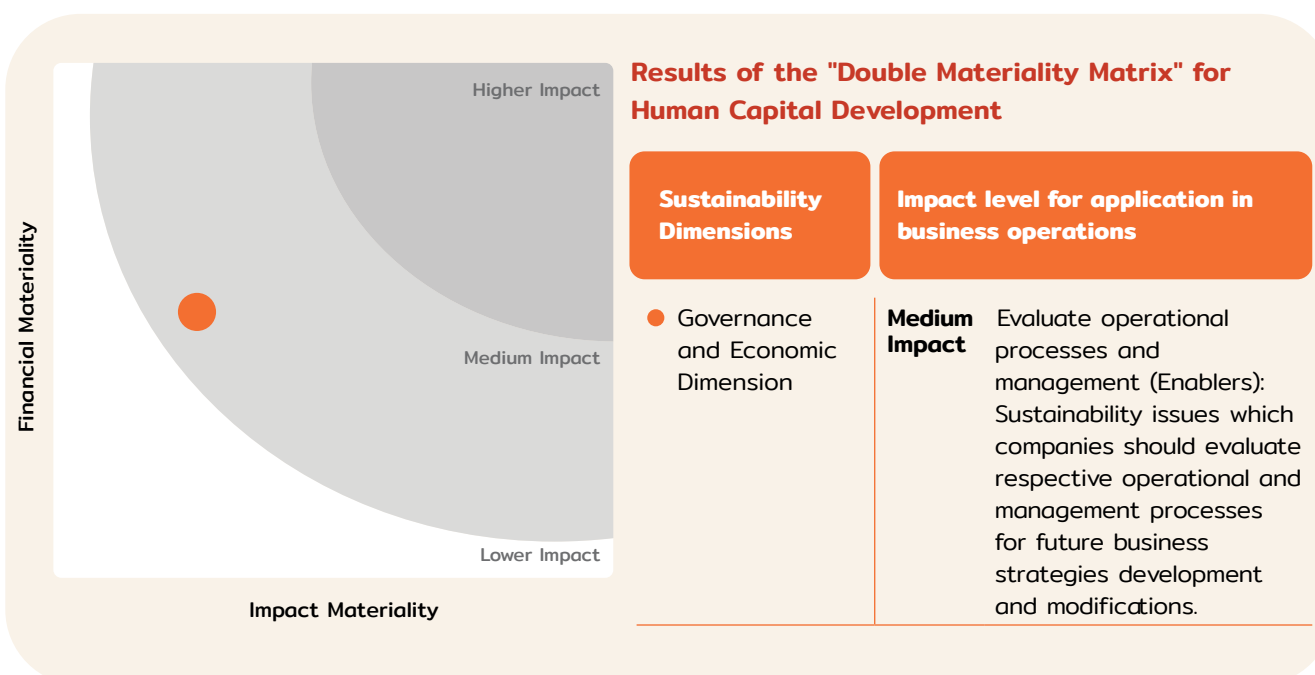
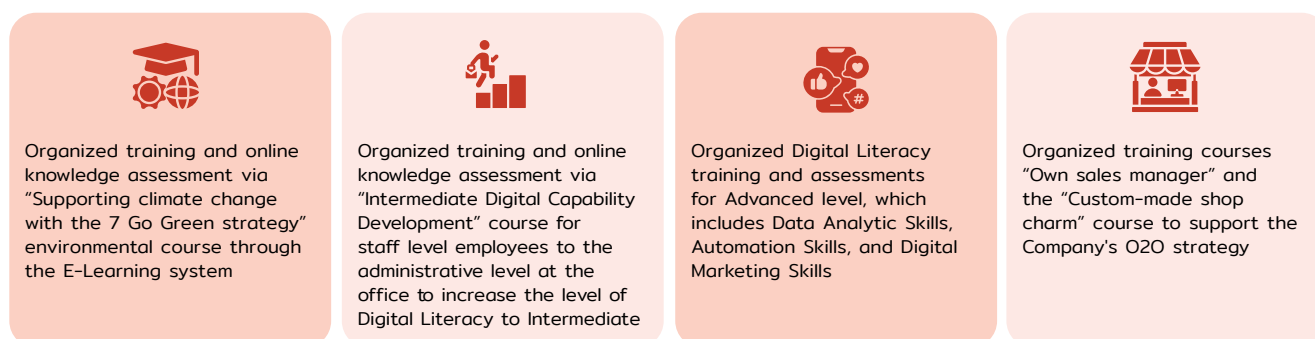
(Unit: %)



Key Performance in 2023



Key Progress in 2023



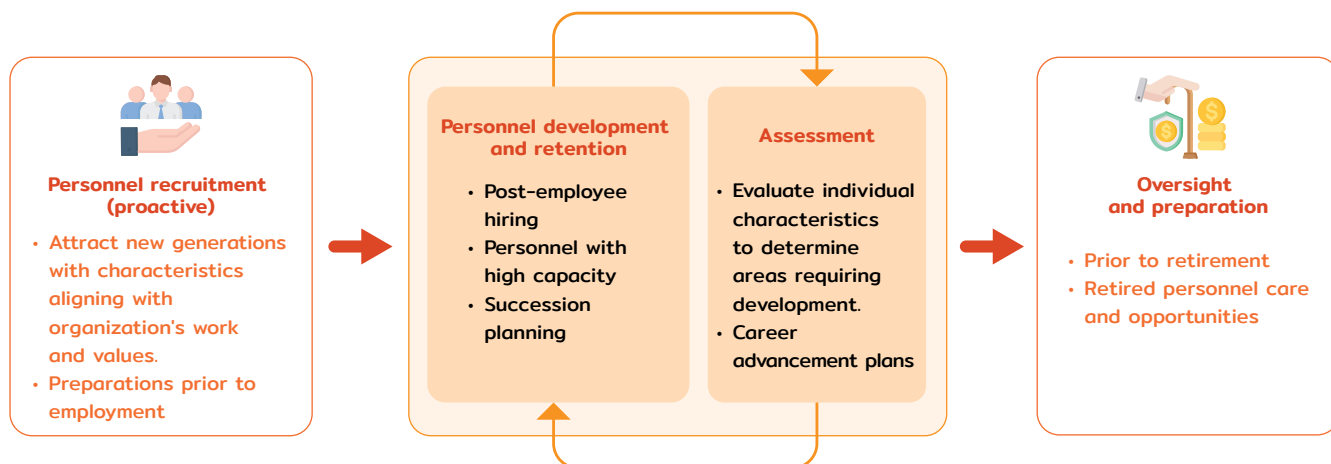
Risks and Opportunities

The success of an organization within the business world depends on the quality of its personnel, a significant resource which drives the organization's operation through stability and sustainability. Therefore, non-discrimination, equality promotion, and the development of leadership and knowledge for personnel within the organization will assist with raising personnel capacity at all levels. Through developing potential and supporting necessary skills and knowledge in new tools and technology literacy, employees are prepared to cope and operate in an era of economic, social, and environmental fluctuations. In retaining employees to work alongside the organization sustainably and effectively managing employee expectations, digital platforms play an ever-increasing role. However, if the organization has an ineffective personnel development process, issues concerning human rights violations, including discriminations based on race, gender, religion, age, women receiving lower wages than men, etc. may persist. Therefore, the organization should establish capacity development plans and create tools to analyze personnel potential and needs. This effort to increase employee potential through analyzing necessary skills at all levels supports participation and creates well-being for employees and ultimately sustainable organizational growth into the future.

Management Approach

The Company realizes the importance of developing the capacity of employees at all levels and therefore aims to develop organizational human resource management processes under the concept "work succeeds, people are happy" throughout their professional life with the organization. Additionally, a strategic framework for human capital development through various skills development programs are dedicated to business alliance groups, Store Business Partners, and Sub Area stores. The various professional skills mentioned include uplift skills, organizational sustainability, personal data protection law, data analysis and digital literacy through learning methods according to the 70:20:10 model, where 70 is learning through real experiences including On the Job Training (OJT) and Project Assignments, etc., 20 is learning through coaching and mentoring and 10 is learning through various training course formats including Virtual Training, E-Learning, etc. The blended learning model, where online learning is combined with classroom learning, develops employee skills required for respective jobs and capabilities to promptly adapt to emergencies, crisis, future changes, and assists with business operation progression.

Sustainable development framework for personnel skills and career opportunities



Performance Summary 2023

Average hours of training and employee development (Unit: Average number of hours)

By Age	per persons per year	Average hours per FTE
Under 30 years old	44.51	46.65
30-50 years old	21.46	22.26
Over 50 years old	18.75	19.15

By Gender		
 Male	35.18	36.01
 Female	33.74	35.56

By Level		
 Top Management	66.36	67.43
 Management	54.39	55.92
 Junior Management	54.15	55.82
 Officer	33.07	34.52

By Race/ Nationality		
 Thai	34.84	36.63
 Cambodian	12.74	10.34
 Burmese	12.70	10.46
 Indian	2.53	2.58
 Australian	40.00	40.82
 Korean	9.00	9.18
... Other	73.29	74.49

Categorized by the types of training

 Leadership development	4.42	4.61
 Regulatory compliance training	4.05	4.22
 IT security and cybersecurity training	0.77	0.81
 Occupational health and safety training	3.48	3.63
... Other	21.54	22.46

Average amount spent per FTE on training and development. (Baht per FTE)

2021	3,813
2022	3,732
2023	2,202.62

Total employees participating in the leaders development training according to the action learning path (persons)

Program	Female	Male
FLP: Future Leaders Development Program	165	74
PLP: Potential Leaders Development Program	103	118
LDP: Leader Development Program	130	69

Human Capital Return on Investment (equal)

2021	12.25
2022	12.11
2023	11.85

Employee Engagement (%)

Overview score	Coverage (%)
2020 88	2020 100
2021 88	2021 100
2022 73	2022 100
2023 91	2023 100
2023 Goal: 75	

By Gender	By Age	By Level
 Male 91	Under 30 years old 91	 Top Management 100
 Female 92	30-50 years old 92	 Management 78
	Over 50 years old 92	 Junior Management 90
		 Officer 92

The Company realizes the significance of developing personnel skills and knowledge within the organization. Therefore, executives and employees at all levels are encouraged to revise novel working methods through training programs which provide a variety of knowledge and a learning conducive atmosphere to encourage development.

Course structure categorized according to work discipline



In raising work performance and instilling an organizational learning culture, significant actions in 2023 included the following:

Productivity Improvement continuation program

The Company encourages employees to advance work processes through integration of technology which increases personnel operational potential. A senior executive tasked with providing advice and elaborating various implementation techniques, including project progress and results monitoring, promotes the goal of continuous learning and collective development to increase the potential of executives and employees at all levels. The Company envisions this measure to increase capabilities for the delivery of quality products and services to customers and organizational management cost reduction through instilling awareness, concepts, attitudes, and hands-on learning processes (Active Learning). Participating employees gained the opportunity to practice analyzing, synthesizing, and exchanging opinions, in addition to Cross Functional Team and TK (Tanpin Kanri) improvement experience. The mentioned small group improvement focused on improving minute aspects to raise work efficiency level in line with the organization's NEXTSS strategy and promoted a culture of autonomous work improvement according to "4 Additions 1 Controls".



Impact and Benefits for employees

14,000 employees, representing **100%** of all employees in the target group, participated in the development 7.73% of FTEs participating in the program

Reduce working hours by

7,842 hours per year



Results and benefits for the organization

Process efficiency increased by **61%**

Total value from improvements of

796 million Baht

Increased income to

644 million Baht per year

Reduced cost by

152 million Baht per year

Increase sales

Increase income

Increase profits

Increase
productivity

Control costs

"Own sales manager" course a strategy for O2O

The Company organizes "Own sales manager" online training courses to develop operations and service skills of 7-Eleven store employees in response to customer behaviors and digital age changes. The training courses, which provide employees with knowledge and comprehension of product sales processes in addition to technological literacy of tools to offer respective products and services, includes an assessment to measure sales skills according to standards. The training has been divided into 6 products: 7-Eleven Delivery, ALL Online, TRUE, Coffee, Bakery and Food. In addition, processes have been implemented to raise "Own sales manager" to "Skilled own sales manager" through rapid business expansion support to increase sales. This approach encouraging employees to self-study content and receive evaluation for the 3 products: TRUE, ALL Online, Food & Beverage.



Impact and Benefits for employees

Employees participated in skills and techniques development in product management and passed the "Able Seller Entrepreneurs" competency assessment:

143,371 people 79.18% of FTEs participating in the program

Employees who passed the competency assessment from "Able Seller Entrepreneurs" to "Skilled Seller Entrepreneurs" : **21,406 people**



Impact and Benefits for the organization

Employees participated in skills and techniques development in product management and passed competency assessments for "Able Seller Entrepreneurs" and "Skilled Seller Entrepreneurs." These employees have achieved an average daily sales growth per store of **3.04%**



"Custom-made shop charm" a strategy for O2O

The Company project "Custom-made shop charm" encourage Assistant District Managers (FC) and store managers to tailor-make their own shops in response to customer behavior and requirements dependent upon store location. Through the tailoring concept, shops become charming though shop charm, product charm, people charm, and system charm to increase customer satisfaction and generate continuous increases in sales. The Company therefore offers the "Custom-made shop charm" course to assistant district managers (FC) and store managers to develop professional skills, knowledge, and techniques for operations (Hard Side) utilizing the Store Assortment principles. The concept emphasizes data analysis to appreciate customer behaviors and needs, develop comprehension of collective human habitation (Soft Side), focus on ideas (Mindset), utilize Signature Service framework as the main principle, application to the store's model, and Action Learning to establish responsible custom-made shop charms.



Impact and Benefits for employees

Employees who have been trained and have skills according to the criteria. "Custom- Made Shop Charm"

numbering over **10,500 people** from **1,500 branches**



Impact and Benefits for the organization

Create average sales per store per day, growing **6.87%**, equivalent to **5,359.69 Baht per store per day**, or approximately **2,934 million Baht per year**

Talent Management

A critical factor in developing efficiency and continuity within organizational business operations is organizational personnel potential. In recognizing the significance of developing personnel potential, the Company established guidelines and processes for managing and developing employees with high potential on a continuous basis through potential assessment, Individual Development Plans (IDP), and designated development projects for specific groups. The 70:20:10 learning and development model was used to promote advancements and reduce barriers to career growth.



Learn by hands-on practice

Syllabus content for developing the Talent Pool group and the CP Leadership Institute (CPLI) divides into the following 4 category levels:



**Senior Leaders
Development Program**
Focusing on upgrading and
developing CP ALL Group
and the Charoen Pokphand
Group



**Leaders Development
Program**
Developing
operational-level leaders
focusing on work process
reform



**Potential Leaders
Development Program**
Developing a new
generation of leaders,
focusing on business
development



**Future Leaders
Development Program**
For new generation
employees



Learn and develop from surroundings with people from different roles



Management



Direct supervisors



Mentors



Colleagues



Specialized
experts

In addition to direct teaching from supervisors, the Company encourages senior executives to participate in providing advice through various media formats including articles and videos, etc.



Learning and development through training processes

The Company promotes learning via virtual format (Virtual Training) both within and outside the organization and through online system self-studies.



Employee Digital Mindset & Digital Literacy Development continuation project

The Company highlights the importance of continuously developing employees' digital literacy abilities and thereby elevates office employee digital skills to the Intermediate level through the "Intermediate Digital Capability Development" course with skills assessment. Further developments in raising skill level from Intermediate to Advanced entails assessment of important skills as follows:



Data Analytic Skill through organizing the Data Analytic Upskilling for Business Strategy course where personnel learn Advanced Excel, which includes data preparation and analysis utilizing statistical principles, and visualizations.



Automation Skill through organizing the "Improving work processes with Power App & Power Automate" course to increase technology literacy through hands-on learning (Action Learning).



Digital Marketing Skill through organizing the "Advanced Digital Marketing Program" course. To be able to apply the Digital Marketing Concept and Framework to create interesting digital marketing.



Impact and Benefits

A total of **1,160 people** participated in the training

- Intermediate Digital Capability Development course

390 people

- Data Analytic Upskilling for Business Strategy

course **634 people**

- **105 people** participated in the "Improving work processes with Power App & Power Automate" course

- Advanced Digital Marketing course **31 people**

100% Passed measurement and evaluation

Number of projects developed through digital tools processing: **96 projects**

Number of projects developed though digital tools processing implemented into practice:

96 projects

Personnel sustainability development

The Company focuses on organizational development through promoting communication and educating employees at all levels, risk and opportunities response preparations, and business operation growth in a steady and sustainable manner. In 2023, the Company provided knowledge through the E-Learning system and organize knowledge level tests to assess guidelines understanding after training. 100% of employees at all levels have passed the training.

Critical sustainability knowledge in 2023



Good Governance
and Anti-Corruption



Cyber Security
Awareness



Personal information
protection awareness



Human rights within
the business sector



Climate change
response

Holistic Development

The Company promotes awareness raising among employees at all levels in the organization and emphasizes Holistic Life development through balanced physical and mental health throughout professional life with the organization. The CP ALL Holistic Development Model concept focuses on employee creation of holistic balance composed of balancing physical health, mental health, social relationships, spiritual aspects, financial aspects, and career building, etc.

In 2023, the Holistic Development course aims to strengthen each life skill dimension in a holistic and balanced way. The course provides knowledge and work motivation for employees, cultivates positive attitude and techniques to create happiness, and designs life developments through various training continuously. The mentioned training includes job creation, career creation, Happy Money & Happy Life, Ikigai, seeds of happiness cultivation and life value.

The Company simultaneously realizes the significance of employee care and retirement preparation through organizing training courses which provide relevant and necessary knowledge for employees of each age group to ensure appropriate retirement transition. This ensures the ability for adaptation to post-Company life, mind adjustments, and happy and normal living within society through the retirement life design course.



Impact and Benefits

Number of employees participating in the training:

390 people

Overall satisfaction in 2023 is **97.58%**

Type of Performance Appraisal

The Company organizes systematic performance evaluation criteria, both quantitative and qualitative, under the same standards to evaluate overall organizational success. The evaluation could improve the management style of employees at all levels and achieve organizational goals in addition to doubling as a channel for communication and feedback within the ALL Perform Plus system for employee development. In 2023, employees received annual performance evaluations through various formats as follows:

Appraisal Type	frequency	% of Evaluated Employees
 Management by objectives	Quarterly	99.06
 multidimensional performance appraisal	Quarterly	62.80

In addition, the Company realizes that the promotion and development of employee potential to the highest quality and efficiency would benefit from operational guidelines, regular two-way conversations to provide opportunities for employees to participate in setting work goals, and teamwork promotion to increase success through performance evaluations in the following format.



Team-based appraisal

with focus on collective team-based operations given individual diversities, the overall team goals are determined and communicated to individual team members for joint consideration of individual employee goals and responsibilities in an approach to satisfy goals through the ALL Perform system.



Agile conversations

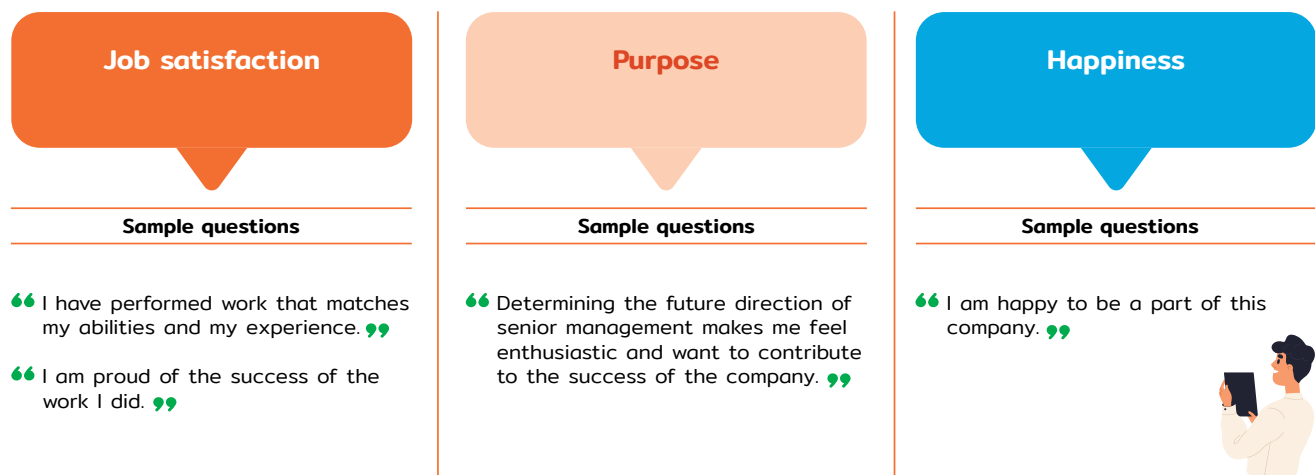
Employees and supervisors discuss performance and plan career growth through evaluating well performed operations, operations which should be improved, new issue requiring action and issues which should be terminated to drive team success, business success and employee career growth.

Frequency	Percentage of employees evaluated	Frequency	Percentage of employees evaluated
Quarterly	3.65	Ongoing	2.75

The Company has improved and increased employee performance evaluation efficiency to satisfy standards of the entire CP ALL Group under the ALL Perform system through collecting performance management and evaluation data in various forms. The data is integrated into a single system which includes quarterly performance evaluations, probationary evaluations, one-year assessments and potential assessments in a 360-degree format, which facilitates easier access to various assessments for all employee groups.

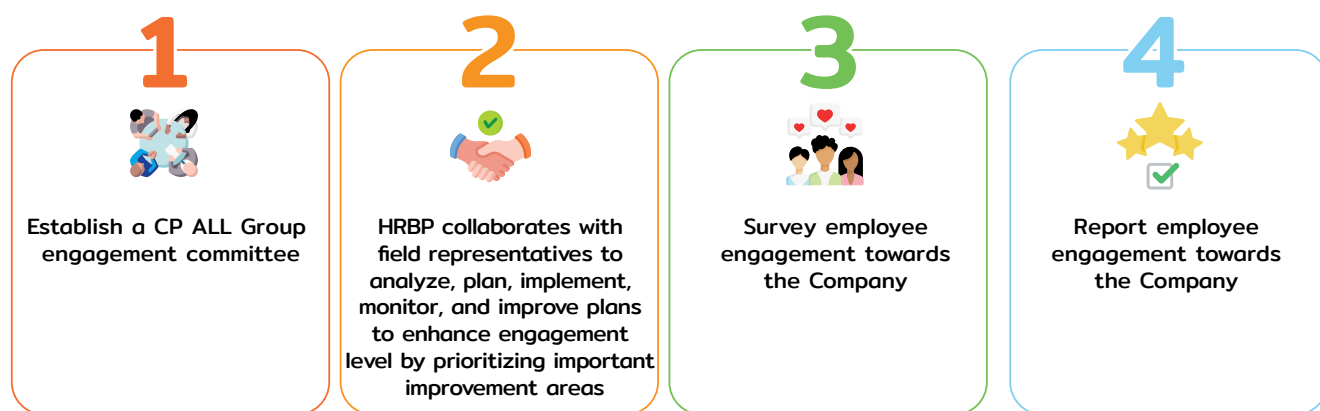
Employee engagement assessment

The Company values the opinions and suggestions of all employees through a 37 question engagement survey in the form of closed-ended and open-ended questions to reflect satisfaction factors covering various dimensions as follows:



In 2023, the Company surveyed employee engagement and survey analysis was conducted by Dosetech Co.,Ltd. The results were compared against 2022 performance to determine the various projects where performance was satisfactory and where further development is needed. To satisfy employee needs, establish strategies, and establish guidelines to enhance engagement between senior executives and each operations line representative, reviews are conducted to increase organization-wide employee participation and ultimately enable the organization to achieve stated goals.

Employee Engagement Enhancement Approach



By creating involvement with line-level executives in the operation to raise the level of employee engagement as follows:

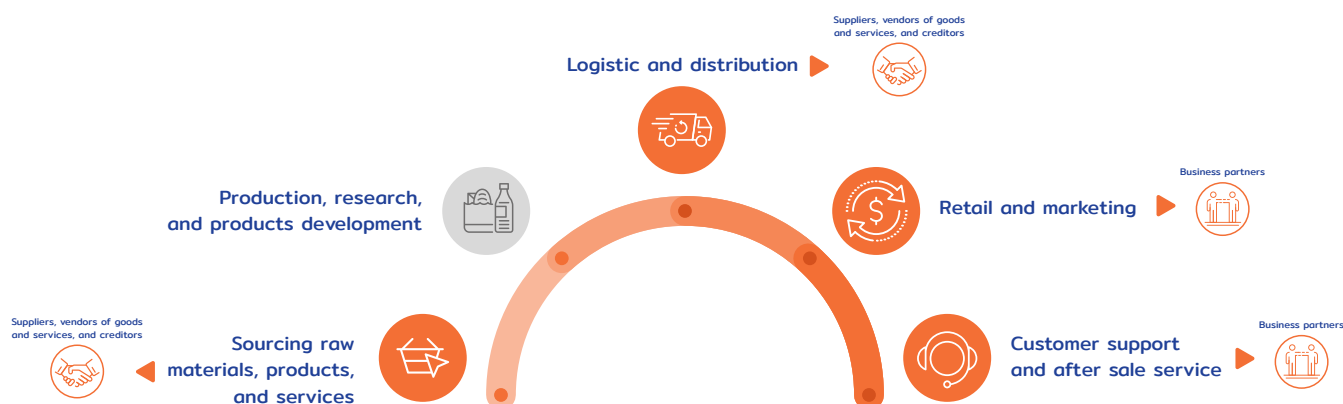
- 1** Appointment of managers with comprehension and capability to instill other supervisors to establish suitable engagement activities
- 2** Monitor development of engagement on a regular basis to provide recommendations for engagement enhancements
- 3** Create an environment for executives and employees to adopt Harmony (5-7-11) as a means to increase happiness and joint operations success



Responsible Supply chain



Significantly Affected Key Stakeholders



Supporting the SDGs



- 4.4** Substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship



- 8.3** Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity, and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services



- 12.7** Promote public procurement practices that are sustainable, in accordance with national policies and priorities

2030 Goal

Tier 1 Suppliers with high sustainability risk (significant suppliers) must receive comprehensive assessment and improved

100%

Progress against goals

(Unit: %)



2023 Goal
100

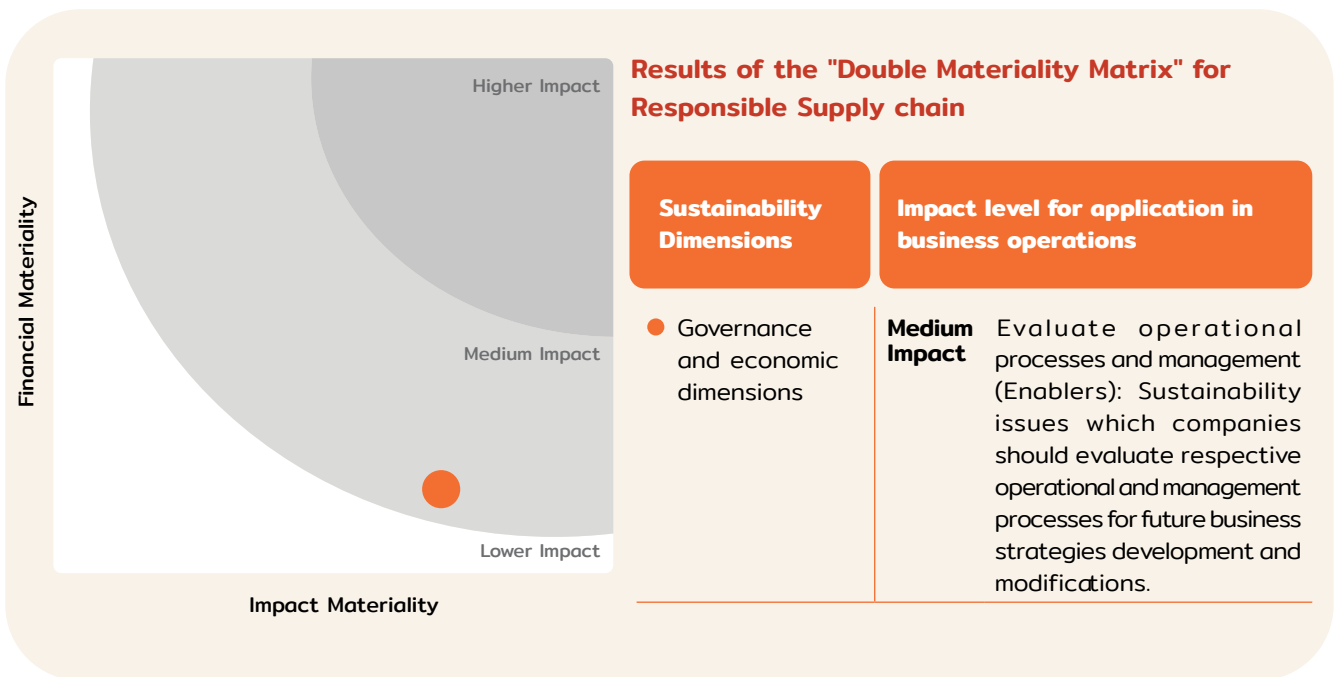
2030 Goal
100

Key Performance in 2023

 100% Tier 1 Suppliers and Significant Suppliers in Non Tier-1 have completed risk screening	 100% Significant Tier-1 Suppliers have completed the comprehensive assessment	 100% Significant Tier-1 Suppliers evaluated to pose negative ESG impact have devised a corrective action plan	 100% Significant Tier-1 Suppliers evaluated to pose negative ESG impact have received capacity development to improve ESG practices and performance
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Key Progress in 2023

 Develop a proactive supplier sustainability audit model which corresponds to international standards, industries, business sizes and products	 Promote education and support SMEs in pledging the Declaration of the Thai Collective Action Against Corruption (CAC)	 Established programs to develop construction suppliers and transportation contractors (capacity building) to improve ESG approach and performance	 Organize Buyer Development Training on Sustainability Procurement course for executives, employees, and involved parties in the procurement process
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Risks and Opportunities

Companies generally manage respective supply chains with focus on economic efficiency, an approach which potentially leads to human rights infringements, child labor, forced overtime work, and unsafe environment, etc. The mentioned grievances affect Company image, disrupts business operations, and impact stakeholders. Therefore, responsible supply chain management, with a focus on suppliers, will elevate production, delivery and services to consumers efficiently. Improve the quality of the product production process. Selecting effective suppliers and promoting respective capacity building, maintaining supplier relations, and integrating sustainability supply chain management, can potentially reduce expenditure risks, raw materials shortage and inventory risks, and human rights violations risks. The Company therefore aims to promote capacity of all supplier groups to enable mutual growth while considering social, environmental, corporate governance and human rights issues throughout the supply chain. The mentioned approach increases business opportunities, reduce operational risk, increase competitiveness and ushering change while promoting strengths and supplier business alliances for mutual growth.



Management Approach

The Company institutes policies for sustainable procurement through the Supplier Code of Conduct which takes into consideration society, the environment, efficient supply chain with transparency and fairness, human rights commitment, and material issues. The mentioned issues comprise basic human rights, child labor, working conditions, compensation, occupational health and safety business, ethics, environmental standards in processes, supplier products and services, supplier support in establishing sustainable procurement policies, engagement with all stakeholder groups, and operational support alongside Tier-1 and Critical Non-tier 1 suppliers.

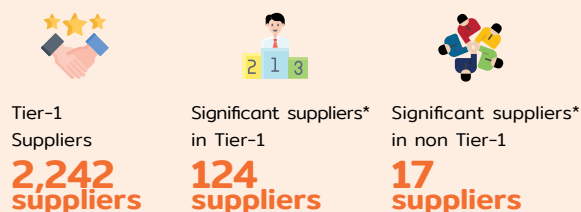
The Company simultaneously established screening for Tier-1 suppliers encompassing various groups, including high purchase values suppliers, strategically important critical component suppliers, suppliers of limited numbers within respective categories, non-substitutable suppliers, medium purchase value suppliers, and small purchase value suppliers, including suppliers that may create an ESG impact to identify significant suppliers and conduct assessments to comprehend significant supply chain management risks. Additional focus includes supporting life quality creation and fostering good relationships with communities and society, engagement in mitigating environmental and ecological impacts within sustainable supply chain management policy and operational goals.

For more information

➔ [Sustainable Sourcing Policy](#)

Performance Summary 2023

Supplier category identification (suppliers)

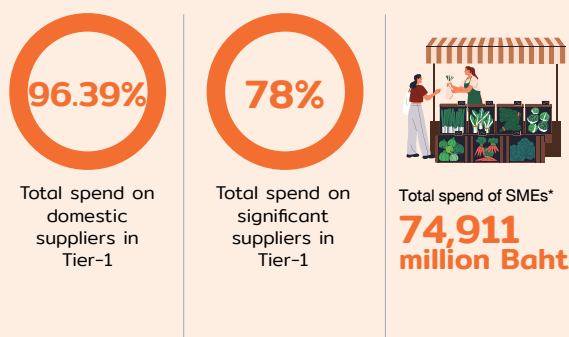


* Criteria for considering Significant Suppliers

- Suppliers with a high risk of negative environmental Social and Governance (ESG) impacts and/or
- Suppliers with significant business relationships with the Company, which means that the suppliers are at risk of dependence of the Company, such as high value suppliers and or suppliers that can affect the competitive advantage, market success and or irreplaceable suppliers

* A total of 124 significant Tier-1 suppliers (56 existing and 68 new) were subjected to risk assessments in 2023 using the company's criteria. This evaluation covered both suppliers due for reassessment and newly onboarded suppliers.

Proportion and purchase value



*Remark: The purchase value from SMEs encompasses agricultural products, community products, community enterprise products.

Performance Summary 2023

Tier-1 Suppliers Engagement



Significant Tier-1 Suppliers Engagement



*Remark: Goal 2023: 100%

Managing suppliers risks with significant environmental, social, and governance (ESG) implications



Total suppliers assessed via desk assessments or on-site assessments

124 suppliers (100%)

*Remark: Goal 2023: 100%



Total suppliers assessed with substantial actual or potential negative impacts

19 suppliers (1532%)

*Remark: Percentage of suppliers that may have a negative impact on all suppliers assessed



Total suppliers with substantial actual or potential negative impacts that were terminated

0 suppliers



Total suppliers with Substantial Actual or Potential Negative Impacts with Agreed Corrective Action/Improvement Plan

19 suppliers (100%)

*Remark: Goal 2023: 100%



Total suppliers Supported in Corrective Action Plan Implementation

19 suppliers (100%)

*Remark: Goal 2023: 100%

Corporate Supply Chain Management Strategy

Consists of 4 principles as follows:

1. Provisions, procurement, contracting, procurement management of equipment, products, services, and construction according to specifications at the highest level of service (product quality, cost, after-sales service, and delivery).
2. Integrated demand and supply chain management (through balancing data utilization and reflecting on cost and supply management).
3. Develop and co-create innovative products, services, and equipment with partners/suppliers to increase variety and operational efficiency.
4. Strengthen strategic alliances and manage sustainable business partnerships.

In 2022, the Company updated the Suppliers Code of Conduct and Guidelines to cover Tier-1 Suppliers and Non Tier-1 Suppliers throughout the supply chain through incorporating 16 guidelines, effective from 1 June 2022. Training courses on Buyer Development Training on Sustainability Procurement were organized to communicate to employees at all levels to gain comprehension of the Suppliers Code of Conduct and Guideline, which serves as the Company sustainable supply chain management guideline in operations.

Throughout the past 4 years, the Company has communicated the Suppliers Code of Conduct and Guidelines to Tier-1 Suppliers totaling 2,242 suppliers and in 2023 the Company communicates the Suppliers Code of Conduct and Guidelines to 121 new Tier-1 Suppliers, accounting for 100% of Tier-1 Suppliers

For more information

➔ [Suppliers Code of Conduct and Guideline](#)

Sustainable Supply Chain Management Process

Integrate the concept of sustainability, reduce risks throughout the supply chain



Communicate expectations, recruit, and select capable suppliers while considering sustainability criteria



Supplier sustainability risk management (screening and assessment)

Value creation, capacity building



Promote and support capabilities development



Build and maintain a long-term relationship



1. Communicate expectations, recruit, and select capable suppliers

The Company establishes guidelines for effective responsible supply chain management which prevents human rights violations through the integration of sustainability issues in recruiting and selecting suppliers throughout all processes in addition to setting potential and qualification criteria for suppliers which encompass: New people every step of the way as well as setting criteria for evaluating potential and qualifications for selecting new business partners covers important issues as follows: 1. Product quality and safety 2. Appropriate production capability and cost management 3. Suppliers' compliance with relevant regulations and laws 4. Capacity to deliver and performance in Sustainability (ESG), measured from supplier fulfillment of Company determined sustainability criteria (ESG). Suppliers are excluded from contracting if they cannot achieve minimum ESG requirements within a set timeframe.

Additionally, Suppliers receive communication regarding Company expectations in accordance with the Suppliers Code of Conduct and Guidelines.

Purchasing practices towards suppliers are continuously reviewed to ensure alignment with the Suppliers Code of Conduct and to avoid potential conflicts with ESG requirements in addition to sustainable purchasing awareness. Training for Company's buyers and/or internal stakeholders in their roles within the supplier ESG program. Stakeholders include contractors and suppliers playing critical roles in propelling the Company forward to reach ESG performance goals throughout the supply chain.

In 2023, 121 new suppliers, accounting for 100% of suppliers, were selected using criteria which integrates sustainability issues covering environmental, social and human rights dimension, governance and economic.

For more information

➔ [Suppliers identification and cost analysis](#)

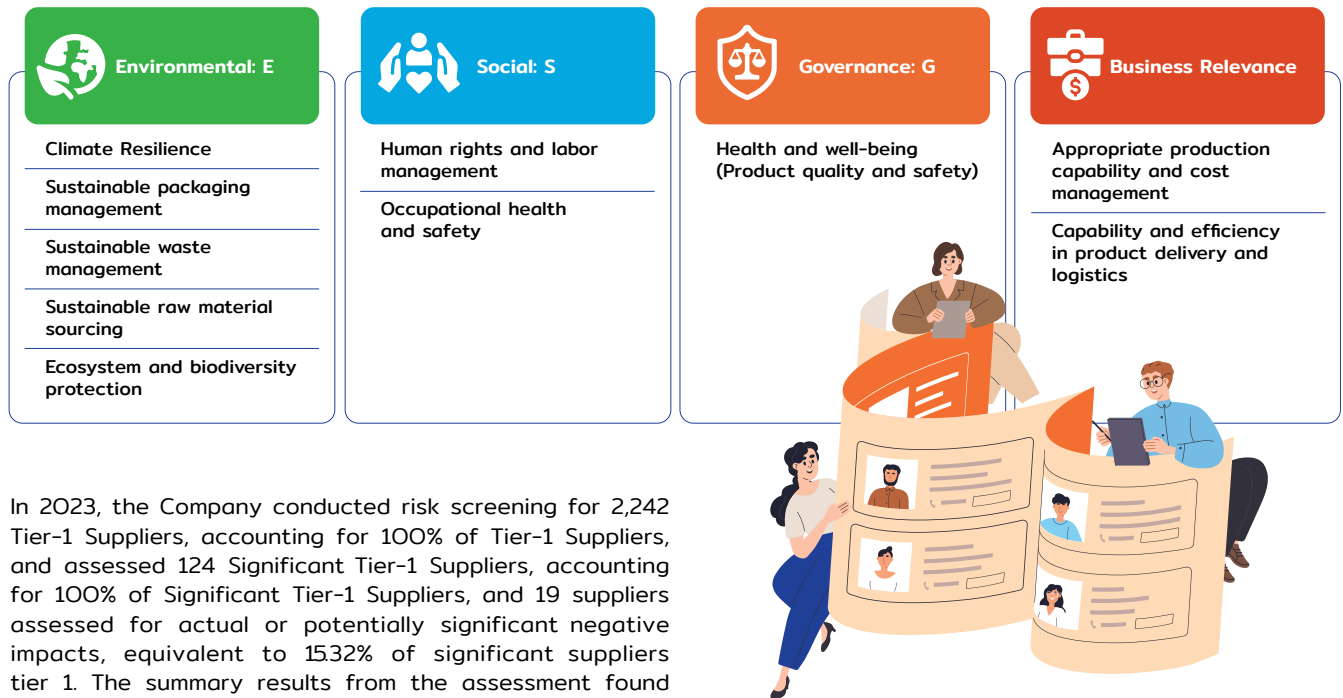


2. Managing Suppliers Sustainability Risks (Screen and Assessment)

The Company requires supplier risk screening coverage for all Tier-1 suppliers, both existing suppliers and new suppliers, with the procurement departments and supply chain risk assessment departments assuming responsibility to continually investigate preliminary supplier risks utilizing the Risk-Based Due Diligence tool.

In considering criteria specific risk levels, the following sustainability risk factors are evaluated: 1. Country-Specific Risk entailing risks arising from fluctuations in economic, social, political conditions, and external factors inclusive

of natural disaster occurrence within supplier operating vicinity, 2. Sector-Specific Risk due to industry characteristics of respective supplier, 3. Commodity-Specific Risk from supplier manufactured or sold products. The topic of assessment of important sustainability risk issues as follows:



For more information

➔ [Addition details about the inspection results and various measures can be found](#)

182 3. Promote and support capacity development

The Company organized various projects to provide knowledge and increase suppliers sustainability capacity to internal and external personnel through suppliers ESG programs through various channels. The mentioned effort includes online and offline training, manual preparation for sustainable and responsible ESG principles relevant to conducting business, suppliers assessment, and suppliers business ethics and guidelines development including best suppliers practices in sustainable operations, etc.

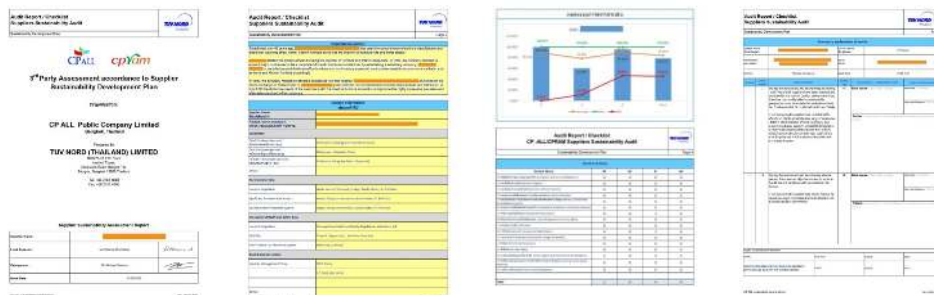
Buyer Development Training on Sustainability Procurement

CP ALL Public Company Limited organized sustainable procurement development training courses on for procurement employees within the organization and created awareness among executives and employees at all levels in terms of the revised 2022 Suppliers Code of Conduct and Guidelines, which serve as a guideline for the Company sustainable supply chain management operations. 566 participants received the training.

In addition, the company encourages suppliers, they can access their own ESG assessment results, as well as those of their peers through the Sustainability Risk Assessment Report.



Examples of a report depicting supplier ESG risk assessment results



In addition, the Company has established guidelines for suppliers needing corrective action if sustainability issue requirements are not satisfied through dedicated onsite and online channels. The mentioned guidelines for developing ESG operations efficiency within a mutually agreed period are provided.

Example of onsite and online supplier meetings



The Company recognizes the importance of developing suppliers capabilities to enhance sustainable operations and satisfy Company determined ESG standards. Noteworthy in-depth technical support programs to develop suppliers capacity and ESG performance are as follows:

In-depth technical support programs to build capacity health & safety management topic for transportation contractor

Sustainability risk results analysis of suppliers (Non-Compliance (Potential Fact Finding: PF)) according to the law revealed common risks issues in 2023 inclusive of occupational safety and health.

The Company has therefore developed programs to provide in-depth technical support to improve occupational health management potential and safety in logistics and develop in-depth safety management potential for logistics contractors. This approach raises transportation vehicle safety standards for vehicles involved in Company operations. Plans to regularly monitor progress from 2022 - 2023 are as follows:

A working group on transportation safety and product quality standards was appointed to determine measures to reduce accident risks, both during and outside working hours, and establish product quality control standards during delivery. CP ALL executive representatives and transportation contractors participate in meetings twice a month to efficiently develop relevant safety standards.

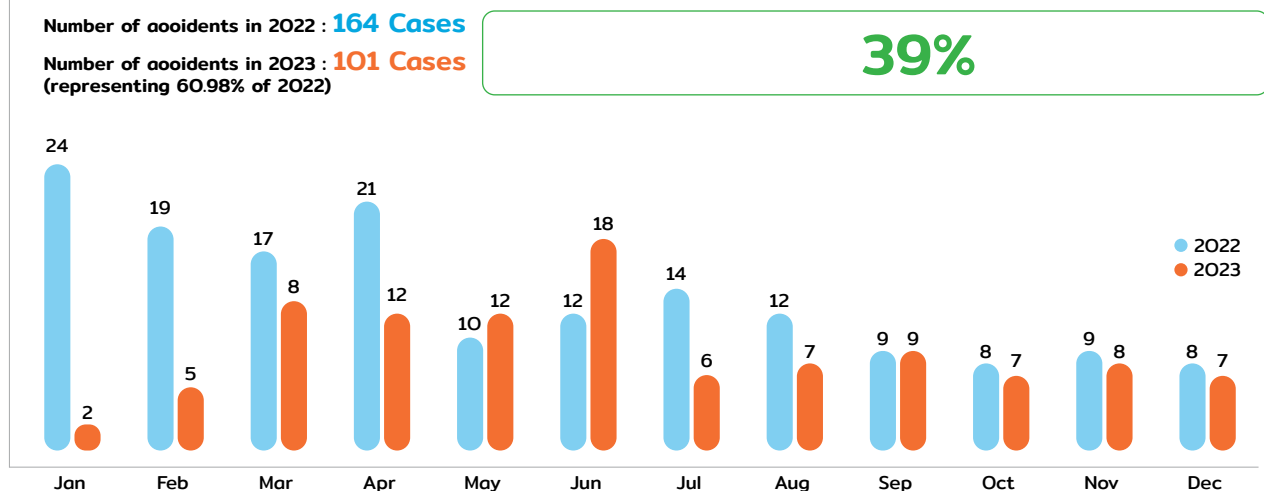
-  Continuously organize training, communication, and awareness programs associated to transport vehicle safety among involved parties.
-  Establish safety standards for transport vehicles and inspect vehicle condition prior to journey.
-  Designate stopovers on long-distance transport routes over 250 kilometers or journeys over 4 hours.
-  GPS installation on 100% of transport vehicles.
-  Establish road condition and emergency reporting systems including accident risk locations in each area potentially affected by floods and alternative bypass routes.
-  Organized "TELETEC DRIVING CONTEST PROJECT" safety promotion activities, where the competition period is 1 month per area, continuously throughout 2022-2023.
-  Prepare daily reports and follow-up on transportation accidents.

Performance

- Logistics contractors gain better transportation safety comprehension.
- Transportation accidents reduction.

Unit: cases

Comparison of accidents (times) January - December 2022 and 2023



The Company is committed to continuously developing suppliers capacity, through 3 approaches as follows:

- Joint Business Plan: develop business plans with strategic suppliers
- Project & Initiatives: provide knowledge to suppliers through various activities
- Implementation & Evaluation: organize training courses on sustainability

In 2023, the Company has undertaken a variety of projects to provide knowledge and enhance suppliers sustainability capacity. The outstanding projects are as follows:

Suppliers capacity development continuation project

The Company proceeded with capacity development projects for contractors for the seventh continuous year as a measure to prepare contractors prior to operations initiation. This approach raises work safety awareness through training courses on workplace safety specifically for construction contractors, electrical work, repair work, specialized work, and transport contractors. In 2023, 106 contractors participated in the training.



In addition, the Company organized a training program for the Coalition Against Corruption of the Thai Private Sector (CAC) in 2023 for 58 SMEs entrepreneurs in an online format according to the New Normal way to create values, promote operations with honesty, transparency, and without corruption.

121 New suppliers received training and education regarding the Suppliers Code of Conduct and Guideline via online format. The content scope covers international practices for the environment, instance energy management, social, waste management, labor practices, occupational health and safety and corporate governance, which consists of personal data protection and anti-corruption.



"Vendor Conference 2023" Project

CPRAM is committed to fostering good relationships with strategic suppliers in addition to communicating organizational policies, guidelines, and directions. The company is ready to exchange knowledge, including managing the production process throughout the supply chain and quality assurance management during the beyond border era and has therefore organized the "Vendor Conference 2023" under the concept of ALL FOR ONE, ONE FOR ALL, with lectures on the Sustainable Development Goals - ESG, with suppliers as strategic partners. Over 200 important organizations attended the event.



ALL Delica Alliance (ADA) Project

CPRAM continues to support and cooperate in the development of appropriate technologies and innovation throughout the value chain through establishing the ALL Delica Alliance (ADA) project, a food alliance for sustainability vital towards project success achieved through adopting the FOOD 3S (Food Safety, Food Security, Food Sustainability) concept. This management approach for the entire food suppliers supply chain offers greater depth and breadth to develop collective strength among members of the ADA project. The dissemination of exchange knowledge and experience from business management experts in product development, marketing, production process improvement, quality assurance and appropriate cost management is conducive towards robust suppliers partnerships with the goal to propel forward in terms of the economy, society, community, and further national progress.



7-Eleven alongside Thai Farmers continuation project

The Company has operated the 7-Eleven project alongside Thai farmers for the 10th year in a row to enhance farmers' quality of life and provide customers with better access to agricultural products through post-harvest technology innovation implemented to the production process. The innovation adds value to Homthong Banana products and has since expanding to include fresh vegetable products, seasonal fresh fruits, salads, trimmed fruits and ready-to-cook vegetables, as well as promoting good manufacturing practices (GMP) in manufacturing plants. The joint development of packaging adds value to products



Impacts and Benefits

2,954 persons were participated in the project





4. Build and maintain a long-term relationships with suppliers

The Company emphasizes responsible supply chain management and strengthen suppliers through "smart and good" progress to collectively develop sustainability. Therefore, the Company continues to foster good relationships with suppliers through seminars and announcements Company policy direction, collaboration with strategic suppliers to establish business growth development guidelines and visiting suppliers on an annual basis for opinion and suggestion exchanges. In exchanging necessary information and knowledge, implementing various cooperation projects including developing environmentally friendly packaging and post-consumer packaging management, capacity development, joint technology and innovation development to add value to SMEs products to satisfy market demands and consumer behavior in addition to increasing operational efficiency for suppliers throughout the supply chain.

Case Study: Triple Fresh Company Limited

7-Eleven collaborates with SMEs with potential for growth opportunities in the domestic fruit market and 7-Eleven team experts to provide advice on product quality development, marketing, and packaging development. This collaboration enables reduced processing and time associated with fresh fruit delivery which allows consumers to receive over 10,000 packs of fresh and high-quality products per day sold in over 8,000 7-Eleven stores in Bangkok and surrounding areas.

ESG Integration in SCM Strategy

The Company has integrated ESG in SCM strategy as follows:

Key objectives	ESG-related objectives in supply chain management	Overall supply chain management strategy linking to ESG
 Empowering SMEs	Enhance SMEs capability in different perspectives, e.g. financial, product development, packaging development, logistics, sustainability, etc. Our supply chain management focuses on co-creation initiatives according to SDG 8.2, Striving for results entails creating positive economic impact alongside improving the quality of life of society and communities.	Create shared value "development and promotion of SMEs", CP ALL is committed to improving the potential of business partners, especially small and medium-sized enterprises, by providing training, consulting and advice on standard inspections. Root management Including co-inventing innovations to create efficiency in treatment Environment and friendliness to society and community.
 Reducing plastic waste from packaging	Reduce volume of packaging usage from suppliers within the general waste management process, consistent with CP ALL's circular economy goals. This aims to fulfill SDG 12.6 and CP ALL Sustainability Framework "Biodiversity and Ecosystem Protection" through packaging design, materials, and reduction programs. through packaging design selection of materials with an aim to reduce the amount of plastic waste packaging development project, to be friendly to the ecosystem and environment	7 Go Green "environmentally friendly packaging" reduces the use of plastic in packaging and integrates sustainability concepts into various operations, especially in packaging design and material selection. The joint projects between packaging suppliers include developing processes which reduce the amount of material used, etc.

In addition, the Company has applied the sustainability criteria to assess the risks of its existing and new suppliers manufacturing Private Brand: PB products whereby suppliers must undergo sustainability risk assessments through the Suppliers Self-Assessment Questionnaires (SAQ) system. Selected suppliers meeting Company criteria standards must score a minimum of 50% on sustainability performance. The established Company established sustainability criteria include product and production standards, employment, welfare, and environmental management.

Supply Chain Management's Success Indicators

The Company has set the index to measure the success of supply chain management. In 2023, there are indices that measure success, goals, and operating results as follows:

Supply Chain Key Performance Indicators (KPIs)	Target	Performance for the previous 3 years	
Tier 1 Suppliers considered Significant Suppliers in terms of sustainability must be proactively audited (Comprehensive Assessment) for development and improvement.	100% of Tier 1 Suppliers with significant sustainability issues must be proactively assessed (Comprehensive Assessment) and receive development and improvement by 2030.	2021	100%
		2022	100%
		2023	100%
			Goal 2023 100%
			Goal 2030 100%
SMEs Purchase Growth (Procurement Spending)	SMEs product purchase growth by 10% by 2025 (compared to base year 2020)	2021	12.93%
		2022	26.95%
		2023	56.74%
			Goal 2023 10%
			Goal 2025 10%
Supplier Engagement	80% for supplier engagement level by 2030	2021	80%
		2022	86%
		2023	84%
			Goal 2023 80%
			Goal 2030 80%
Plastic packaging within the Company's control (Private Brand) must be reusable or reused or biodegradable	100% of plastic packaging within the Company's control (Private Brand) must be reusable or reused or biodegradable for companies operating in Thailand by 2025 and for companies operating overseas by 2030	2021	85.09%
		2022	97.94%
		2023	97.74%
			Goal 2023 97%
			Goal 2030 100%



Non-material Topics



Ecosystem and Biodiversity Protection



Education and Lifelong Learning



Food and Water Security &
Access to Well-being



Stakeholder Engagement



Innovation and Value Creation



Ecosystem and Biodiversity Protection



Significantly Affected Key Stakeholders



Supporting the SDGs

- | | |
|---|--|
|  | <p>6.6 Protect and restore water-related ecosystems, including mountains, forests, wetlands, rivers, aquifers and lakes</p> |
|  | <p>14.1 Prevent and significantly reduce marine pollution of all kinds, in particular from land-based activities, including marine debris and nutrient pollution</p> |
|  | <p>15.1 Ensure the conservation, restoration and sustainable use of terrestrial and inland freshwater ecosystems and their services, in particular forests, wetlands, mountains and drylands, in line with obligations under international agreements</p> |

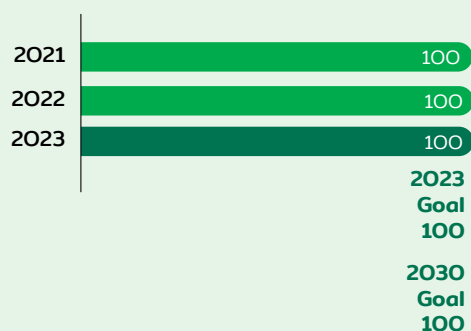
2030 Goal

All areas of business operations have projects in collaboration with local and national stakeholders or independent third parties they contributed to the reduction of negative impacts on ecosystems or biodiversity

100%

Progress against goals

(Unit: %)



Key Performance in 2023



Manage biodiversity risks in **100%** of risk areas



Cumulative planting of **722,024** trees



Release young blue swimming crabs into the Thai sea, accumulating **1.2 million** baby crabs

Key Progress in 2023



"Planting Forests, Growing Futures" Project (continuous)



The project follows a step-by-step impact mitigation approach



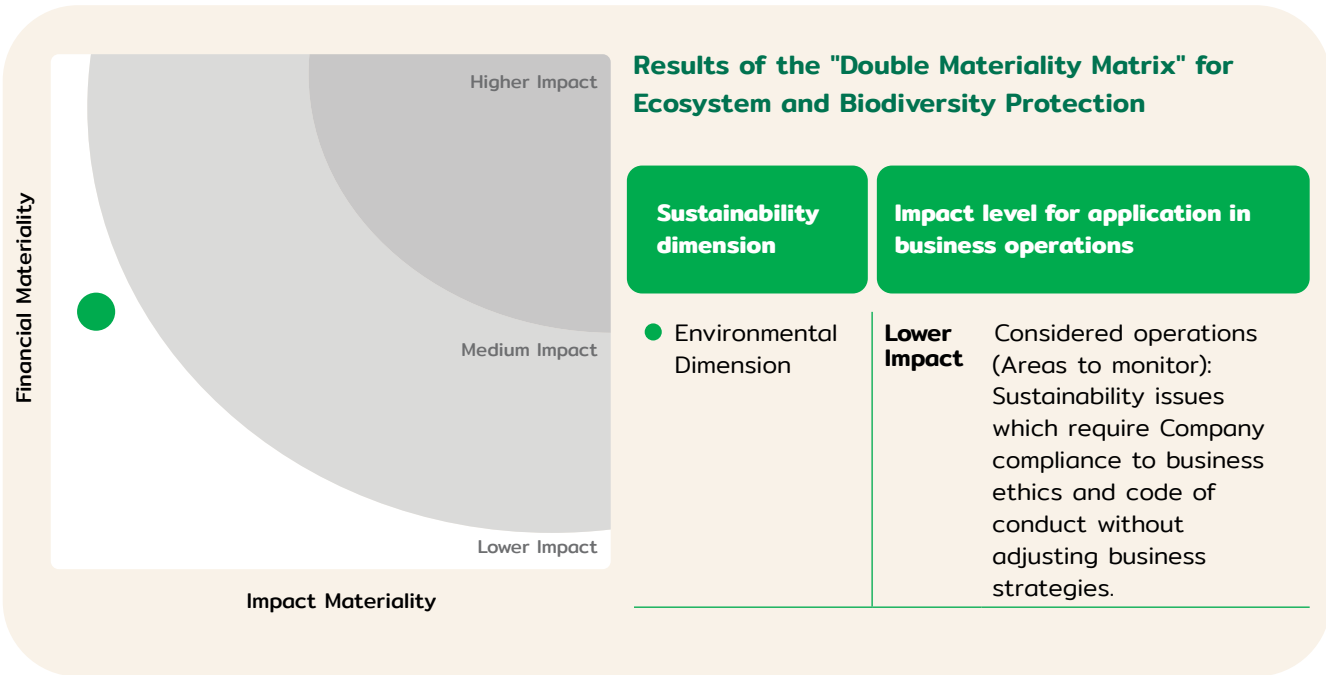
CPRAM Green Life #Plant for a Sustainable World Project



Sustainable Blue Swimming Crab Alongside Thai Seas Project



Company Operating Area Water Shortage Risk Assessment Project (continuous)



Risks and Opportunities

Activities and conducts which currently inflict damage towards the ecosystem can be appraised as an expense for all governments around the world to the tune of approximately 74.4 billion dollars or approximately 2.6 trillion Baht. At the 15th meeting of the Conference of the Parties to the UN Convention on Biological Diversity (COP15), resolutions to conserve, protect and restore land areas, watersheds and seas were ratified.

However, strict laws and regulations to prevent biodiversity loss have not been reviewed and developed in a sufficiently stringent and effective manner to collectively enable achievement of global biodiversity framework conservation goals.

Strict policies to ensure oversight of both the government and business sectors are therefore a crucial starting point. Additional management is necessary in matters relating to reducing damage to the ecosystems, the environment, natural resources, agricultural area and associated human rights protection through land ownership as it impacts occupations, income sources, farmer life quality and communities.

The Company is cognizant of unstable ecosystems and potential impact towards business operations including agricultural product quality and quantity decline in addition to insufficient quality raw materials which may cause supply chain interruptions or terminations due to production and delivery challenges. Therefore, the Company aims to raise environmental and ecosystem awareness and operate responsibly throughout the value chain. The Company has introduced policies to initiate cooperative networks between business sectors and relevant sectors to implement measures to restore land and aquatic ecosystem biodiversity.

Management Approach

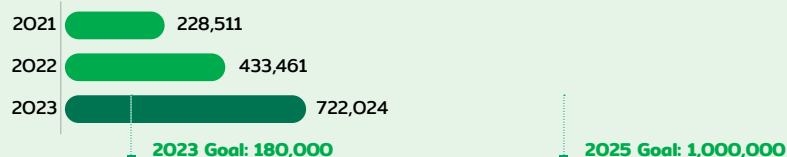
The Company operates together with Tier-1 Suppliers, Non-Tier 1 Suppliers and business partners within the value chain through measures complying with biodiversity and natural resource policies. The Biodiversity Exposure & Assessment, which covers Company areas and operations, stipulates avoiding business operations which will affect protected areas as defined by the International Union for Conservation of Nature (IUCN) and UNESCO World Heritage Sites. The Company has established Mitigation Hierarchy guidelines to manage negative impacts from business operations which may cause biodiversity loss (No Net Loss: NNL). Simultaneously, the Company is committed to collaborating with network partners and all stakeholder groups in implementing projects to restore, conserve, and create positive changes in both land and aquatic ecosystems. This measure enables net positive impact (NPI) while remediating balance and increases ecosystem diversity.

For more information:

- ➔ [Biodiversity and Natural Resources Policy](#)
- ➔ [Ecosystem and Biodiversity Protection](#)

Performance Summary 2023

Number of trees planted to mitigate ecosystem impact (unit: trees cumulative)



Collaboration with stakeholders categorized by project type

Project Type	Area (rai cumulative)	Number of seedlings/ trees planted (trees cumulative)	Predict carbon dioxide absorption (tonnes of carbon dioxide equivalent) (In the case of fully grown trees*)
Collaboration with other sectors including the government sector, temples, and schools	7,301	662,533	28,488.92
Collaboration with nearby communities' private networks to plant forests and promote careers	272	14,135	607.81
Support tree saplings for employees to plant	137	26,874	1,155.58
Plant trees within Company areas	903	18,482	794.73

Note: Calculated from trees, GHG 1 tCO₂e is equivalent to 2326 5 year old teak trees/ 1 tCO₂e.

Plant species grown (unit: %)



Perennial plant
98%



Edible fruit trees
1%



Bamboo
1%

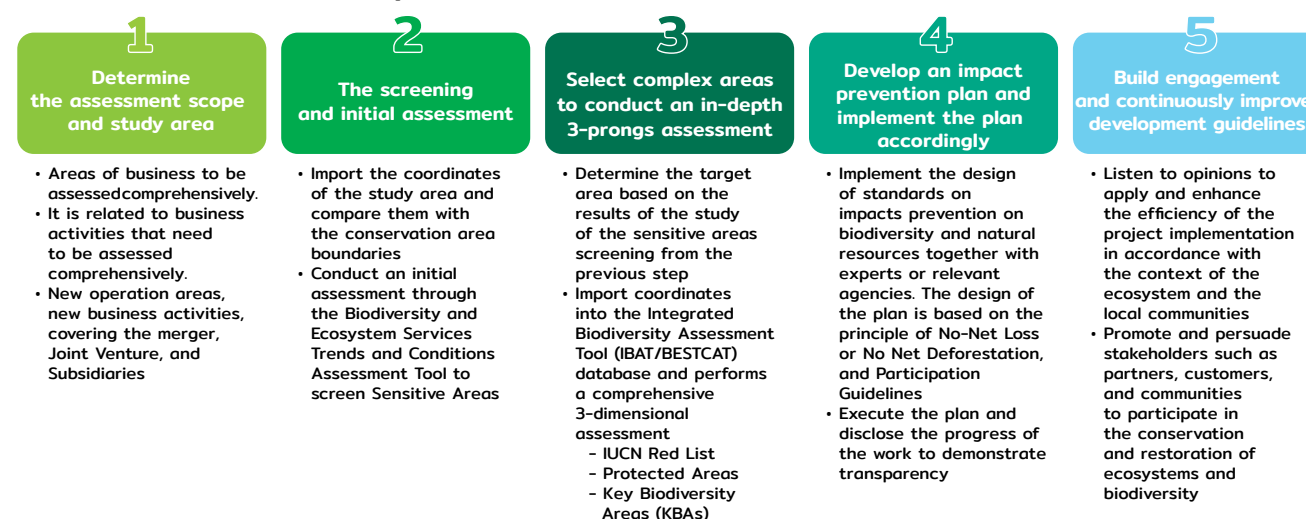


Biodiversity risks and impacts assessment

In addition to respect and compliance with regulations and local laws regarding biodiversity conservation, the Company has implemented operating policies in terms of biodiversity and natural resources, and risk and environmental impact assessments which encompasses land and aquatic ecosystems biodiversity in areas of business activities. The areas of business activities include 100% of manufacturing facilities, distribution centers, product sales areas, and 100% of Tier 1 suppliers business activity areas.

Application of information technology in tandem with biodiversity databases enables risk and potential impact assessment in terms of biodiversity and acquired data can be further analyzed to establish ecosystem action plans, preventative measures and mitigation channels. It has been used to assess risks and potential impacts on biodiversity and can be further developed to create action plans to prevent or reduce impacts on the ecosystem. In continuously expanding development guidelines with stakeholders, Company and supplier business activities are prohibited in protected areas and areas with potential impact on land and water biodiversity.

Biodiversity Risk and Impact Assessment Procedures



Results of Biodiversity Risk Assessment

The Company considers location-specificity according to business operations activities both within Company operating areas and surrounding vicinity of 0 to 5 kilometers in addition to upstream manufacturing plant activities and downstream activities relating to distribution centers and product delivery to stores and consumers. The manufacturing plants and distribution centers of Makro

and Lotus's which are located outside community areas total 616 locations. The mentioned locations are subject to policy considerations regarding conservation areas, protected areas, areas of critical biodiversity, significant natural areas including forests, large water bodies, and river basins in addition to verification according to biodiversity risk assessment tool (IBAT/BESTCAT) analysis.

Biodiversity Exposure & Assessment in 2023

Number of sites	Number of sites	Area (rai)
All operating areas (Overall)	616	8,645.20
Operating areas subjected to biodiversity impact assessments (within the past 5 years) (Assessment)	616	8,645.20
Operating areas with high potential for biodiversity impact (within the past 5 years) (Exposure)	52	669.45
Operating areas affecting biodiversity with implementation biodiversity impact managing and monitoring systems (within the past 5 years) (Management Plans)	52	669.45

Biodiversity risk identification

The Company screens and assesses initial risk issues in the food retail industry through referring to location-specific World Wide Fund for Nature (WWF) guidelines according to business operation activities throughout the value chain. It considers both factors whereby the Company risks affecting biodiversity (Biodiversity Impacts) and natural factors potentially affecting business operations or production (Ecosystem Service Dependencies). The Company has ranked existing critical risk factors likely to pose future impact and classified respective factors into 3 categories as follows:



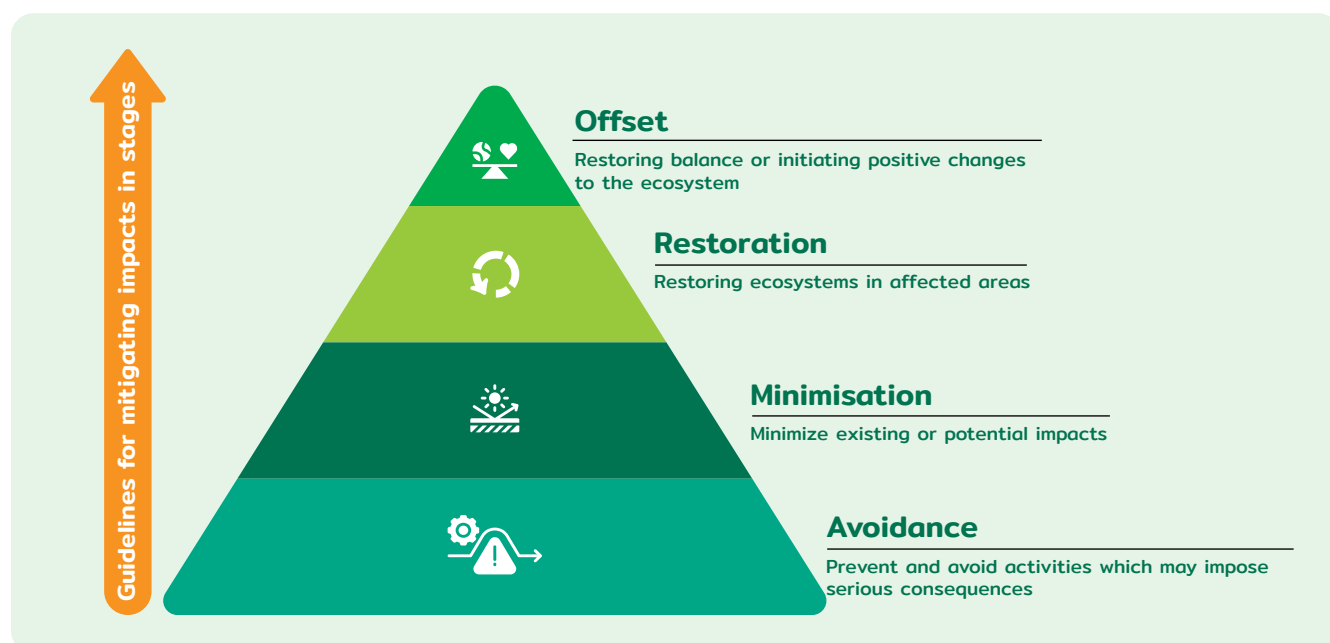
The Company reviews risk issues based on context and related factors to determine critical risk issues and subsequently establish risk management plans and operational measures according to the Mitigation Hierarchy, covering 100% of the 52 operational areas where critical risk issues have been detected.



Mitigation Hierarchy Management Approach

From processes in assessing both direct and indirect risk issues, including significant impacts on both negative and positive aspects of biodiversity, pest invasion, decline of plant and animal species, immigration and changes in the ecological system.

The Company respects and complies with local regulations and laws regarding biodiversity conservation with local areas in an approach to strictly review operational measures while determining guidelines for impact mitigation according to Mitigation Hierarchy from avoidance to compensation. Studies conducted on plant and animal species within respective areas determine biological sensitivity, enable follow-ups and review Company biodiversity performance in terms of direct and indirect ecosystem and biodiversity risk mitigation in the immediate and long-term.



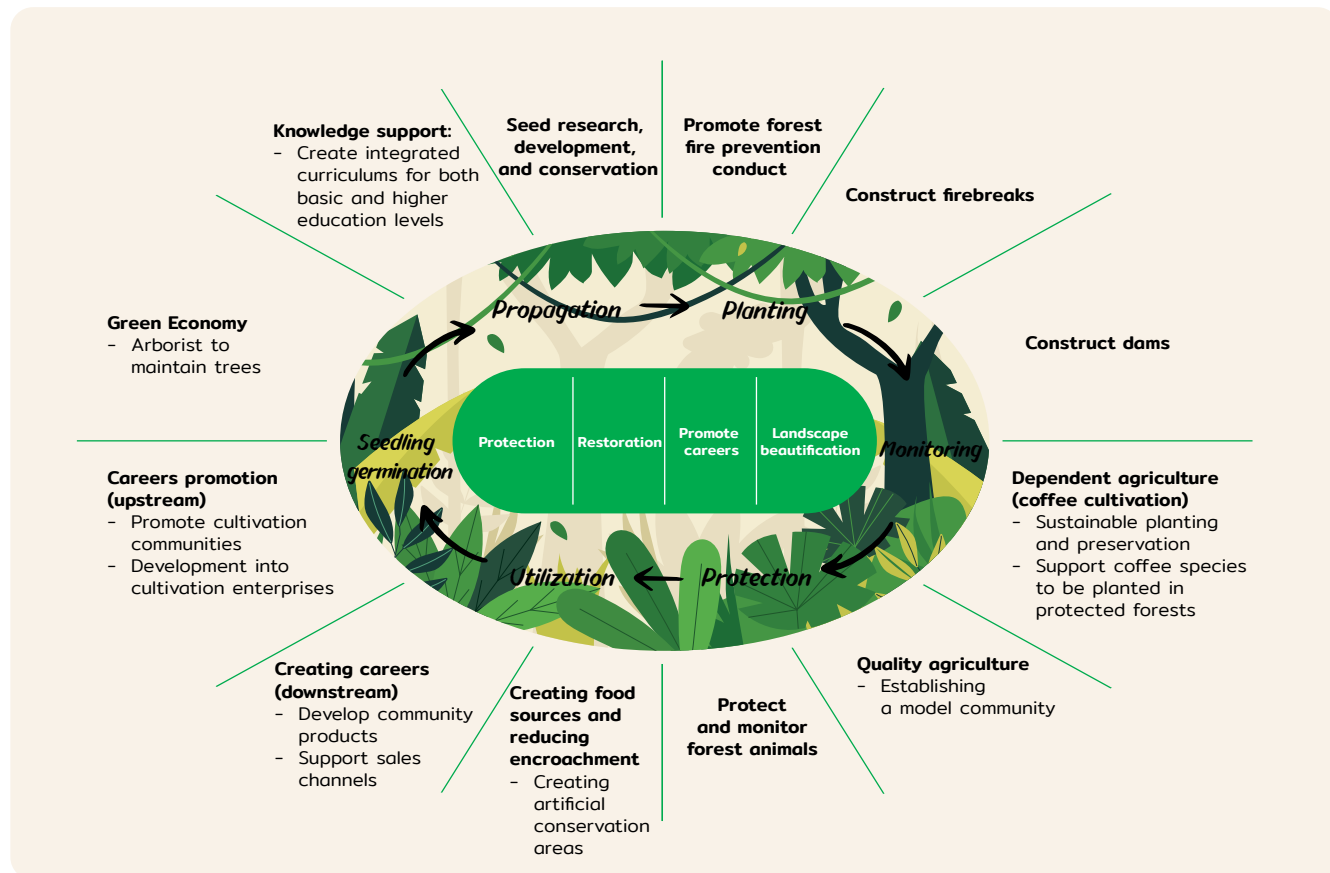


Cooperation with stakeholders to reduce ecosystem impact

The Company cooperates with stakeholders including suppliers, business alliances, government agencies, local communities, and Company network partners to conduct businesses with responsibility towards ecosystems and biological diversity in communities surrounding operating areas. This approach preserves the ecosystem integrity.

The Company has established goals to plant 1,000,000 trees by 2025 and has implemented projects to support community tree planting. A working group has been tasked with planting perennial trees for a sustainable community, conservation, reforestation, and foresting careers, and follow-ups within operating frameworks in 4 areas as follows:

Stakeholder engagement frameworks to reduce ecosystem impact



Key projects in 2023

1. Ecosystem restoration in communities surrounding operating areas project

The Company encourages employees to volunteer and realize the importance of preserving ecosystems and the environment surrounding operating areas, including 7-Eleven stores, Makro and Lotus's distribution centers, educational institution areas, distribution centers and office buildings throughout the country. This is achieved through facilitating participation with communities, government agencies, and local administrations in tree planting activities and community tree propagation continuously every year to increase green space, create quality environments and restore ecosystems. Over 18,482 trees have been planted to date.



Operating Areas



5,056 trees

7-Eleven store areas,
distribution centers
and offices



6,107 trees

Educational
institution areas
nationwide

makro

Lotus's

5,319 trees

Makro and Lotus's
distribution center areas
and office buildings
nationwide

cpv

2,000 trees

CPRAM factory
areas and office
buildings

2. Collaborative projects with suppliers to reduce land and aquatic ecosystems impact



**Reduce land
ecosystem
impact**

"WE GROW for ALL, we grow for everyone" continuation project



"We love each other, we love the world" project returns profits to society and supports reforestation activities to reduce global warming



CPRAM Green Life #Growing for a Sustainable World continuation project



CP ALL has continued the project for the 4th year through allocating tree seedlings and supporting the "Show off our trees" activities which allows employees to plant trees and record tree planting through the We Grow application.

Impacts and Benefits

- Distributed 2,535 seedlings to 1,300 employees

Lotus's supports the campaign "We love each other, we love the world" to reduce global warming and create good air through sales proceedings from Lipon F dishwashing products with global warming reduction labels or carbon footprint labels in Lotus's branches nationwide. With every 1 bag sold, 1 Baht is contributed to the Lotus's Foundation for reforestation according to the "Lotus's Reforestation Project" in an effort to assist with greenhouse gas absorption. Lotus's has implemented this reforestation project continuously for over 17 years through cooperation with both government and private agencies. In addition, fellow Lotus's employees participated in the activity "Lotus's Plants, Reduces Heat", which enabled the planting of 500 saplings. This activity invited community members and the youth to enjoy the organized event, share knowledge, and create awareness of collective conservation of natural resources, forests, and wildlife. In supporting natural resource

Impacts and Benefits

- 87,826 trees amounting to 2 million Baht were donated

CPRAM has continued the project for the 3 year, delivering perennial tree seedlings to employees, communities, and interested parties across the country in an effort to plant seedlings within community residential and public areas. This project assists in increasing green space, restoring and maintaining ecosystem balance, and increasing trees to absorb carbon dioxide in various areas nationwide.

Impacts and Benefits

- Planted 35,200 trees on an area of over 120,000 square meters or over 80 rai



Reduce land ecosystem impact

Next Gen New World continuation project



Lotus's collaborates with the Khao Yai National Park Protection Foundation continuously for the 17th year to organize youth activities, volunteering, youth training, cultivation of environmental awareness and create good natured conservationists in an approach to conserve natural resources. In 2023, forest conservation activities included the following:

- Planting forests in national parks throughout the country, including Tad Ton National Park in Chaiyaphum Province, La Klong Ngu National Park in Kanchanaburi Province, and Phachi River Wildlife Sanctuary in Ratchaburi Province.
- Planting thorny bamboo to protect against wild elephants in Khao Yai National Park, Nakhon Ratchasima Province and Salak Phra Wildlife Sanctuary, Kanchanaburi Province.
- Organizing activities to provide knowledge regarding tree planting, tree maintenance, and forest firebreaks as prevention measures for the youth and public in Tat Ton National Park, Chaiyaphum Province and Phachi River Wildlife Sanctuary, Ratchaburi Province

Impacts and Benefits



- 550 youths attended the training
- Planted 87,826 trees covering an area of 364 rai

Sustainable Blue Swimming Crab Alongside Thai Seas continuation project



CPRAM Company Limited has implemented the Sustainable Blue Crab Alongside Thai Seas Project for the 12 year in a row. This project utilizes supply chain management in accordance with CPRAM's FOOD 3S guidelines (Food Safety, Food Security and Food Sustainability). The parties involved from upstream to downstream include fishermen, Sirimaranong raft (raw crab meat supplier), CPRAM Company Limited (food producer) and consumers. Academic support to effectively management conservation, protection and development of crab fisheries without negative impact towards ecology, resources and the environment is provided by Ranong Provincial Fisheries Office, Ranong Marine Fisheries Research and Development Center, and the Coastal Aquaculture Research and Development Center Area 3. To increase the value of processed blue swimming crab products while complying with sanitary standards, matters relating to quality assurance standards, food security and food sustainability must be addressed. The initial project scope was based upon conservation of blue swimming crabs in the Gulf of Thailand but has since expanded to include activities in the Andaman area with the ultimate goal of preserving natural resources, maintenance of integrity, and upholding ecological balance in the Thai seas.

Impacts and Benefits



- The recent release of over 200,000 baby blue swimming crabs during the Young Crab stage back into the Thai seas increases the collective
- Accumulated total to 1,200,000 crab releases

Mangrove Planting Project



The Company in collaboration with Mahachai Distribution Center, Surat Thani Distribution Center and communities organize annual coastal ecosystem conservation and restoration efforts, with emphasis on mangrove forest areas which serve as marine animal breeding grounds, nurseries and habitat.

Impacts and Benefits



- Forestation of 10,862 trees



Reduce aquatic ecosystem impact


Reduce
aquatic
ecosystem
impact

Lotus's cooperates with network suppliers to plant mangroves in Khlong Ban Amphur



Lotus's collaborates with the Department of Promotion and Coordination of Marine and Coastal Resource Networks of the Marine and Coastal Resources Office No. 2 to participate in mangrove planting activities in Khlong Ban Amphur at Ban Pan Resort, Na Jomtien Subdistrict, Sattahip District, Chonburi Province. 50 volunteers from government agencies, the private sector, schools, coastal communities and marine protection organizations in the area participated in mangrove planting activities at Ban Amphur Canal with the goal to increase fertility and maintain ecosystem diversity and quality.



3. "Planting Trees, Growing Careers"

"Makro Plants Forests" continuation project



CP Aextra Public Company Limited in collaboration with Chonburi Province managed "Siri Charoenwat Forest Project under the Royal Initiative" and planted trees within the Siri Charoenwat Forest area. The significant ecological learning resource covers an area of 3,900 rai. Simultaneously, the project supports seedling propagation by local community members and farmers as a means to generate income for farmers and rural communities. This initiative increases positive impact in the economically, socially, and environmental dimensions.

"Sufficiency Bamboo...Toward a Sustainable Future" continuation project



Bamboo, a high demand local plant, is suffering from a market shortage and requires overseas imports. The Company collaborates with participating schools in the "Building on the future of education CONNEXT ED" project for the 3rd year running. This sustainable bamboo alliance generated income for schools through providing online education regarding benefits of bamboo, breeding, cultivation, maintenance, and processing as well as allocation of water and soil resources. Additional support for schools within the network include provisions of bamboo seedlings and marketing related opportunities and channels.

Impacts and Benefits

- 3 Schools and network communities participating in the project
- 15,011 total participants in the project (135 students, 11 teachers and 14,685 community member)
- Support 500 bamboo seedlings
- Support value of 35,000 Baht
- Carbon absorb 4.75 tCO₂e



4. "Planting Forests, Growing Futures"

The project has continued for a 3rd year as a center for breeding and cultivation while supporting seedlings for homes, temples and communities throughout the region in addition to organizing the "Planting Forests, Growing Futures" seminar. In 2023, 176,635 saplings were delivered to employees and citizens in 179 communities, 28 provinces, covering an area of 883 rai, with project examples as follows:

Upstream reforestation community project



The Company collaborates with 9 community groups and upstream partners to promote conservation of nature and the environment to students and communities through supporting plant seedling nurseries, budget for greenhouse construction, seedling nurseries and maintenance. Tree seedlings from nurseries within the "Reforestation" project were passed on through the "Forest Surrounding Temples" project for planting at homes, temples, schools, communities, including the project "WE GROW for ALL, we grow for everyone" for employees to plant perennial trees.

Impacts and Benefits

- 120,000 seedlings cultivated
- 600 rai area coverage
- 4,290 community members participated in the project
- Reduced GHG emission by 1,140 tCO₂e

"Forest Surrounding Temples" continuation project



CP ALL transfers seedlings from the upstream forestation communities project to temples and communities to restore and restore ecosystem integrity and biodiversity. The aim of this project includes promoting reforestation, adding green space to the communities, creating awareness of sustainable environmental conservation, and managing resources appropriately.

Impacts and Benefits

- 112,700 seedlings delivered
- 150 temples participated in the project
- 525,000 community members participated in the project
- 996,832 Baht in support value
- Carbon absorb 1,070 tCO₂e

"Forestry School Concept" continuation project



Under the Company goal of promoting the planting of 60,000 trees per year, the Company expanded the project "Sufficiency Bamboo...towards a Sustainable Future" to the "Planting Forests, Planting the Future" project. This project enabled the transfer of knowledge to schools by integrating knowledge relevant to planting trees in the content of various subject groups according to the core curriculum.

Impacts and Benefits

- 7 schools participated in the project
- 10,861 total participants in the project (2,499 students, 173 teachers and 8,189 community members)
- Carbon absorb 570 tCO₂e



5. Stepwise Impact Mitigation Guidelines Project

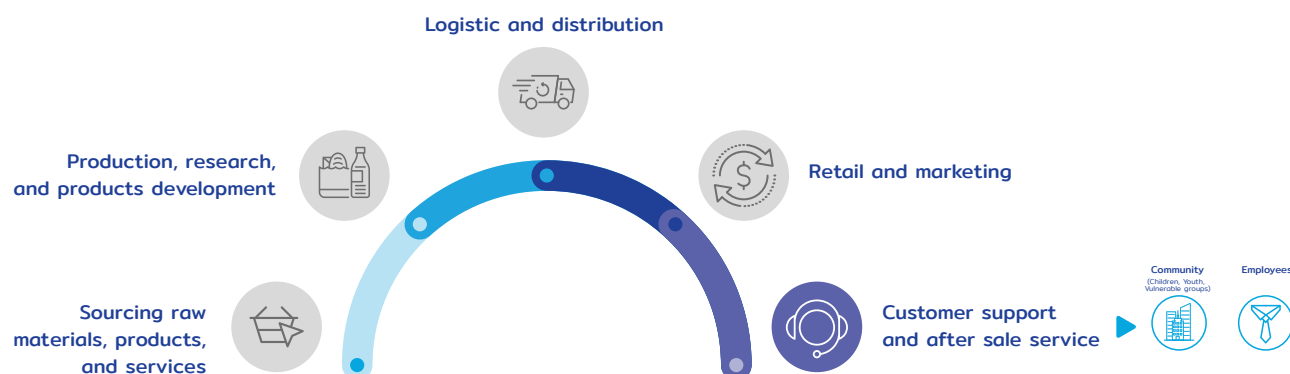
Project details are available at	
Offset Restoring balance or implementing positive changes to the ecosystem 	• Changing environmental concepts and nature conservation together with upstream communities (Topic "Upstream community reforestation project" pages 198) • Transformative cooperation with the Khao Yai National Park Protection Foundation (Topic "Next Gen New World Project" pages 196)
Restoration Restoring ecosystems in affected areas 	• Restoration of local plant species (Topic "Planting Trees, Creating Careers" pages 197) • Restoring water in the production process (Topic "Project to increase water use efficiency at CPRAM Company Limited, Ladlumkaew" pages 63 in the chapter "Energy Usage Efficiency and Resources") • Agricultural water restoration (Topic "Project to provide clear water for farmers, CPRAM Co., Ltd., Lamphun Factory" pages 63 in the chapter "Energy Usage Efficiency and Resources") • Restoring water for planting trees (Topic "Save Water, Love the Future Project, CP Aextra Public Company Limited" pages 63 in the chapter "Energy Usage Efficiency and Resources") • Restoring ecosystems in communities around operation areas (Topic "Planting trees in company areas" pages 194-195) • Restoring coastal ecosystems (Topic "Sustainable Blue Swimming Crab Alongside Thai Seas Project" pages 196)
Minimisation Minimize existing or potential impacts 	• Reducing the environmental impact of packaging (Topic "Integrating Sustainability (ESG) in Supply Chain Management Strategies" pages 186 in the chapter "Responsible Supply Chain Management") • Reducing water shortage problems (Topic "Underground Water Bank Project, CP Aextra Public Company Limited", pages 63 in the chapter "Efficient Use of Resources and Energy")
Avoidance: Prevent and avoid activities with potentially serious consequences 	• Avoidance of Water Stress Areas (Topic "Sustainable water resource management" pages 62-63 in the chapter "Energy Usage Efficiency and Resources") • Guidelines for avoiding chemicals and their environmental effects (Topic "Sustainable Procurement Policy" link)



Education and Lifelong Learning



Significantly Affected Key Stakeholders



Supporting the SDGs



- 1.4** Ensure that all men and women, in particular the poor and the vulnerable, have equal rights to economic resources, as well as access to basic services, ownership and control over land and other forms of property, inheritance, natural resources, appropriate new technology and financial services, including microfinance



- 4.3** Ensure equal access for all women and men to affordable and quality technical, vocational and tertiary education, including university
- 4.4** substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship

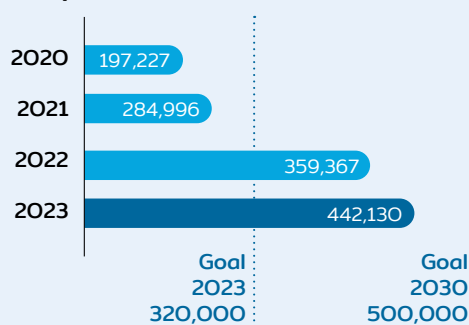
2030 Goal

To support children, youth, and vulnerable groups to education-having access to technical and professional skills necessary for their profession, including the campaign of lifelong learning

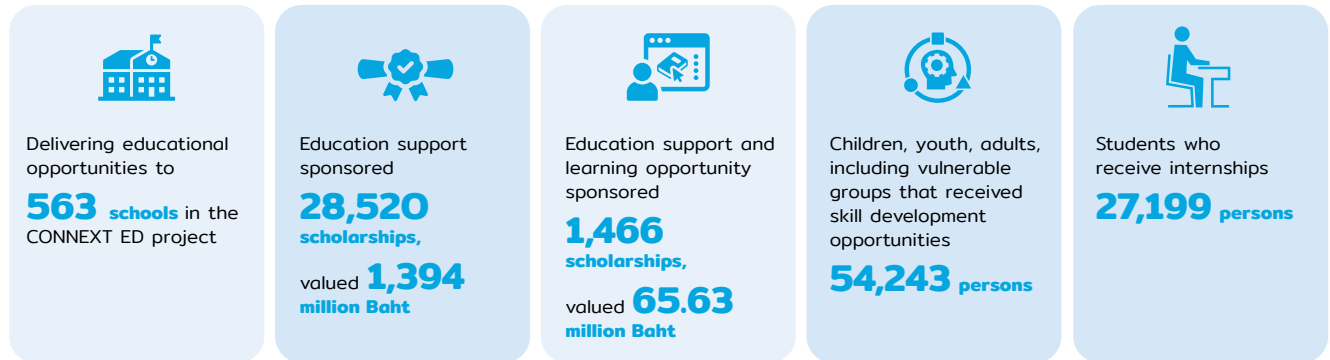
500,000 persons

Progress against goals

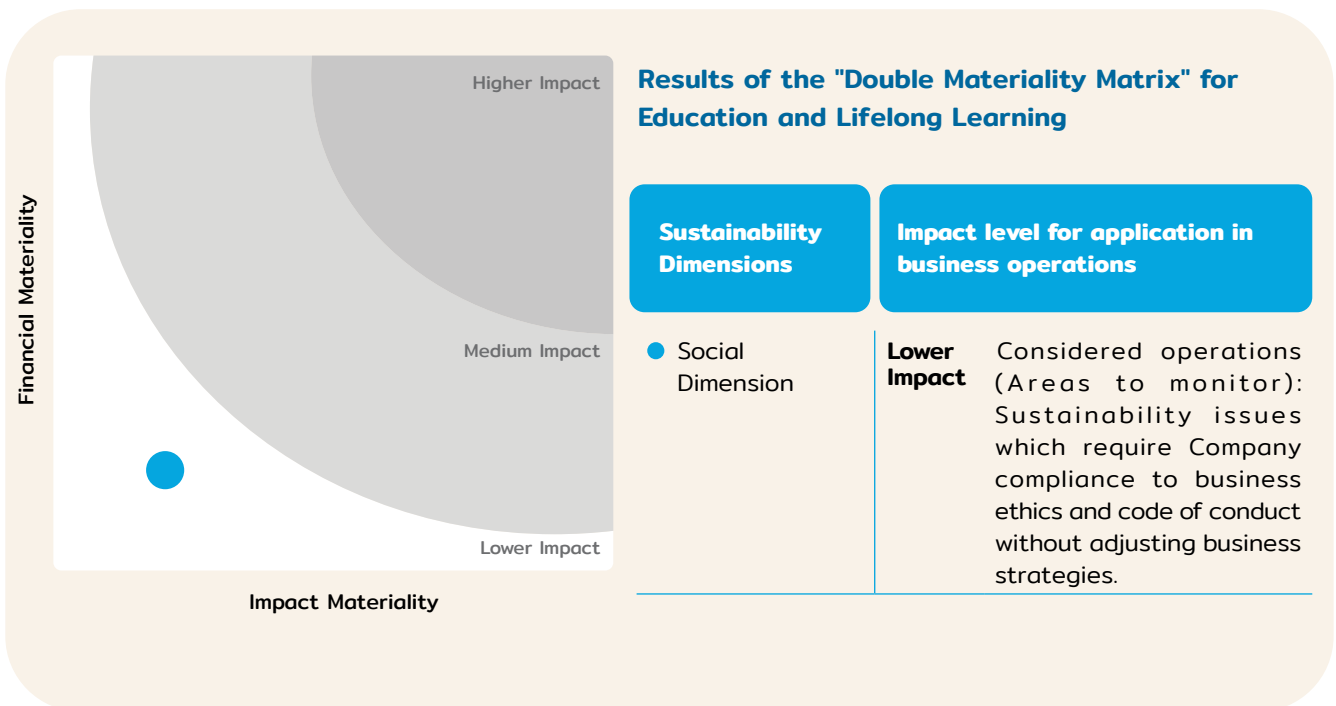
(Unit: persons)



Key Performance in 2023



Key Progress in 2023



Risks and Opportunities

In 2023, the rising layoffs trajectory in various industries globally arise from economic slowdown and rapidly changing labor markets. Corporate development remains centered on social infrastructure, which envelops basic living necessities, preparedness to efficiently propel national economic and societal matters, lifelong learning skills, technological expertise, and resilience to shifting global circumstances. Therefore, business operations do not only desire, but require operating business with sustainable efficiency. This is in anticipation of shifting circumstances and resilience while undergoing rapidly changing conditions. The Company is committed to promoting education and lifelong learning among employees, in addition to enabling equal opportunity to communities, children, youths, and vulnerable groups. This approach entails providing education and lifelong learning, both in formal and informal sectors, through the Company's educational programs.

Management Approach

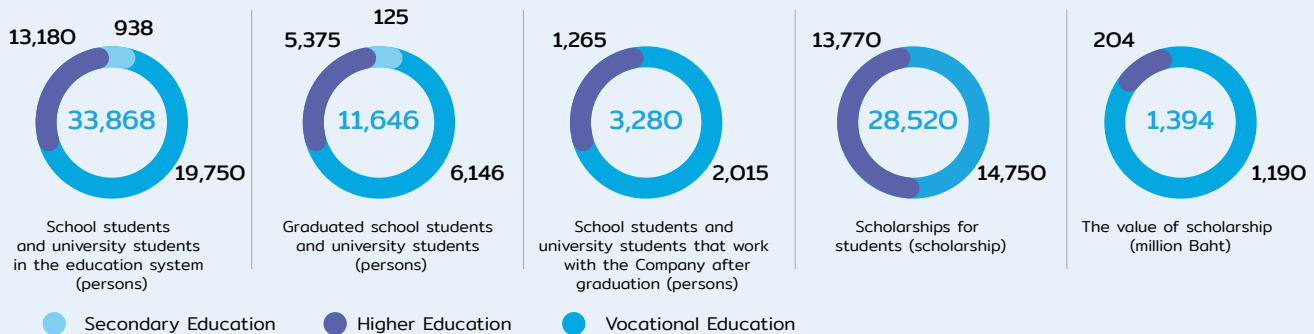
The Company is committed to promoting education and lifelong learning among employees while providing social opportunities for communities, children, and youth, to grant equal access for basic education and lifelong learning, both in formal and informal sectors, through Company educational programs. The Company cooperates with numerous agencies in various sectors to establish educational institutions and deliver both classroom-based knowledge to more vocational training as appropriate with shifting learning styles in line with changing global trends. The provisioned efforts include online education platform systems, modification of educational space according to safety standards compliance. The Company grants scholarships sustainably supports career development since 1995, aiming to create career opportunities, generate income, and enhance life quality for employees, the youth, communities, and members of society.

For more information:

→ [Education "support and lifelong learning for employees" in the chapter "Human Capital Development".](#)

Performance Summary 2023

Promoting and supporting access to quality education



The details in professional skills development necessary to pursue a career



Children, youth, adults, and vulnerable groups who have developed career skills

54,243 persons



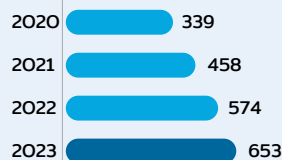
28.16% of students from Panyapiwat College of Technology (PAT) and Panyapiwat Institute of Management (PIM) majoring in Retail Business to work with the Company



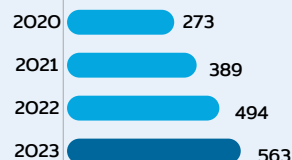
6 students from Panyapiwat Institute have a special opportunity to become the owner of a 7-Eleven stores in the form of a joint venture (Store Business Partner: SBP)

The Campaign for Lifelong Learning Project operates under "CONNEXT ED Project"

CONNEXT ED schools under the Company's sponsorship (accumulated schools)



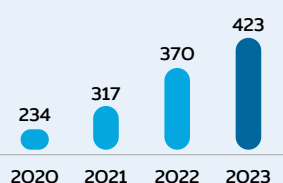
Pracharath schools that the Company co-developed (accumulated schools)



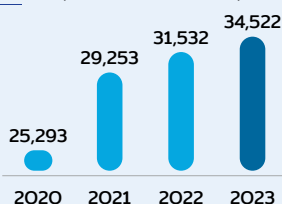
School Partner Volunteers



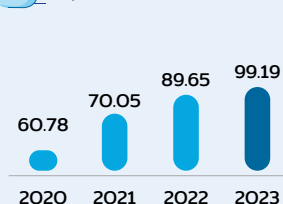
The number of school partners (accumulated persons)



Volunteer hours for sustainable education development (accumulated hours)



Sponsorship budget in school development (accumulated million Baht)



Quality Education Access and Promotion Program

The Company has continuously participated in societal educational initiatives for over 16 years through establishing institutions for education and access to VDO conference learning as follows:

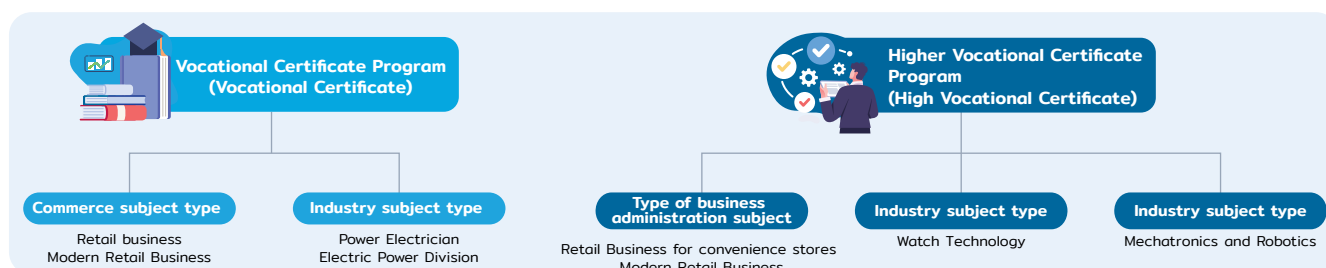
- 1) **Panyapiwat Technology College (PAT)** provides opportunities for vocational education.
- 2) **Panyapiwat Institute of Management (PIM)**, which provides youth with opportunities to further their education at the bachelor's, master's, and doctoral levels.
- 3) **Panyapiwat Institute of Management Demonstration School (Sathit PIM)** covering the middle and high school levels.
- 4) **Panyapiwat Learning Center Online education (VDO Conference)** at more than 20 locations nationwide.

The company also promotes and supports access to quality education. By providing educational opportunities as financial support for Thai students. From secondary school to tertiary level every year. In 2023, there will be support for educational institutions and scholarships as follows:



1.1 Panyapiwat College of Technology (PAT)

Panyapiwat Technological College (PAT) offers vocational education opportunities at the vocational certificate and high vocational certificate levels for students who have completed Grade 3 and Grade 6 of school. The focus is on comprehensive knowledge, both theoretical knowledge according to the curriculum of the Ministry of Education coupled with Work-Based Learning. Students can take paid internships at 7-Eleven stores in addition to the opportunity to practice skills, accumulate direct experience on the job, and earn extra income, according to the slogan "Free education. Opportunity for a job and vocational training. Earn money while studying." The courses are as follows:



In addition, the Company established Panyapiwat Learning Centers in various community areas, totaling 20 centers, and signed an agreement with private vocational schools and more than 180 academic institutions under the Office of the Basic Education Commission (OBEC) to issue a vocational certificate program (vocational certificate) in the field of retail business. At present, there are more than 12,000 students in the program. The college has various activities and projects that are organized to promote the organization's operation. The outstanding projects are as follows:

Professional Academic Service continuation project for the 19th year

Students and university students majoring retail business and in the electrical power division of the college carry out volunteer activities, academic service activities, and retail and electrical business-related activities for the communities in Nonthaburi Province-the project is conducted by integrating learners' knowledge and experiences in disseminating knowledge through activities as follows:



Retail Business

- Household Accounting Exam
- Collaboration for community cleanliness and Acheewa Rai Tang
- Project waste management
- Online media education about retail business
- Building community career
- Business plan preparation and building a community



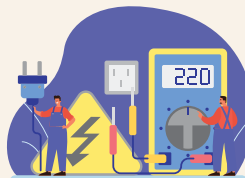
Impacts and Benefits

1,624 students participated in the project

participants' satisfaction rate is over **85%**

The project creates jobs and businesses for people in the communities

Provide retail business management knowledge for the community



Electric Power Division

- Electrical operations and equipment maintenance operations
- Air conditioning maintenance
- Maintenance of electrical appliances



Impacts and Benefits

141 persons were participating in the project and receiving professional academic services

85% participants' satisfaction rate is over

Enhance career skills for students in the program

Build knowledge for career development and help reduce the burden of electrical appliances and maintenance costs for the community

Reduces the risk of potential accidents and overuse of electricity due to the lack of maintenance and basic knowledge in electrical work

Foster positive community relationships

For A Better Life continuation project for the 5th Year

CP ALL Panyapiwat Technology College Panyapiwat Learning Center in collaboration with the Department of Juvenile Observation and Protection and the Ministry of Justice support correction, treatment, rehabilitation, and educational opportunities for children and youth, including individuals supervised by the Department of Children and Youth Affairs and the Ministry of Social Development and Human Security, throughout the country who have been convicted. The initiative provides continued studies in the form of retail business and business management courses in a bilateral format. The combination of theoretical studies from an educational institution alongside vocational training at 7-Eleven stores for a period of at least 3 months allows the individuals to receive income while studying in addition to employment guarantees upon vocational training completion. The Company has provided IT support inclusive of equipment and computers for Udon Thani Girls' Home and Ban Ratchasima Children's Home, Nakhon Ratchasima, which operate under the Ministry of Social Development

and Human Security, and Wat Santikaramwittaya School under the royal patronage, under the Office of the Basic Education Commission.



Impacts and Benefits

765 students and youth participated in the project

99 scholarships granted

Sponsorship valued **4.68 million Baht**

Sponsor **15** equipment and computers sets

Equipment and computer sponsored worth **75,000 Baht**

Business for Young Program continuation project

To promote and raise awareness on the information of 20 Panyapiwat Learning Center, assisting young persons in choosing to study and work in a career in the retail business. The program allows more information on the institutions as an alternative to their decision to continue their studies. The program approach involves organizing learning activities such as Learn and Play and organizing workshops about 5 topics about retail business, which are Module 1: Service Standard, Module 2: Personality and Services, Module 3: Basic Accounting, Module 4: Product Display or Product Sorting, and Module 5: Logo and Product Design. The program also includes a visit to retail stores and in an online format to create understanding and a positive attitude about continuing education in vocational training as well as paying more attention to the career path of the retail business.



Impacts and Benefits

4,242 students and youths
participated in the project

76 educational institutions
participated in the project

Increase educational opportunities for students
participating in the project

Assists in risk reduction from bilateral teaching
system incomprehension

Project participants are motivated to continue
their vocational education

Acheewa Rai Tang continuation project for the 3rd year

Panyapiwat Technology College carries out the Acheewa Rai Tang Project to instill awareness and cultivate college students to participate in managing daily waste at the source. The project entails reduction and disuse of materials wasted in the college, material sorting activities, and introduction of the value bank. Project participants gain knowledge and daily life waste management comprehension, from usage reduction (reduce), reusing (reuse) and recycling (recycle). From 2021 to 2023 the continuous expansion of the Acheewa Rai Tang Network provides waste management knowledge, operational guidelines and support equipment. In the 2023 academic year, 30 educational institutions

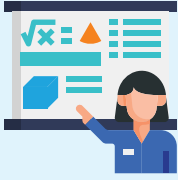


comprising 4 vocational colleges, 16 secondary schools, and 10 Panyapiwat Learning Centers in Bangkok participated in the Acheewa Rai Tang project. Total project participants were 1,881 persons.

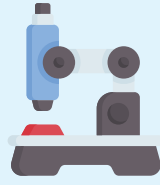


1.2 Panyapiwat Institute of Management (PIM)

Panyapiwat Institute of Management (PIM), an institute for students who graduated from high school, vocational education or equivalent, offers the opportunity to study at the bachelor's degree level and can continue to master's degree and doctorate degree through Work-based Education (WBE). The 3 pillars in linking theoretical knowledge with the actual practice for students are as follows:



Academic knowledge from experts and case studies from real practitioners in the organization through cooperation with networks around the world, both government agencies and private sectors within the country and abroad.



Work experience directly from working opportunities through the affiliates and business partners, especially with from being with a Corporate University or university of business organizations, along with being a Network University.



Enhancing instructor and student knowledge through classroom teaching and learning based upon real-life challenges occurring within the organization enables pertinence and organizational innovations application.

Happiness Network in the South Project continuation project for the 4th year

The Company is aware of violent incidents in the five southern border provinces which impact individuals through career impact, income decline to unsustainable levels, and missing educational opportunities. CP ALL, Panyapiwat Institute of Management (PIM) and the Southern Border Provinces Administrative Center collaborate to increase higher education opportunities for youths within the area. By providing scholarships and support, living expenses and accommodation during studies of 4,500 Baht per month and income during internship of 10,500 Baht per month. In addition, it encourages students who graduate to return to work in their home areas, stimulates local employment and economic circulation, and raises income and quality of life for the community.



Impacts and Benefits

Awarded **2,270 scholarships**, valued at **544.80 million Baht**

10 cohorts have graduated, totaling **510 students**

100% of graduates are employed

Students receive an average monthly income of **18,000-20,000 Baht/month** upon graduation

Founded **34 community** enterprises

Smiles to the Top of Mountain PIM continuation project for the 5th year

CP ALL and Panyapiwat Institute of Management (PIM), in collaboration with the National Electronics and Computer Technology Center (NECTEC) and Choice Mini Store Co., Ltd. to reduce inequality, create equal opportunity, develop the potential of youth in the area, provide scholarships in higher education for ethnic youths in Mae Hong Son Province, organize teaching and learning activities in a learning model system from Work-based Education (WBE) on the innovation front. The project also brings unique community products to improve and develop and raise income for the community with a distance learning system and Teacher-Student Relationship.



Impacts and Benefits

258 scholarships granted, valued **61.92 million Baht**

5 cohorts of **136 students** in the program graduated

100% of graduated students are employed

Students earn an average monthly income of **13,000 Baht**, higher than the average income of the population of Mae Hong Son

Province by **62.58%**

21 community entrepreneurs trained

Learning Life Fund

Panyapiwat Institute of Management (PIM) has established the "Learning Life Fund" or PIM SMART and reached its 10th year anniversary. The institute supported scholarships for students participating in the project. These scholarships have no obligation upon graduation and can help students earn income while studying. At present, there are 9 cohorts of graduates from the institute, totaling more than **1,200 graduates**. The fund has granted **2,061 scholarships**, valued at **42.19 million Baht**.



1.3 Panyapiwat Institute of Management Demonstration School (SATIT PIM)

The Company established the Panyapiwat Institute of Management Demonstration School (PIM demonstration) to provide opportunities for youth in grades 1-6 to learn areas of interest for them through the method of active learning. Active learning develops learners to be excellent according to their aptitudes and interests and their need to learn. The curriculum is taught in English in 3rd main subjects: Mathematics, Science, and English. There is also an additional 3rd language offered, e.g., Chinese. The school also creates an environment that promotes effective learning in the form of a Digital Classroom, instilling morality, responsibility, and discipline in students. There are currently 938 students and Graduated 1 cohorts of 125 students.



1.4 Education Opportunities

Under the social strategy "7 Go Together", the Company provides academic opportunities for students who have completed Grades 4-6, those in vocational education (Vocational Certificate Program and High Vocational Certificate Program), and higher education (Bachelor degree or higher) for 15 consecutive years. In 2023, a total of 28,520 scholarships have been granted, totaling the value of 1,394 million Baht, and there are 11,646 graduates in total from every program.

In addition, the Company grants scholarships to students in the Panyapiwat Institute network at the Master's degree level and an opportunity to work with the Company after graduation. The Company immediately offers those who have completed vocational education an assistant manager position and those with high vocational education a managerial position in 7-Eleven stores. The Company also offers a special opportunity to become the co-owner of a 7-Eleven stores in the form of a joint venture (Store Business Partner: SBP) in this academic year, 3,286 graduates have graduated and work with the Company.

Lifelong Learning

Lifelong Learning is another Company's approach to education in conjunction with the approach to promoting learning through education institutions. In addition to basic knowledge, the Company aims to endorse specific fields of expertise and interests, as well as to fulfil the skills necessary for the future. The objective is to enable youth, communities, and Company personnel to respond to new challenges and changes. In 2023, the outstanding projects were as follows:

CONNEXT ED continuation project, phase 5

The CONNEXT ED Project operates under five strategic frameworks, combined with a sustainability framework on self-sufficient schools to cultivate schools and communities with entrepreneurial skills, so participants can generate sustainable income long-term. There is an integration of knowledge in 8 modules of learning composed of learning management processes which enable Active Learning through Problem Based Learning and development of community learning centers to strengthening Lifelong Learning for both formal students within the education system and informal students. During the 2023 academic year, the Company continued the implementation in phase 5 whereby the Company jointly developed 69 additional schools, sponsored the budget, knowledge, and necessary academic equipment, in addition to assigning academic

experts from the Company (School Partner) to school posts as close partners and continuously helpers in developing and solving problems. Past successes include the implementation of over 100 projects. The Company has integrated the mentioned body of knowledge to enhance teaching and learning content for the community learning center and ultimately enabled content to form a local curriculum for teachers and students. The curriculum can be replicated and expanded into a successful model for other schools. In 2023, the Company continues to support budgets for schools to maintain project efficiency and model development in 4 main areas: 1. ICT and academics 2. Vocational dimension 3. Agriculture 4. Environment aspects with school models to deliver opportunities for various schools as follows:



ICT and Academics

"AI Lab continuation project " Ban Nong Saeng Khok Noi School, Khon Kaen Province



A curriculum in modern science and technology, fundamentals in Robotics, AI (Artificial Intelligence Lab), and IoT (Internet of Things) as a basis for creating innovations such as automatic hand sanitizer dispensers, automatic clothes drying racks, and Smart Trash-which are innovative works that can be used in everyday life.

"Water Smart Model Learning Center for Modern Agricultural Management" Ban Talay Sap Community School, Pathio District, Chumphon Province



Application of IoT (Internet of Things), Cloud Computing, and Big Data technologies in smart water system control tools which consider for factors including humidity, temperature, and light prior to watering plants in various agricultural land plots and sales of mentioned system to surrounding communities.

Impacts

- Assist farmers to reduce costs, increase income, and increase productivity effectively.
- Enhance children's technology skills for careers of the future.
- Generate income from selling smart water system control kits. The school currently receives continuous orders for mentioned systems.



Vocational dimension

"Careers-creating Cafes" continuation project at the School for the Deaf, Nonthaburi Province, and Ban Na Khu School, Kalasin Province



Promote hands-on learning and career building for students and communities through utilizing necessary skills including 3R8C to establish cafes.



Vocational dimension

"Traveling the Banana World" continuation project at Wat Chompoo Pradit School, Nakhon Si Thammarat Province



Process banana leaves and integration with all 8 learning subject groups, upgrade local wisdom in conjunction with academics to enable livelihood for community members to create value added products based on banana leaves in addition to developing skills in production cost calculations, sales price calculations, online media sales channels as a means to create careers and grant income to the community. Sample products include banana ropes, coffee cup handles, banana leaf food tray, banana fiber plant pots, etc.

Happy School tourism business, Ban Khao Thao School, Mueang District, Phang Nga Province



From wastelands full of overgrown grass which serve as food in raising village cattle, the school received a budget to transform the land into a tourist attraction in Phang Nga Province under the name "Happy School Learning Park", which comprises agricultural plots for vegetable gardens, a nature classroom in a banana grove, a check-in point for the Colonial Style Art School building, Happy School cafe, organic vegetable plot and various landmark check-in points within the area.

Impacts

- Generate hundreds of thousands of Baht in income from tourists for the school.
- Organize local courses on nature tourism business, agriculture, and community tourism.
- Enhance professional tourism skills for students.

Amazing hand-woven fabric project from the Paka-nyaw tribe, Ban Mae Yang Ha School, Samoeng District, Chiang Mai Province



Elevate and add value to hand-woven fabrics of the Paka-nyaw hill tribe or Karen tribe, which represents inherited wisdom passed down from generation to generation. It is a work of art which embeds cultural traditions thus regarded as valuable heritage through the integration of knowledge from handicrafts and academic knowledge into core curriculum. This initiative provides students with insight and recognition of the importance of local woven fabrics in addition to learning more about valuable cultural traditions and the production process from fabric fibers preparation to fabric fiber winding, framing, weaving, embroidery, processing and distribution.



Agriculture

"Jasmine Rice and Vegetable Garden Learning Center under the philosophy of Smart Farmer" Project Ban Khok Mamian School, Surin Province



Integrated the philosophy of Smart Farmer into every subject's content. Hence, students and people in the community can understand the agricultural sector in all dimensions, both in management, business, and technology, and become an important driving force for Thailand's agricultural sector in the future. Other projects are products for jasmine rice which allow schools and communities to earn a sustainable income.



Agriculture

Innovations incubation to increase agricultural production at Ban Sribunruang School, San Sai District, Chiang Mai Province



Develop innovations to increase agricultural production, create jobs, and form careers for schoolchildren.

- Using IoT or Internet of Things technology to control temperature, humidity, and water systems support agricultural production increases, such as for bean sprouts.
- Unmanned garbage collector refers to an automatic garbage and leaf collection machine to manage fallen leaves and debris within the school, government office, housing development, and various accommodations prior to disposal through natural decomposition methods. This method reduces manpower and reduces time, but effectively increases utility.
- CubicHydroponicFarm hydroponic vegetables or soilless vegetables provide farming solutions in space limited settings and areas with unsuitable soil quality through utilizing the CubicFarm system. This system consists of 40 planting tracks attached to a chain belt system similar to a Ferris wheel with the addition of a lighting system, water management system involving automatic valves, and fertigation management system controlled by the IoT (Internet of Things) automation system.

Aquaponics Vegetable Project, Wat Ban O School, Phak Hai District, Phra Nakhon Si Ayutthaya Province



Project for soilless vegetable cultivation through applying organic fertilizers derived from fish excrements in Tubtim (Oreochromis niloticus) fishponds through an aquaponics system and passing water through volcanic rock filled ponds to increase mineral content. The resulting high-quality fertilizer nourishes vegetables from seed to harvest. Students enjoy fresh produce from this system in their lunch program while surplus produce is sold to generate income, enhance careers, and serves as learning ideas for students. Water used by vegetables will be transferred into a treatment pond consisting of a 3-layer filtration process, coarse filtration, fine filtration, and the use of EM balls, to purify water prior to reuse in the fish rearing ponds. The mentioned setup allows soilless vegetable cultivation to produce fresh vegetables and rear fish together within a closed greenhouse system operation. Within this operation, temperature can be regulated to 25 degrees Celsius and humidity controls enable conditions to grow cooler climate vegetables through implementing an evaporation setup using paper honeycombs. The entire system runs on green electricity produced by solar panels.

Impacts



- Capability to reduce electricity costs for schools by 50%.
- Assists to enhance your careers, generate income from excess produce according to environmentally friendly circular agricultural economy concepts.
- Promote access to safe and sustainable food for schools.
- Increase produce quality resulting in appetizing and appealing large-leaf vegetables.

"Reed fiber coffee cup handles save the world" continuation project at Wat Pradu Hom School (Sukprachasan), Phatthalung Province



Add value and increase environmentally friendly product offerings from local "Papyrus" and "Krajood" plants as a means to provide income for communities. The "Reed fiber coffee cup handles save the world" course applies handicraft techniques in designing coffee cup handle straps, etc. The Company supports the project through providing a budget and retail opportunities at local All Café in 7-Eleven branches. The current trial phase will undergo expansion considerations to 7-Eleven stores with All Café in other areas.



Environment



Environment

"Seedling cultivation center and Tonkla Café" at Ban Map Fakthong School, Bang Lamung District, Chonburi Province



"Thap Sakae Green Cafe Saves the World" at Thap Sakae Kindergarten School, Prachuap Khiri Khan Province



Develop and expand "Green Economy" concepts to schools through seedling nursery programs which transfer saplings to various forestation projects. In integrated knowledge from seedling cultivation into local curriculum, children comprehend the value and importance of trees, forests, nature, while transforming the lush seedling plot greenery into another Bang Lamung District tourist attraction. Patrons of the nearby Wat Yansangwararam can support the "Tonkla Café" which supports children through providing experience in managing coffee shops. This initiative not only provides knowledge and a profession but also cultivates life skills.

Continuing the school's waste management success through establishing a green design coffee shop from recycled and upcycled materials within the environment conscious Green Concept in 5 dimensions:

- 1. Green Design** The store design adheres to geographical conditions through taking into account wind direction and flow through doors and windows yearlong as a means to not rely on air-conditioning. The doors and windows design which opens up the surrounding view allows natural light to pass through thoroughly, reducing the use of electric lighting.
- 2. Green Material & Equipment** Construction materials selection from recycled materials, for instance UHT milk carton based roof and wall tiles and wood pulp panel beverage counters. As a result, the store construction relies on over 30% recycled or upcycled materials. Tables and chairs utilize materials from recycled paper while upcycled milk bags decorate the shop. Other store equipment are rated as energy-saving and environmentally friendly.
- 3. Green Food Good Taste** Menu design is based upon health-consciousness, deliciousness, and nutritional benefits while sourcing ingredients to promote local vicinity identity. For instance coconuts, which is a local product of Prachuap Khiri Khan Province, is integrated into local signature menus in both the bakery and beverage category, to create menus including the coconut chiffon, coconut berserker, coconut waffles, coconut water, and cafe coconut milk.
- 4. Green Packaging** Select naturally biodegradable containers, including cups and plates, which are compostable in addition to degradable, from CONNEXT ED School, a producer of environmentally friendly containers including reed fiber coffee cup handle straps and paper straws.
- 5. Green People** Provides opportunities for students with a passion for the environment who have completed the Ton Kla Rai Tung course to gain both theoretical and practical coffee shop management skills. Additionally, participants gain experience as a spokesperson to promote coffee shops as a waste management learning center. The center effectively becomes a relaxation and lifestyle destination while promoting environmental knowledge.



Impacts and Benefits

The Company supports a cumulative budget until phase 5 for the development of

563 CONNEXT ED schools

The sponsorship value for CONNEXT ED schools of

99.19 million Baht

Children, youth, and teachers who have undergone vocational training: **146,628 persons**

Support students, teachers, and communities for lifelong learning

- **19** local curriculum and **30 community** learning centers
- Build **13 pilot schools** or School Model
- **16 schools** have implemented the project effectively or demonstrated the Best Practice
- **9 schools** in joint development projects or Partnership Schools

Generate sustainable income for the community

Creative AI Camp and Creative AI Club continuation project

The Company emphasizes promoting youths in every dimension from increasing skills and knowledge in technology and artificial intelligence (AI), business to philosophy. It also creates a platform for youth to show their potential in formulating AI work, an important step in creating sustainable human resources through the Creative AI Camp (CAI Camp) and Creative (CAI Club) projects, with 3 objectives as follows:



New learning Space

Build a learning space with facilities to expand AI.



New Creative Community

Build a new community that collaborates to share knowledge in AI and create a network for youth.



New Innovations & Solutions

Build innovation, think, and develop new approaches and solutions to problems with AI by club members.

In 2023, the Company organized the Creative AI Camp project for the 6th consecutive year under the concept of "AI as a Human Being ??? " to provide knowledge while simultaneously upgrading AI skills for youth at the high school level, vocational level, higher vocational level, and higher education not exceeding the second year of college, to focus on both the application of AI in business and foster in-depth technology skills to answer various societal issues. Outstanding achievements include the following:

Outstanding achievements under the Creative AI Camp project



First Prize: CONALYSIS (CO-NA-LY-SIS)

The concept whereby 7-Eleven convenience store serving numerous customers will incur high maintenance costs conceived an idea to utilize AI to recognize material objects and analyse problems through the "Boonchuy" chatbot as a means to reduce overall repair and maintenance costs. The floors and doors of every 7-Eleven store in Thailand are analysed to reduce issues associated with reporting incorrect materials by **over 700 calls per year thus totalling to a cost reduction by over 700,000 Baht per year.**



First Runner Up: AI FOR 7 – ELEVEN'S PREVENTIVE MAINTENANCE TASK PHOTO INSPECTION VIA WEB

Developed as a solution to the pain point whereby today's 7-Eleven convenience stores assess water quality manually therefore consume significant time and may result in human errors, an image processing system is proposed as an inspection tool. To help increase accuracy and efficiency, the AI solution is web integrated to provide an accurate inspection platform accessible which enables rapid inspection from anywhere.



Second Runner Up: ALL FOR U

Developed to integrate AI for the analysis of 7-Eleven convenience stores customers and to double as a personal assistant capable of recommending items which meet individual needs or target group needs at the correct time **As a result of system implementation, an additional minimal average of 800,000 bills or 68 million Baht per year in purchases was recorded.**



The Best Innovation Award: SMART SUPPORT SYSTEM, AI-BOOSTED KNOWLEDGE HUB

Development of Knowledge Management (KM) Search by AI arising from concerns whereby Call Center staff require significant time to acquire information and customer issue troubleshooting employs Real-time Voice Search (search for various information required using 'Voice commands' on the Search Engine) in conjunction with the original KM system. **The yielded accuracy of 82 % resulted in a reduction of call times by at least 35 seconds per call when compared to a typical call.**

In 2023, Creative AI Club organized the Creative AI Club Hackathon 2023, a volunteer activity which encourages youth to dare to think, dare to act, and supports youth development. This initiative aims to transfer knowledge to a new generation of youth through organizing a marathon AI development competition for youth at the high school level, higher education (1st and 2nd year university), vocational level, and higher vocational level under the concept of "Spark the Pebbles". The project is in collaboration with allies from the private sector, the public sector, universities, and alumni from CAI Camp. The event outcomes raise awareness of the youth's pain point that varies and beyond any adult's expectation. For example, the problem of online learning, an issue with dressing choices, teenage acne problems, confusion in career choices and college course choices, and, importantly, the creative expression of youth in using AI to solve those problems. The committee jointly considered the proposed guidelines, including the feasibility of the practical application and both technical and operational costs. There are many interesting ideas as follows:

Outstanding achievements under the Creative AI Camp project



First Prize: Team "Fist to Catch AI" with the title "I CAN SEE YOUR VOICE"

Voice spoofing detection application created from black belt AI to prevent impersonation from imitated voices and reduces deception issues by fraudsters.



Runner-up: Team "HackperMinute" with the title "MHOR TEXT"

An application which simplifies medicine administration schedules for forgetful patients through reminding patients of timing and dosage for respective medication. This method reduces the chance of drug resistance and risk of not recovering from illness.



Honorable mention: Team "Cool" with the title "LYSEN"

An application which assists in distinguishing between authentic signatures and forged signatures.



Honorable mention: Team "Fengshui" with the title "FENG SHUI"

An application which provides home arrangements according to Feng Shui principles.



Impacts and Benefits

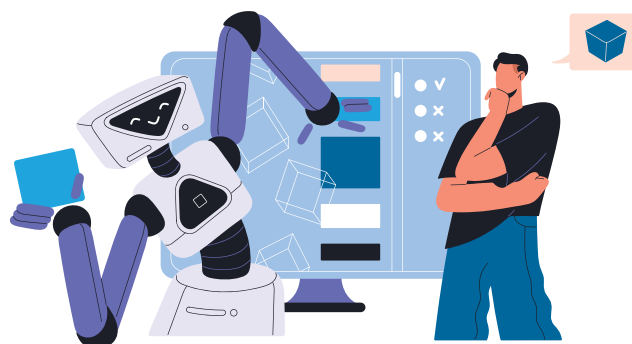
280 students participated in the project and trained in skill development

Activity budget valued at **3.6 million Baht**

Develop skills in technology, artificial intelligence, business, and philosophy from Go

Create a network of knowledgeable and high capability people

Establish a center for technological resources and knowledge and artificial intelligence



Open the World, Create Smiles Project

Lotus's collaborates with Major Care Foundation to organize community social projects with efforts to develop youth quality of life in terms of education and nutritional promotions. The project invites students from schools in the vicinity of the Lotus's branch to view complementary movies and expand horizons through real world learning at Major Cineplex in Lotus's branches. In 2023, support for the area brought about over 700 students from schools in communities surrounding the branch to participate in arranged activities and view complementary movies at Major Cineplex in Lotus's branches. Pilot projects were organized at Lotus's Yasothon Branch, Lotus's Phibun Mangsahan Branch and Det Udom branch in Ubon Ratchathani Province. Plans to organize additional activities in 54 Lotus's branches nationwide align with Lotus's commitment to become a SMART Community Center, a center for smart living among all community members and an integral space for all groups in society.

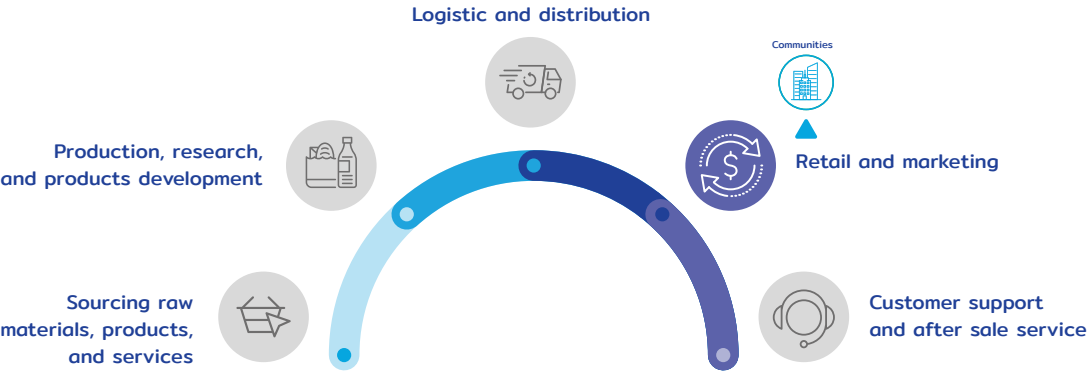




Food and Water Security & Access to Well-being



Significantly Affected Key Stakeholders



Supporting the SDGs

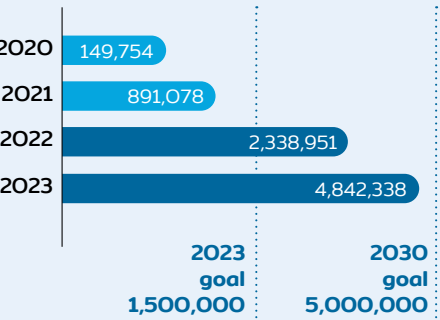
	2.1	End hunger and ensure access by all people, in particular the poor and people in vulnerable situations, including infants, to safe, nutritious and sufficient food all year round
	3.8	Achieve universal health coverage, including financial risk protection, access to quality essential health services, access to essential medicines and vaccines which are safe, effective, high-quality and affordable
	11.5	Significantly reduce the number of deaths and the number of people affected and substantially decrease the direct economic losses relative to the global gross domestic product caused by disasters, including water-related disasters, with a focus on protecting the poor and people in vulnerable situations
	12.2	Achieve the sustainable management and efficient use of natural resources
	12.4	Achieve the environmentally sound management of chemicals and all wastes throughout their life cycle, in accordance with agreed international frameworks, and significantly reduce their release to air, water, and soil in order to minimize their adverse impacts on human health and the environment
	17.14	Enhance policy coherence for sustainable development

2030 Goal

Support the underserved, impoverished, and vulnerable people in receiving access to safe food and water, as well as adequate wellbeing

5,000,000 persons

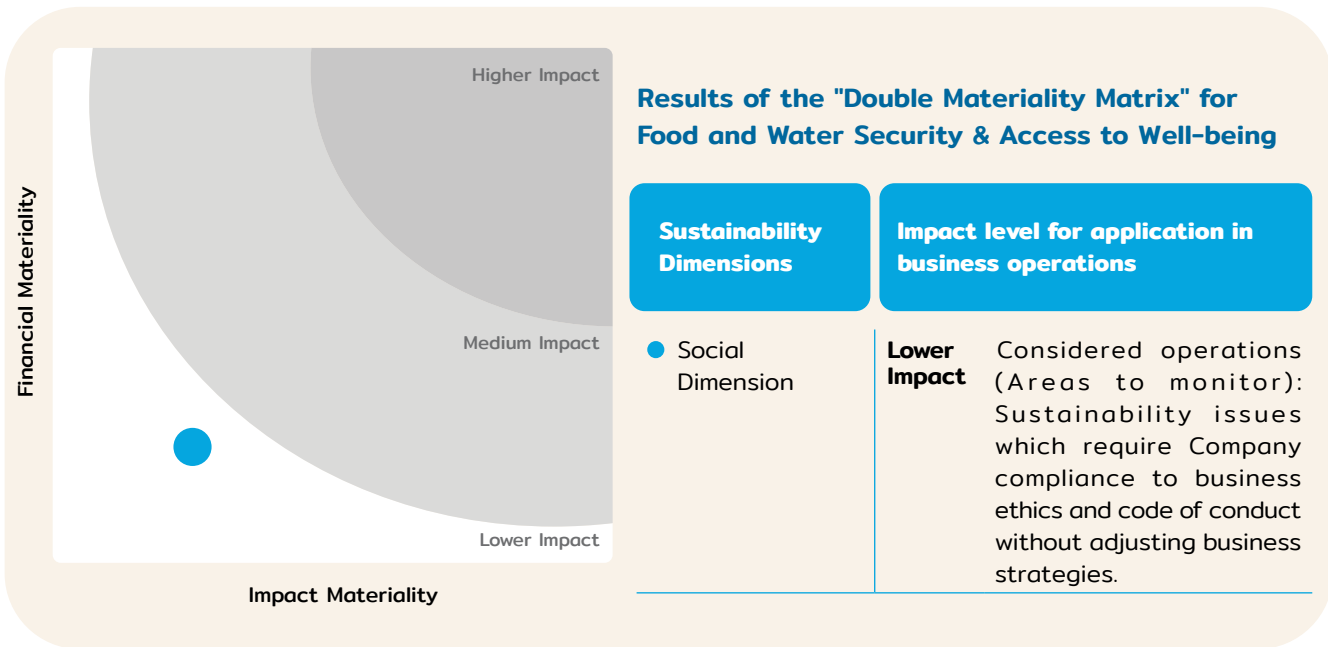
Progress against goals (Unit: accumulated persons)



Key Performance in 2023



Key Progress in 2023



In a state of environmental and economic crisis, food security is affected through reduced agricultural production, climate fluctuations including droughts and floods, and increased food and water transportation constraints due to natural disasters, higher production cost and higher sales prices which directly causes malnutrition among income deficient and vulnerable groups. Conducting business in times of crisis requires cooperation from network suppliers, both the business and agricultural sectors, to reduce food insecurity impact which may cause violations towards the right to access suitable standards of living entailing food hoarding, safe food and water access restriction, etc. The Company recognizes the importance of food stability and supports access to adequate, safe, and nutritious food in addition to agricultural production system which maintains ecological balance and food resource sustainability.

Management Approach

The Company monitors the situation and assesses food security levels according to World Health Organization announcements and regulations to strengthen food stability in accordance with sustainable procurement and operation policies relevant to the Company and suppliers. The Company manages and inspects production processes throughout the value chain and facilitates projects to support poor and vulnerable groups in providing access to certified international standard quality food and drinking water. The supplied sustenance is additionally certified in terms of food safety and animal welfare with visible trademarks and traceability.

Effective management of access to safe food and water and good health in addition to enabling confidence in delivering standardized products to consumers entails increased production and distribution capacity, a process requiring cooperation with farmers, producers, and consumers. The Company provides a tracking process whereby operations and performance are examined and respective data determines policies for effective expansion. The mentioned expansion supports various projects and continuously corresponds to consumers’ needs in both normal and crisis situations.

For more Information

[➔ Sustainable Procurement Policy and Guidelines Announcement](#)



Performance Summary 2023

Access to food and safe water



Promote access to safe food and water for underserved and vulnerable groups

2,503,387
persons



The value of donated and support receiving food

22.22 million Baht



Recalls of products affecting consumer health

1.73%

Performance Summary 2023

Sustainable Production Standards Certified Agricultural Products

	Standard	The coverage of products Certified (%)	Purchasing volume vs. total raw material procurement (%)
 Palm	RSPO	42.55	26.65
 Soybean	RTRS, Proterra, CRS	77.04	11.37
 Sugar	BONSUCRO	37.05	11.32
 Cocoa	Fairtrade, Rainforest Alliance, UTZ, FSS C22000, GAP	8.16	1.15
 Coffee	SRP, UTZ, Rainforest Alliance, GAP	35.40	3.18
 Cereal (rice, wheat, barley, corn)	GAP	30.95	23.85
● ● ● Other products	GAP, Q Organic	2.93	22.47

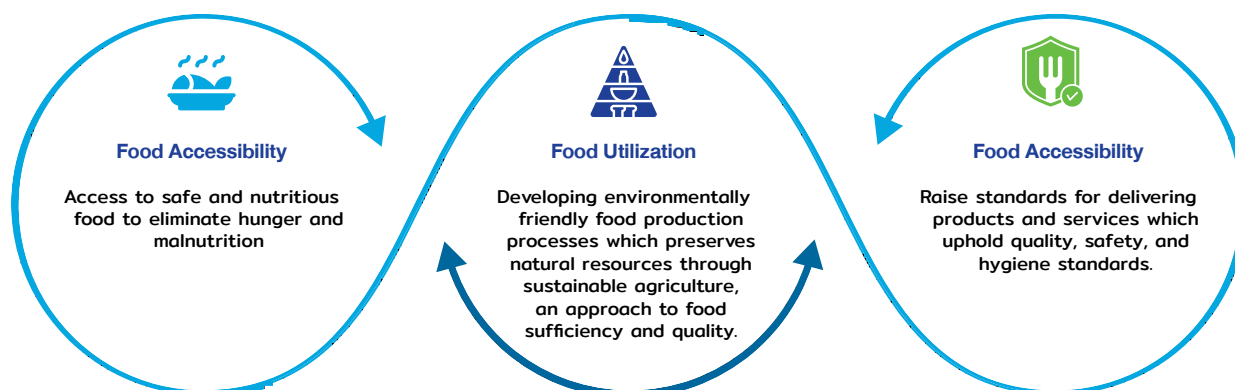
Sustainable Production Standards Certified Animal Products

	Standard	The coverage of products Certified (%)	Purchasing volume vs. total raw material procurement (%)
 Aquaculture products	ASC, BAP, BRC, GAP	38.89	14.01
 Cattle products	BBFAW, AAWCS, GAP	28.54	1.96
 Dairy products	Rainforest Alliance, Food Alliance Certified, RAWMI, Codex Alimentarius, AAWCS, GAP	41.79	12.65
 Swine products	AAWCS, BRC, BBFAW, Livestock OK	81.09	33.10
 Poultry products	AAWCS, BRC, BBFAW, Livestock OK, GAP	98.09	25.15
 Wild fisheries products	MSC, BRC, MarinTrust, GDST, GAP	50.73	13.13

Key Projects in 2023

According to the sustainable procurement policies, the Company supports activities and implements food security projects through 3 main approaches as follows:

Management Approach for Food Security





1) Food Accessibility

CPRAM continuation project, "Beside Thai People, Care is Within Reach"

CPRAM Company Limited insists on conducting business alongside Thai society in a supportive role. In every crisis, CPRAM ushers in assistance and provides relief to disaster victims, including those affected by safe food and drinking water inaccessibility through establishing a central kitchen in crisis-affected areas to deliver ready-to-eat food and drinking water. While considering quality food into the hands of disaster victims as soon as possible, the food must be delicious, safe, nutritious, and hygienic in alignment with the CPRAM project, "Beside Thai People, Care is Within Reach." The main target group include the needy, poor and 6 vulnerable groups comprising children, the disabled, the elderly, disaster victims, and low-income people, and those facing hardship or lack access to food. In 2023, CPRAM delivered safe food and drinking water to communities totaling 39,371 persons, with a support value of 1.10 million Baht.

In addition, CPRAM Company Limited (Lat Krabang) participates in the "CPRAM Food Sharing and Access" Nong Im Suk Jai project and the "CPRAM We Care" project to provide meals to children with disabilities in the form of ready-to-eat meals, Jade Dragon Dim Sum, Le Pen Bakery and drinking water. Quality products from CPRAM for children enable access to clean and safe food and drinking water, which ensures complete nutritional value, at the Children's Home, Camillian House, Lat Krabang District, Bangkok. In 2023, the delivery of safe food and drinking water to children with disabilities totaled 146 cases, with a support value of 38,000 Baht.



Khon Dee CPRAM x Krua Rak Arhan SOS Project

CPRAM Company Limited in collaboration with the Scholars of Sustainability Foundation (SOS Foundation) visited the Wat Chatkaew Chongkonni community area to organize a kitchen providing new menus from surplus food under the project Khon Dee CPRAM x Krua Rak Arhan SOS. The project delivered food to 10 vulnerable communities at Wat Chatkaew Jongkonnee, Bang Phlat District, Bangkok, with the aim to increase equality among those in need, assist in excess food reduction from surplus stock of consumable food, and reduce food waste and unnecessary waste in society.

Number of people access to safe food

1,630 persons

Project support value **50,000 Baht**



Encouraging Milk Consumption for Health Project

Makro collaborates with the Department of Livestock Development and leading milk and dairy product producers in organizing activities to encourage Thai people to drink more milk, promote milk consumption for good health, merit making, and providing dairy products to disabled children through the Department of Promotion and Development of the Quality of Life of Persons with Disabilities on World Milk Day. In addition, collaboration with leading milk producers including CP-Meiji, Dutch Mill, mmilk, Magnolia, Thai Denmark, Chokchai Farm, Foremost, Bear Brand, Lactasoy, and Yana Farm Goat Milk through promotion rotations yearlong to cover over 150 items in all branches nationwide and via online channels. This measure alleviates the cost of living for customers and the public and promotes continued milk consumption.



Impact and Benefits

Delivered **21,000 boxes** of dairy products to children with disabilities



"Food for Those in Need" continuation project for the 6th year

One of Lotus's commitments is to promote good health for Thai people through eating good, safe, and high-quality food. The project supports lunch and the budget to purchase high-quality ingredients for cooking lunches for students in schools throughout 77 provinces across the country. The objective is for the schools to have access to good, nutritious, and safe food. The project also supports healthy growth and child development conducive to effective learning. In 2023, Lotus's continues to support schools by delivering lunch ingredients to students across the country. Through the Good Food Project for Brothers and Sisters and expanded to the Longan for happiness project...returning happiness to the community to over 182 schools to deliver good food to over 29,400 students.

In addition, Lotus's together with CP-Meiji donated pasteurized Meiji milk to the youth of Baan Phraphon Foundation Center for children of the incarcerated. This effort promotes access to adequate safe and nutritious food and water, which is appropriate for respective age group needs to maintain good health.

Number of persons receiving food and water

202,829 persons

Project support value **17.92 million Baht**



Lotus's Foundation collaborates with Charoen Pokphand Group in the project "Provide Relief Bags By Khunying Thewee Chearavanont" creating good things for the community

Lotus's Foundation in collaboration with Charoen Pokphand Group organized the "Provide Relief Bags By Khunying Thewee Chearavanont" creating good things for the community project to provide construction workers with relief bags at Lotus's Go Fresh, Pracha Uthit 90 branch. A total of 70 relief bag sets consisting of rice, chicken eggs, canned fish, instant noodles, and drinking water were provided to workers for encouragement and assistance in reducing expense burdens.

In addition, 300 relief sets and water provided by Lotus's were delivered to the elderly and residents of the Baan Eua-Athorn project, Ban Amphur Community Na Jomtien Subdistrict, Sattahip District, Chonburi Province. The mentioned effort increases happiness and assistance toward

communities through reducing their daily living expenses. The relief concept aligns well with Lotus's commitment as a retail organization which works alongside Thai people, gives importance to vulnerable groups in society, and is prepared to assist community members surrounding Lotus's branches in every situation.





2) Sustainable Agriculture Commitment (Food Availability)

Programs to reduce water consumption

No-till/conservation agriculture in rained areas



Banana planting project using old shoots to reduce tillage 1 to 2 times per year.

 **Target Group:** Northeastern farmers

: **42 farmers**

: Total project area of **338 rai.**

 **Impact:**

Reduce tillage costs by **13.20%** of production costs.

Management and technology



The banana plot plastic cover project uses plastic mulch to retain moisture and reduce herbicides and insecticides usage through using Beauverlia and Metarizium alternatives, a natural fungus which eliminates worms and insects.

 **Target Group:**

Northeastern farmers

: **42 farmers**

: Total project area of **338 rai.**

 **Impact:**

Reduced water consumption by **50%**

reduced herbicide usage by **100%**

reduced insecticide usage by **100%**

Programs to reduce environmental pollution

Production of organic products

Organic vegetable project to promote organic salad vegetable agriculture

 **Target Group:** Organic salad products, 5 SKUs

Easy Fresh Brand Organic Green Oak Salad Vegetables, Organic Red Oak Salad Vegetables, Organic Green Cos Salad Vegetables, Organic Mixed Salad Vegetables, ready-to-eat Organic Green Cos Salad Vegetables,

 **Impact:**

Reduced chemical usage, including Carbaryl, Difenconazole, Abamectin, etc. by **100%**

Use of "smart" pesticides

The project of traps for insects that plant plants for the plant and to select specific chemicals

 **Target Group:**

Vegetable product

 **Impact:**

Reduce the chemical usage by **30%**

Enclosed production systems: aquaculture

Biological Fish Farm Project towards Sustainability encourages suppliers to raise catfish and tilapia in a fully closed system capable of maintain quality controls, cleanliness, safety, traceability in every step, and production controls to reduce production challenges from water crisis and reduce wastewater release into public water sources.

 **Target Group:**

catfish and tilapia farmers

Programs to protect soil health

Low frequency and intensity of tillage

Banana planting project using old shoots to reduce tillage 1 to 2 times per year.



Target group:

Banana farmers



Impact:

Reduced tillage costs by **20%**

Programs to prevent the destruction of ecosystems

Certifications that ensure deforestation-free production

A total of **14,000 product** items can be traced, covering **100%** of the products under the aro brand

MSC or ASC certifications which ensure sustainable production

ASC or MSC Certified Products Project relates to the sourcing of premium seafood products from fishery sources certified to uphold stipulated quality and standards. The Company sources excellent quality seafood products that meet sustainable Fisheries standards under the Ocean Gems product brand from Indoguna Lordly, a subsidiary of Makro which received accreditation from the Marine Stewardship Council (MSC) and Aquaculture Stewardship Council (ASC). This accreditation is widely recognized by world-class experts as the best criterion for sustainable and responsible fisheries standards. The Company aims to expand the scope of seafood products certification to all countries where they are distributed.



Impact:

In 2023, the company purchased a range of seafood products with MSC and ASC certification. The total amount was **4,888 million Baht**, accounting for **72.68%** of the total purchase of aquatic products.

Programs to reduce GHG emissions

Reduced transport distances through

Agricultural Product Purchase at Source Project aims to source products locally and encourage crops to be farmed around the point of purchase vicinity in addition to delivery of goods to the nearest warehouse.



Target group:

Farmers and packaging facilities



Impact:

Established purchase locations in communities for over **1,700 persons** throughout the country

Local products offerings in retail

This project to support the distribution of local products from the community or One Tambon One Product in 7-Eleven stores selects products approved by the Food and Drug Administration (FDA) mark with barcodes. Selected products will be organized and promoted via public relations media in 5-100 7-Eleven stores depending on customer group suitability criteria. This measure doubles to initiate sales and provide methods to track products sales. Upon satisfying Company criteria, the sales will be expanded to various 7-Eleven branches at the provincial, regional, and nationwide levels in chronological order. In addition, Lotus's, a company in the CP ALL group, joins in supporting community products and SMEs from 200 communities across the country. By being a distribution channel for community enterprise products local products Through Lotus's branch stores and platform channels as well



Target group:

Community enterprises, SMEs



Impact:

Supported local product over **26,227 SKUs**

distributed to **1,229** 7-Eleven stores and Lotus's distribution centers **2,300 branches**

Local Product purchase value **18,830 million Baht**



3) Food Utilization

International quality standards and food safety certification

CPRAM establishes guidelines for selecting raw materials according to international standards including BRC standards, HACCP standards, and GMP standards, etc., in addition to strictly controlling production and development of systems in accordance with relevant laws. The guidelines ensure that consumers receive quality, safe and reliable products.

Examples of food quality and safety standard certified products



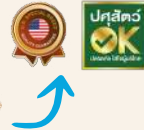
For more information

➔ [Sustainable Raw Material Sourcing](#)

Animal welfare standards certification

CP ALL collaborates with Charoen Pokphand Foods Public Company Limited, the Company's main raw materials supplier, in operating under policies and management guidelines compliant with animal welfare management standards. This approach enables the delivery of quality and food safety qualified raw materials which have been audited by Business Benchmark on Farm Animal Welfare (BBFAW) and Marine Stewardship Council (MSC), etc. that have been certified to meet quality and food safety standards from leading international institutions and organizations.

Examples of animal welfare standards certified products



For more Information

➔ [Animal welfare policy](#)



Animal Welfare Project

Makro, as a leader in Thailand's wholesale business, is committed to supporting cage-free egg farmers in an approach to emphasize responsible food production according to animal welfare policy. In promoting this trend which consumers globally adhere to, the Company collaborates with supplier King Fresh Farm, the first Thai SMEs to produce organic chicken eggs certified to Europe and America, including EU, NOP & USDA (USA), in planning and production of organic free-range chicken eggs under the brand "Aro Gold". In operating closely with egg farmers, suppliers and relevant agencies, the Company provides farmer training, jointly develop cage-free chicken egg production processes, and campaigns to education customers and the public in quality product alternatives which promote animal welfare. Work closely with egg farmers business partners and related agencies Provide training to farmers and jointly develop the production process for cage-free chicken eggs. along with campaigns to educate customers and the public. This approach enables Thai people to consume chicken eggs from

happy hens free from antibiotics, hormone boosters and growth accelerating substances. The safe and high nutritional value eggs are a product of hens which naturally consume a variety of foods.

In addition, Makro also cooperates with major chicken egg producer, CPF, which is a producers and distributor of chicken eggs at Makro, to increase cage-free egg production every year. The increased production will enable eggs from happy hens to be sold to consumers and businesses at a more affordable price.



Products and nutritional value

The Company establishes standard criteria for developing products under Company control (Private Brand) in the food and beverage segment to promote consumer health and product nutritional value, readiness to support projects throughout the raising, production, transportation, and distribution processes. The support extends to sales and services in 7-Eleven stores and Makro and Lotus's distribution centers.

For more Information

- ➔ ["Good Health & Well-being Chapter"](#)
Page 112-125
- ➔ [Product Management for Health and Nutrition](#)

Traceability Project

Makro, as a leader in the wholesale business and fresh food ingredients sourcing, focuses on conducting business with emphasis on selecting high quality, safe and traceable ingredients from farms to the consumers. Makro also cooperates with the Department of Livestock Development in pork meat safety inspections at every branch, including the Makro Srinakarin branch, to receive the OK livestock symbol certifying freshness, cleanliness, and safety for consumers. The certified products must satisfy 4 criteria: product origination from standardized farms, processing through legal slaughterhouses, clean sales locations, and traceability.

Makro also emphasizes monitoring meat safety at branches through 7 critical control measures, including:

- Meat products must originate from Department of Livestock Development standard certified farms.
- Production sites must receive satisfactory food hygiene assessments from the Ministry of Public Health.
- Products must receive satisfactory microbiological and chemical safety inspections through ISO17025 certified laboratories equipped with thorough DNA level inspection to ensure no contamination.
- Makro i-Trace, a source traceability system, must be utilized.
- International standard cleanliness throughout product storage and transportation processes must be maintained.
- Participation in the Department of Livestock Development e-Privilege Permit system to increase efficiency meat transportation control processes prior to sales in Makro branches.

- OK Livestock mark availability at every Makro branch, which signifies good hygiene control standards and meat products safety standards complaint with the Department of Livestock Development.

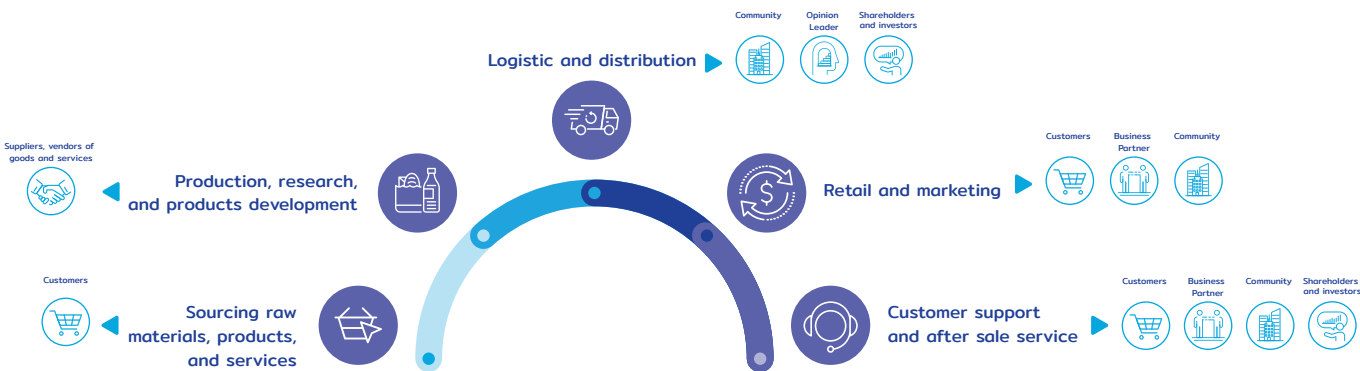




Stakeholder Engagement



Significantly Affected Key Stakeholders



Supporting the SDGs



8.8 Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment



16.7 Ensure responsive, inclusive, participatory and representative decision-making at all levels

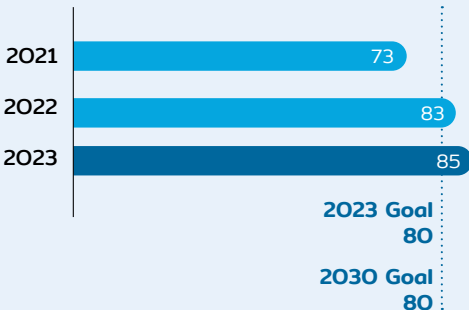
16.10 Ensure public access to information and protect fundamental freedoms, in accordance with national legislation and international agreements

2030 Goal

All key stakeholder group engagement level

80%

Progress against goals (Unit: %)



Key Performance in 2023



CP ALL was voted as the Best Company, including Top votes in the Best CEO, Best CFO, IR Program, IR Professional, ESG and Company Board categories in the Consumer/ Staples business group of the Rest of Asia (ex-China and Japan) countries, accolades reputable among fund administrators and over 6,500 Thai and foreign analysts



CPRAM receives the Outstanding Human Rights Model Organization Award 2023 for a 3rd consecutive year



Makro and Lotus's received the international award "HR Asia Best Companies to Work for in Asia 2023"



In collaboration with the Ministry of Commerce, SMEs, and farmers, public living expense burdens were reduced through lower prices of goods and services by over **2,000 million Baht**

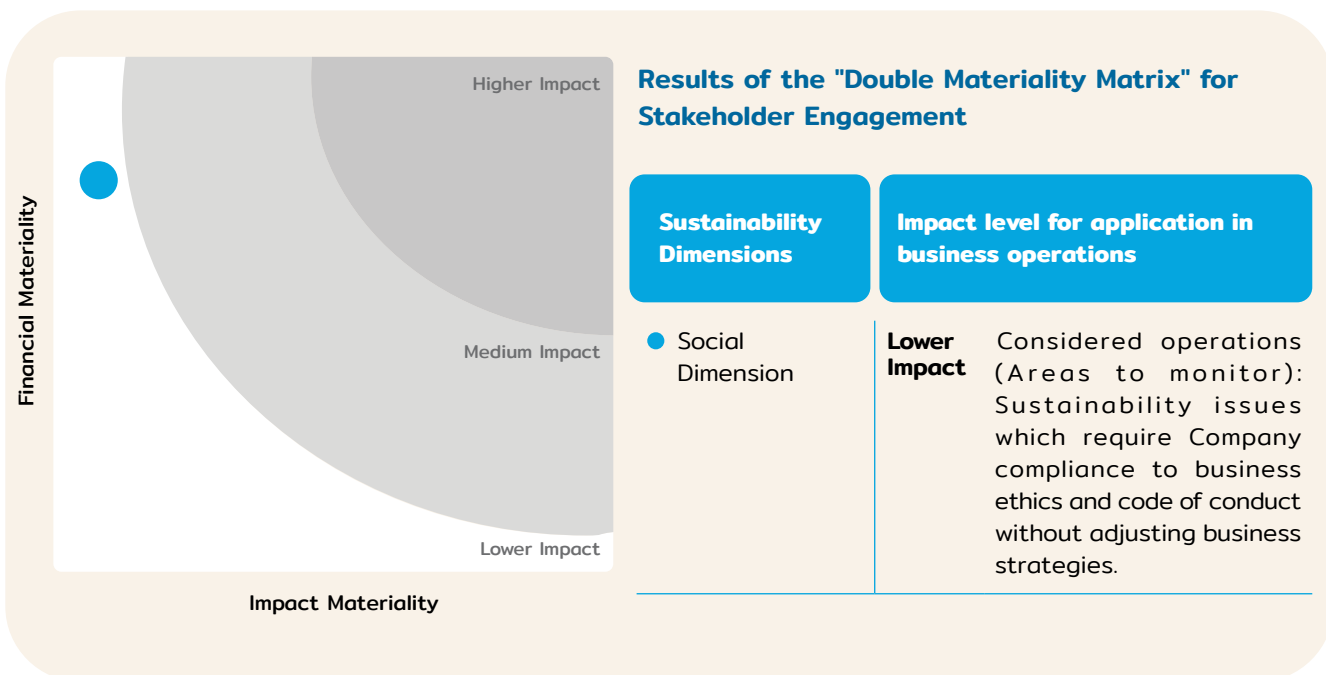
Key Progress in 2023



Enhanced processes to foster stakeholder engagement



In collaboration with the Ministry of Commerce, SMEs and farmers, product and services prices have been reduced by a total of **151,676 items** in the following categories: food and beverage, necessities, agriculture associated, medical service, car repair and maintenance service, and shipping/parcel management



Risks and Opportunities

In performing convenience retail business activities, potential encroachment towards life quality of local shop may raise concerns and cause conflicts between communities and the organizations. This occurrence may tarnish organizational image and disrupt businesses. However, if the Company maintains effective stakeholder management through corporate governance transparency, stakeholder requirement considerations, support for ideas expression, and fair treatment among involved parties according to human rights principles, good relationships are established with confidence from society, communities, and all stakeholder groups throughout the supply chain in an approach to enabling sustainable development and organizational growth.

Management Approach

The Company integrated principles according to the AA1000 SES standard as a framework for stakeholder engagement processes and doubles as channels to receive stakeholder business opinions and suggestions in both normal and crisis situations. Suggestions and grievances are accepted through channels which cover all 3 dimensions of sustainability issues. This allows the Company to establish operational frameworks to effectively satisfy stakeholder expectations and adjust guidelines in sustainability report preparation. Stakeholders can be divided into 9 main groups.

- 1) **customers**
- 2) **Suppliers, including goods or services providers and creditors**
- 3) **Communities and society**
- 4) **Employees and their families**
- 5) **Opinion Leaders, including media and NGOs**
- 6) **Business Partner consist of Landlord, Store Partner and Sub Area**
- 7) **Government sector, including national-level and local-level agencies**
- 8) **Shareholders and investors**
- 9) **Trademark licensors**

Performance Summary 2023

Engagement with government agencies to implement change

The Company participates in alliances with all sectors to implement change for domestic industries through supporting budgets, providing Company expert assistance, and offering consultations in collaboration with the following associations:

	Association/Agency	Budget for 2023 (Baht)
1	Chamber of Commerce and Board of Trade of Thailand	5,232,017
2	 Global Compact Network Thailand (GCNT)	2,575,000
3	Federation of Thai Industries	204,360
4	 Thai Retailer Association	158,967

Partnership with all sectors at the national and international levels

The Company participated in collaborative networks of national and international organizations in driving sustainable development goals and promote critical corporate sustainability management issues. This is achieved through collaboration in drafting standards, project planning and initiation, activities, exchange of opinions and information, participation in evaluation and operations progress reporting as follows:

		Material Topic									
		Corporate Governance and Anti-Corruption	Occupational health and safety & Labor practices	Human Capital Development	Responsible supply chain management	Social Impact and economic contribution	Good Health and well-being	Climate Resilience	Efficient use of resources and Energy	Sustainable packaging management	Sustainable waste and surplus food management
UN Global Compact (UNGC)		●	●					●	●		●
CDP								●	●		
Global Compact Network Thailand: GCN		●	●					●	●		●
The Thai Institute of Directors Association (IOD)		●									
Collective Action Against Corruption (CAC)		●									
Chamber of Commerce and Board of Trade of Thailand						●	●				
CONNEXT ED Foundation				●						●	●
Higher education network, Public vocational education network and Private vocational education network				●							●
Thailand Carbon Neutral Network: TCNN								●	●		
Network of the Ministry of Natural Resources and Environment										●	
Scholars of Sustainance Foundation (SOS) Thailand											●
VV ShaVV Share Foundationre Foundation											●
Thailand Environment Institute								●		●	

Creating engagement Meet the expectations of stakeholders

The company has established communication and participation formats for all 9 groups of stakeholders as follows:



1) Customers

Forms of participation with stakeholders	Stakeholder expectation example	Sample Company Guideline Response
- Receiving opinions through various channels such as 7-Eleven customer relations (Call Center) Tel. O 2826 7744, O 2711 7744 - Website and online community 7-Eleven store - Poll and customer interview	- Innovation and service standards - Service through - service minded staff and enthusiasm to assist - Assortment Select the products to matched with client requirements - Value through promotional media publicizing offering benefits and value - Environment through shop conditions - Quality through quality and freshness - Cleanliness	- Ease access for consumer goods through developing both offline and online retail channels, transportation systems and various payment channels - Facilitate a good in-store atmosphere - Signature service and greeting service project - Develop products and services that satisfy quality and safety standards - Assess standards in stores, retail centers, and operating areas
	Products which support the community, including community made products.	Support agricultural products, community agricultural products, community products, community enterprise products or local products (OTOP).
	Participation in environmental and societal activities.	- The "Public Spirit: Community Development and Relationship Building" project - Activity "Just don't accept = plant trees"
	Conduct business through transparency and good corporate governance principles	- Communicate and provide information regarding nutrition, product usage including nutrition, energy, fat, sugar and sodium labels (GDA) - Product recall upon discovery of non-conforming products
	Leakage of customer contact information and confidential data, by authorized employees may lead to customer property lost.	- Establish policies and practices for personal data protection - project to raise awareness of personal data protection



2) Suppliers, including goods or service providers and creditors

Forms of participation with stakeholders	Stakeholder expectation example	Company response approach example
Suppliers, providers of goods or services: - Conduct supplier satisfaction survey annually. - Organizing meetings, seminars and declaring organizational policy direction. - Visit suppliers and acknowledge opinions or complaints. - Performance appraisal consulting and potential development. - Organize seminars to disseminate knowledge with all supplier groups regarding sustainable development. - Supplier Relations Call Center O 2826 7771.	Clear communication of goals, systems, regulations, and business plans for collaboration to enable mutual growth.	- Communicate policies and practices for sustainable procurement, ethics and guidelines for awareness among all suppliers. - Joint Business Plan: Create joint business plan with strategic suppliers.
	Conduct business with transparency according to the principles of good corporate governance, anti-corruption, fair procurement, including fair negotiating contracts, prices, and fair payment conditions.	- Establish sustainable procurement policies and guidelines for business suppliers. - Train and educate suppliers on responsible business conducts. - Establish criteria for evaluating potential and qualifications in selecting new business suppliers which cover business priorities and sustainability. - Projects to promote, educate and support SMEs and contractor groups in joining the declaration of intention in the fight against corruption alongside the Institute of the Coalition Against Corruption of the Thai private sector
	Human Rights and Labor Practices - Safety and environmental rights conducive for transportation. - Employment rights, fair compensation sufficient for living.	- Freight Transport Safety Management Project. - In-depth technical support program to increase occupational health management potential and transportation contractor safety. - Promote the evaluation of living expenses through the supplier risk assessment program.
	Promote and develop competitive potential, growth, increasing distribution channels, access to technology, innovation, and responsible business operations according to ESG concepts.	- SMEs potential development and advice project 7 SME Support Center Project "MAKRO HORECA ACADEMY (MHA), a one-stop companion for restaurant entrepreneurs" - Program 3 provides sales channels, knowledge and development, and connections.
	Responsible supply chain management, ESG, in addition to appropriate cost management.	- Screen and assess ESG risks. - Improve ESG performance among suppliers. - Integrated demand and supply chain management. - Develop and co-create new products, services, and innovations together with allies/suppliers to increase diversity and efficiency of operations.

Forms of participation with stakeholders	Stakeholder expectation example	Company response approach example
	- Knowledge exchange to comply with government policies, laws, rules and regulations. - Collaboration to reduce environmental impacts throughout the supply chain in the production, delivery, and product sales processes.	- Good business administration governance training projects through E-Learning systems. - Environmentally friendly packaging development project - Reuse packaging Project - Recruit and develop low carbon products Project - Energy Efficiency Project - Renewable energy proportion increase project - Electric vehicle proportion increase within the transportation system project
Trade creditors: Joint meetings	Payments are timely and complete	Payment through installments or credit term with conditions adhering to the principle of accuracy, transparency, punctuality



3) Communities and society

Forms of participation with stakeholders	Stakeholder expectation example	Company response approach example
- Receive opinions and concerns through various channels including 7-Eleven Customer Service Center (Call Center) Tel. 0 2711 7744 - Website and social media 7-Eleven stores - Comment box in front of the Subdistrict Administrative Organization Distribution center - Conduct stakeholder group trust surveys once per annum. - Field visits to distribution center communities every quarter - Community relations activities according to communities surrounding factories and 7-Eleven stores during festivals or annual community meetings. - Announcement, and public relations media	- Respect for human rights and fair worker treatment in issues of safety, customer health, and transportation management. - Create a good quality of life, reduce inequality for communities and society, including creating opportunities for cooperation with local businesses, which has a positive impact on the economy and community well-being.	- Freight Transport Safety Management Project - Develop quality products and services to safety standards accepted both locally and internationally. - Inspect store standards and recall products if products are found to be substandard. - Inspect the environment inside and outside the store "Promotion and Development of Community Enterprise, Farmers, and Small Business Owners" (ALL SME MARKET PLACE) - The Royal Project purchased produce - Direct product sourcing from farmers (Non Khwao Model) project - Employment of local employees and contractors - High potential SMEs and community enterprise project recruitment for distribution at offline and online 7-Eleven stores

Forms of participation with stakeholders	Stakeholder expectation example	Company response approach example
		• Volunteer spirit to develop and build relationships with the community project • Community relations and disaster relief project • A Better Life Project (Create a life for society)
	• Develop and promote products and services to provide consumers and community members with better health, nutrition, and well-being, including vulnerable groups with access to safe food and water.	• Community health center project • “Chef Cares Ready Meal” Health food products project • “Product research and development for consumers who are health conscious (VG For Love)” Project (continuous) • Elderly food project • Develop quality products and services which adhere to both local and international safety standards • CPRAM We Care project: Caring for the community • Khon Dee CPRAM x Krua Rak Arhan SOS Project • “Food for Those in Need” for the 6th consecutive year Continuous • Surplus food donation to foundations project
	• Support access to education for the underprivileged through developing professional skills	• Connect ED of Education Project • Scholarship program for youth to study at Panyapiwat Technological College (PAT), Panyapiwat Institute of Management (PIM)
	• Participate in environmental care for community well-being, which includes garbage and waste management preserve and restore biodiversity.	• Ton Kla Rai Tang Project • “Planting Forests, Growing Futures” project • Project to share clean water with farmers • Electric vehicle proportion increase within the transportation system project



4) Employees and families

Forms of participation with stakeholders	Stakeholder expectation example	Company response approach example
- Two-way communication and seminars for employees at various levels, including team power, Get Together. - One-way communication through Intranet system, internal journal, daily news notification via digital channels, including CP ALL Connect. - Receive opinions and complaints through various channels including - Bell ringing channels 748 times. - Channels for receiving complaints including electronic mail, postal service, information centers, Company online media, etc. - Annual satisfaction and engagement survey - Store manager level employee happiness survey. - Participation through innovation presentation platforms, contests, risk identification and assessment - The operation of the Company's Welfare Committee oversees 100% of employees.	Transparent business operations with principles of good corporate governance, anti-corruption, and customer data security	- Good governance projects to create a new generation of leaders: Mister & Miss Good Governance - Corporate governance projects entailing surveys of Thai listed companies in 2023. - Communication projects to provide knowledge and create awareness campaigns.
	Provide knowledge, capacity development and job advancements including required future skills.	- Human rights principles are integrated as guidelines for employees to promote equal opportunities and diversity. - Prepare and develop leaders through appropriate training and knowledge of skills and interests. - Employee potential development and retention including: - Career advancement improvement system projects - Improve performance management system (ALL Perform)
	- Work processes which enabled increased abilities and effectiveness in operations and service, including reduction of unnecessary employee working hours and communication process between supervisors and the team. - The right to safety, good physical health, mental health, and a conducive environment for operations and services	- Service innovations development. - Innovation contest project - Productivity program - Organizational culture change - Digital technology implementation to improve work processes including O2O, IT Platform, artificial intelligence (AI) - Security risk assessment and determining risk management measures. - Driving employee safety promotion project - Prepare facilities and operation areas according to labor standards and implement good labor practices. - Holistic Health & Well-Being project - CP ALL Health Care Center - Stretching to reduce ailments project

Forms of participation with stakeholders	Stakeholder expectation example	Company response approach example
	• Provide rewards and incentives for good deeds, creating good impressions, and attention to customer service.	• Establish leave rights and various benefits to promote good health of employees and their families. • 24 Hour Goodness DNA project • Reward & Recognition project
	• Participation in climate change adaptation, environmental protection, and global warming reduction	• Plastic bottle made employee shirt project • Energy Efficiency Project for 7-Eleven stores, distribution centers, and factories • "WE GROW for ALL, we grow for everyone" project • Koh Samui and Koh Phangan Food Waste Management Project



5) Opinion Leaders, including media and NGOs

Forms of participation with stakeholders	Stakeholder expectation example	Company response approach example
Non-Governmental Organization: NGO and Civil Society Organization: CSO • Receive and exchange viewpoints through discussion and collaboration forums inclusive of participating in various activities. • Support activities or corporate projects on issues consistent with the framework of sharing, opportunities creation and the Company's sustainability goals. • Foster good relationships through meetings, discussions, and continuous news and information exchanges	• Develop SMEs and various community enterprise production skills and market opportunities expansion. • Increase SMEs products varieties in 7-Eleven stores. • Support cooperation between civil society and business sectors for sustainability in concrete reduction of greenhouse gases, including comprehensive community waste management and sustainable agriculture. • Create understanding and receive community and civil society concerns through communication which provides accurate information, including organizing channels to accept opinions and promptly resolve concerns. • Promote the quality of life and education among various vulnerable groups.	• Collaborate with civil society organizations to develop farmers' potential for production and distribution of products consistent with demand. • Support produce and products distribution to create income for farmers and various vulnerable groups, including projects to share sales space in front of 7-Eleven stores. • Collaborate with civil society organizations and communities to implement comprehensive waste management projects in pilot areas. • Sustainable agriculture project • Support forums for exchanging information and preparing sustainable development plans for civil society networks at the provincial level. • Open to inquiries, complaints, and suggestions directly from civil society organizations to clarify information or promptly resolve challenges prior to escalation. • Programs to promote and support access to quality education.

Forms of participation with stakeholders	Stakeholder expectation example	Company response approach example
Mass Media - Support and participate in media activities. - Provide scholarships to professionals in the field of mass media through the Master of Communication Arts Program, Panyapiwat Institute of Management (PIM) - Annual media promotion program - Best Digital News of the Year Award - Thailand Good People Award for Social Media Creation "Anti-Corruption Awards" Promote Anti-Corruption - Interviews and media information provisions - Co Project with Media/Influencer project - Influencer press team visit to SMEs businesses and farmers, in addition to social activity participation. - In-depth interview and group discussion - Exchanging knowledge through seminars to jointly develop communication strategies.	Promote sustainable agriculture and management of waste from cultivation or livestock.	Sustainable Agriculture Program
	Community development or community activities	Public consciousness project to develop and construct community relationships.
	Communication to enable understanding and reduce conflicts with communities and promptly resolve specific problems.	Communicate correct information through all media channels, including social media, mass media, and Company online channels, including the creation of good relations with all stakeholder and employee groups.
	Maintain and restore the environment in addition not promoting sustainable environmental solutions.	Project to increase efficiency in reducing energy consumption and renewable energy usage in 7-Eleven stores, distribution centers, and factories.
	Respect human rights and fair labor treatment in managing and controlling businesses ethically and responsibility.	- Encourage establishments to operate according to labor standards and good labor practices. - Adhere to human rights principles as guidelines for employees, including the promotion of diversity and equal opportunities among all employees.
	Packaging management for a sustainable environment aligned with government circular economy policies, for maximum reuse efficiency.	Announcement of packaging policy spanning from design processes to packaging which considers environmentally friendly materials, materials reduction and replacement, and post-consumption management which considers product life cycle under the strategy "7 Go Green".
	- Conduct business with transparency according to good corporate governance, anti-corruption and ESG principles. - Consider personal information security	- Establish corporate governance policy and maintain strict policy compliance. - Consider shareholder equality and protect shareholder and investor interests.
	- Offering product varieties with high quality, standards and good service which satisfies needs. - Implementing sustainable product delivery and logistics	- Select and develop products for health. - Improve and develop services regularly. - Developing online commerce enabling various transportation systems and payment channels to assist consumers in accessing products more conveniently.



6) Business Partners consisting of Landlord, Store Partner and Sub Area

Forms of participation with stakeholders	Stakeholder expectation example	Company response approach example
Landlord: - Communication and grievances channels - Providing information and receiving grievances through the complaint handling unit Call Center 1,168 times - Annual satisfaction survey - Public dissemination of news via SMS and Email - Visit venue owners at least quarterly. - Send SMS greetings on various occasions. - Send SMS to notify you of the advance rental fee. - Send SMS to inform date of land and building tax payment receipt. - Linking 7-Eleven Application to provide services to residents in each real estate project (Delivery & All Online) - Support various activities	- Continue business cooperation according to good governance principle. - Public relations and clarification of the Company's news on policy.	- There is a system to monitor, follow up and resolve complaints. - Elevate the survey of leasers' satisfaction with the Company. - Visit venue owners at least once a quarter to strengthen relationships. - Publicly disseminate news via SMS and E-mail. - Support venue owner activities inclusive of special groups and strategic suppliers.
	Promptly receive rent.	Establish system to promptly pay rent.
	- Uphold proper maintenance of rental property both during the lease term and prior to contract termination. - Maintaining the environment around stores and communities.	Determine measures to maintain rental property and surrounding environment.
Store Partner: - Annual engagement survey - Communication and grievances channels - Providing information and receiving grievances through Call Center 729 times - Quarterly satisfaction - Monthly journal - SBP MALL website channel - CP ALL Connect channel - Meetings, seminars, and activities - Announcement of the Company policies and directions to store partners	- Continuing business cooperation according to good governance principles - Business stability, business expansion, and continuous joint business operations - Receive cooperation and resolve issues promptly	Communicate guidelines and principles regarding good governance and business ethics
	- Promotion of competitiveness and business management - Providing knowledge and creating business management awareness according to sustainable development framework to prepare for future change. - Public dissemination of clarification regarding Company news and policies	- Promotion, supervision and training of business operators to increase management capacity. - Product cost management and operations - Developing a variety of products to satisfy market needs. - Sharing of information and press release
	- Efficient management with clear communications to support mutual growth. - Developing innovations for customers and society and improving organizational agility to keep up with global situations.	- Supporting store partners in terms of business succession to enable business operations sustainability. - Online to Offline (O2O) platform development - Innovative community financial services - Continuous development of the "ALL PharmaSee" application for health lovers.
	Promotion of competitiveness and business management including sales generation and digital services on the O2O platform	Training to provide knowledge through the "Own sales managers" course and the "Custom shop charm" course to support Company O2O strategy



7) Government sector, including national-level and local-level agencies

Forms of participation with stakeholders	Stakeholder expectation example	Company response approach example
Signed a memorandum of understanding (MOU) to create a cooperative network with government agencies through • Project/activity support, cooperation, and assistance with government agencies • Participate as a committee in government projects to share opinions and openly construct positive relationships. • Contact and coordinate government services and receiving business visits • Participate in the development and utilization of plastic waste in conjunction with the National Environment Board through the "Circular Economy" project	• Strict compliance with relevant laws and regulations in accordance with human rights principles.	• Revise and establish comprehension of legal and local regulations and subsequent application to business operations. • Comply with relevant laws or regulations according to human rights principles.
	• Fair business practices with suppliers	• Establish clear policies related to transactions and prevent conflicts of interest.
	• Become a role model for businesses to demonstrate their social and environmental responsibility. • Development with the community and support for student education	• Present perspectives through associations and formation of various trade groups • Support initial assessment by government and related sectors regarding sustainability development groups. • Volunteer spirit to develop and build relationships with the community project. • Support education and create opportunities to access quality education. • Build relationships and providing community disaster relief project
	• Develop and promote products and services to provide consumers and society members with better health, nutrition, and well-being.	• Healthy product development and selection project to manage nutrients added, reduced, or devoid according to laws or accepted standards. • Provide information labeling nutrition (GDA). • Community health center project
	• Promote careers and income for farmers and SMEs and creating quality life through reducing inequalities in communities and society	• 7-Eleven alongside Thai farmers project • SME promotion and support project • Business Accelerator Project Season 3 • Project Big Brother Season 7
	• Sustainable packaging management enabling maximum efficiency in recycling and reuse. • Innovative production in conducting business according to sustainable production policy and awareness creation to adapt to climate change	• "Reduce and replace single-use plastic" project. • Choosing reusable packaging (Reusable Packaging) project • Recycled materials packaging (Recycled Material) project • "Eco-design" project • Post-consumer packaging reuse program • Environmentally friendly coffee shop project (Green Coffee Shop) • Tonkla Rai Tung project expansion to schools, community networks and entrepreneurs



8) Shareholders and investors

Forms of participation with stakeholders	Stakeholder expectation example	Company response approach example
- Brief performance to analysts and institutional investors (Analysis Meeting) every quarter. - Brief the performance of foreign investors (Global Investor Conference) every quarter. - Brief business performance with the Stock Exchange of Thailand's "SET Opportunity Day" to general investors every quarter. - Quarterly Management Discussion and Analysis Report - Annual General Meeting of Shareholders - Financial statements - Form 56-1 One Report, Annual Report - Sustainability report - Prospectus, documents, information media - Communicate information through various channels including website, telephone, e-mail, fax, and letter. - Roadshow activities both domestic and international - Field visits to shops, the Company factories, and warehouses - An independent third-party assessment to reflect the Company as quality securities, with value and sustainability both nationally and globally, such as IOD, Thai Investors Association, SET, DJSI, FTSE Russell, MSCI - Provide information to the Credit Rating Agency to assess the credit rating of the Company's debentures. - Provide information to state statistical and economic agencies	Business performance and growth stability and societal acceptance.	Manage business growth, reduce risks, and increase transparency.
	Transparency in operations through disclosing complete, adequate, and efficient business performance information, both financial and non-financial, to assist investors in decision making.	- Accept opinions from shareholders and investors for consideration when determining Company strategy and management approach. - Establish clear policies on related transactions and prevent conflicts of interest.
	Good corporate governance and consideration of Minority Shareholders interests in addition not responsibility towards consumers and stakeholders	- Establish corporate governance policy and strict compliance - Provide equality to shareholders and protect the interests of shareholders and investors
	- Received "excellent governance" evaluation by the IOD and the Thai Investors Institute. - Selected as a leading member of the country and the world, included in the list of sustainable stocks, S&P CSA DJSI, FTSE4 Good Index, MSCI, etc.	- Elevate and increase efficiency of operations according to the principles of good governance. - Amend various policies and guidelines related to corporate governance, anti-corruption, sustainability, environment, and society for alignment with international standards.
	The Company's securities are in market demand, traded on the secondary market in addition to securities value in the secondary market reflecting a fair price at a minimum	Established an investment relations unit responsible for providing information to both Thai and foreign investors and analysts. The analysis is written so that the Company's securities are always in market demand
	Conduct business responsibly according to Sustainable Development Guidelines encompassing environmental, social and governance (ESG) issues	Determining sustainability guidelines, goals, metrics and program framework
	Communicate business operations transparently.	- Organize a "CP ALL: Analysts' Meeting - via VDO CONFERENCE system to report operating results of the Company and companies with the CP ALL Group to analysts and investors. - Organize shareholders' meetings via electronic media (E-Meeting) in accordance with the Electronic Meetings Act and related announcements, including limiting the number of directors, executives, and meeting organizers at the live broadcast location



9) Trademark licensors

Forms of participation with stakeholders	Stakeholder expectation example	Company response approach example
• Meetings when requested. • Publications, letters, information media	• Strictly abide by contracts and relevant conditions • Establish brand strength through products and services, inclusive of creating a positive experience in various areas which satisfy or exceed customer expectations. • Cooperation in implementing sustainability. • Information and business knowledge exchanges • Sales, profits and business growth	• Comply with conditions stipulated in preliminary contracts from respective agencies, maintain accuracy through supervision from legal department. • Pay royalties within the period specified in the contract. • Exchange best practices between licensees and trademark owners at organized meetings or electronically. • Create a positive brand image and consistently maintain good trademark reputation. • Establish positive business relationships through support for activities and provide assistance through collaborative ESG projects



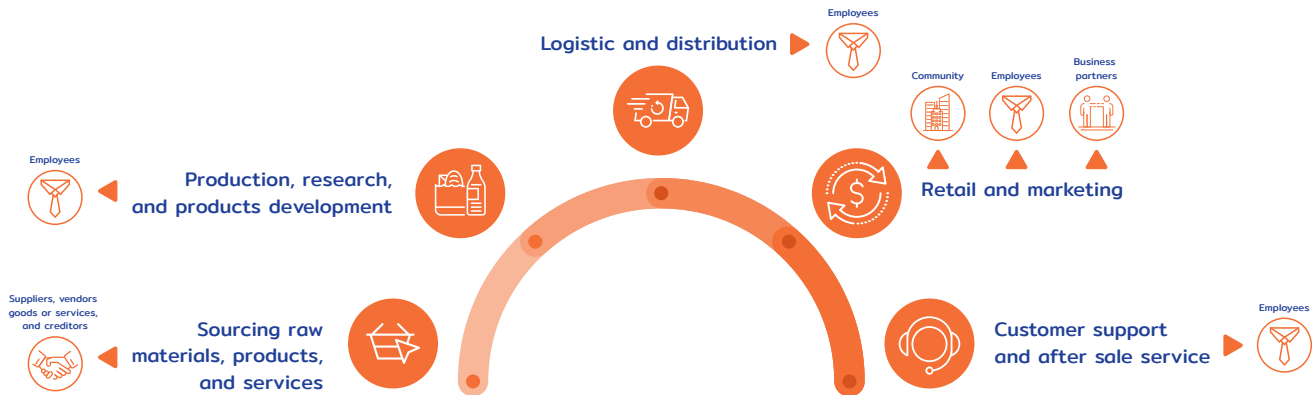




Innovation and Value Creation



Significantly Affected Key Stakeholders



Supporting the SDGs



- 1.2 reduce at least by half the proportion of men, women and children of all ages living in poverty in all its dimensions according to national definitions



- 3.8 Achieve universal health coverage, including financial risk protection, access to quality essential health care services, and access to safe, effective, quality, and affordable essential medicines and vaccines for all



- 8.2 Achieve higher levels of economic productivity through diversification, technological upgrading, and innovation, including through a focus on high-value added and labour-intensive sectors
- 8.3 Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity, and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services
- 8.5 Achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value

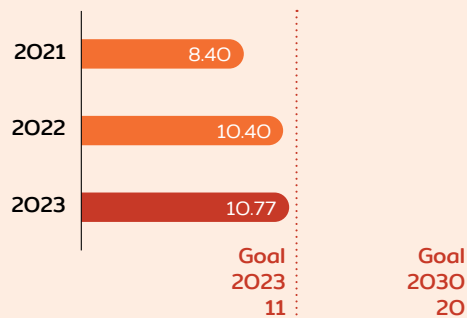
2030 Goal

Income from products and services innovation and new businesses including process innovation

20%

Progress against goals

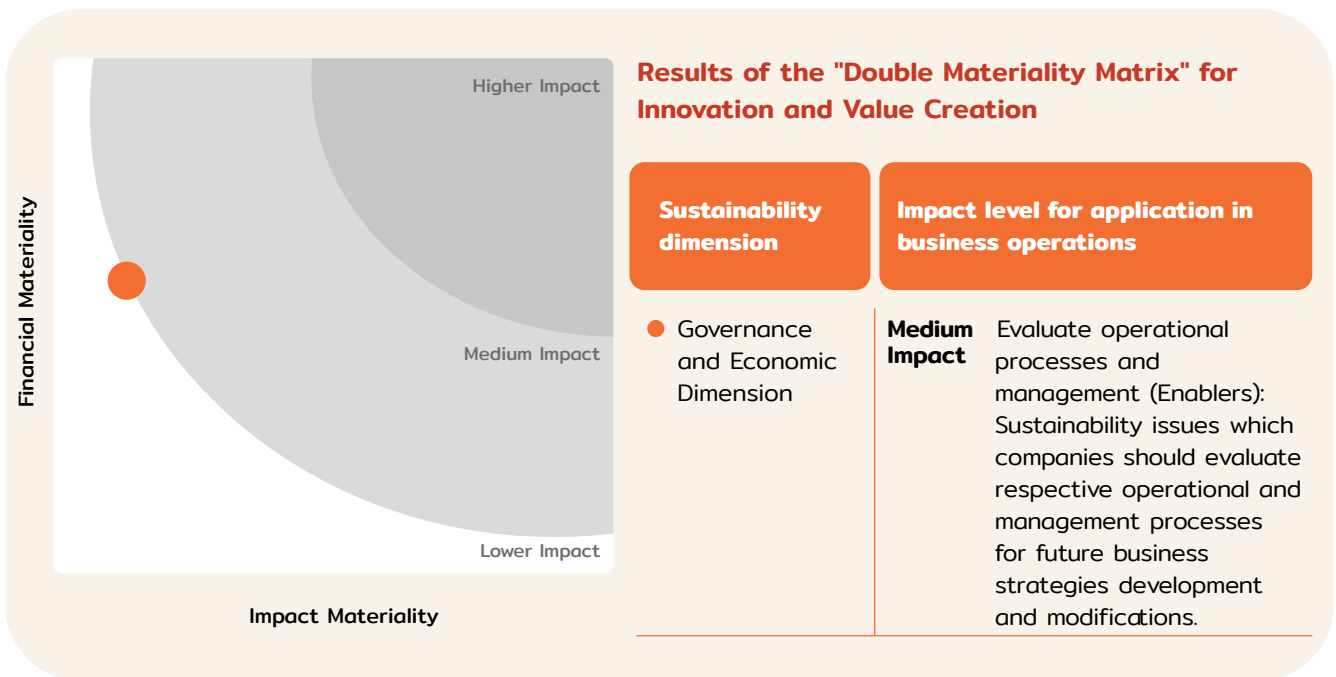
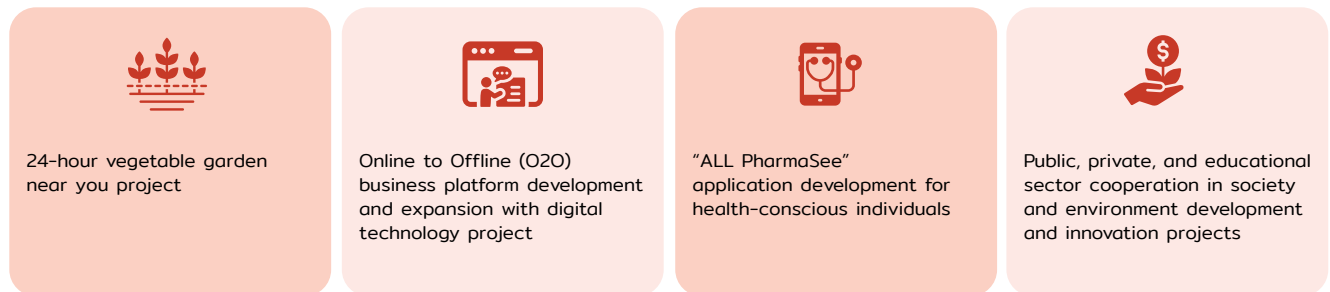
(Unit: %)



Key Performance in 2023

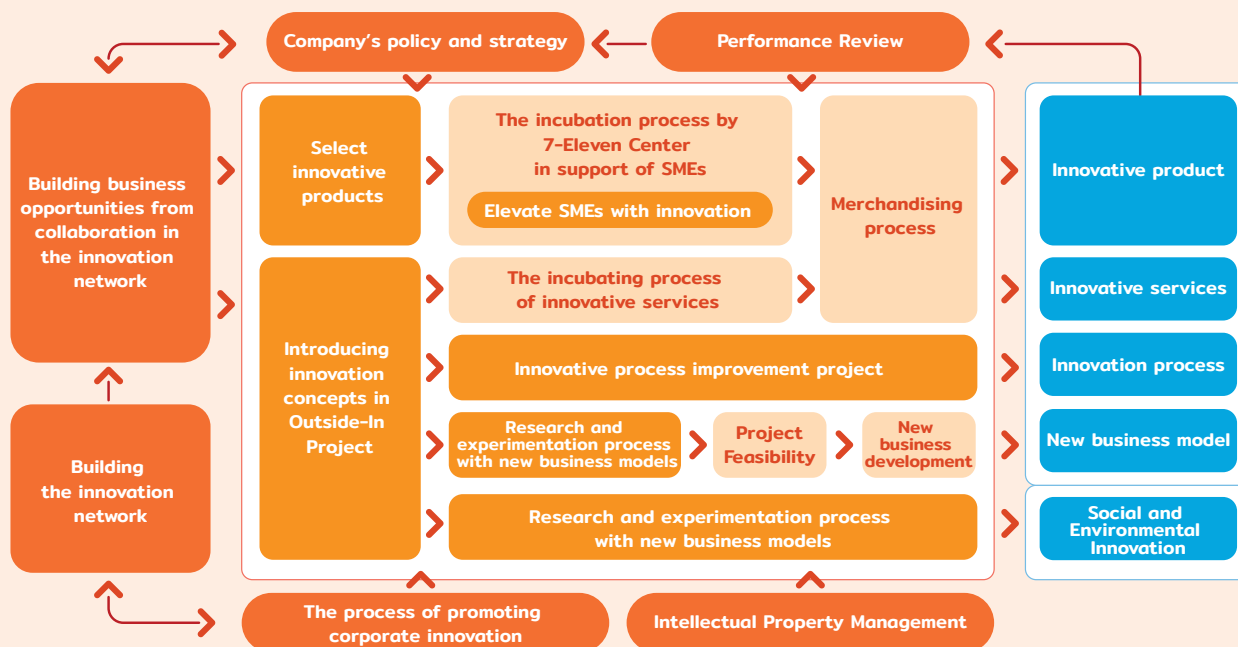
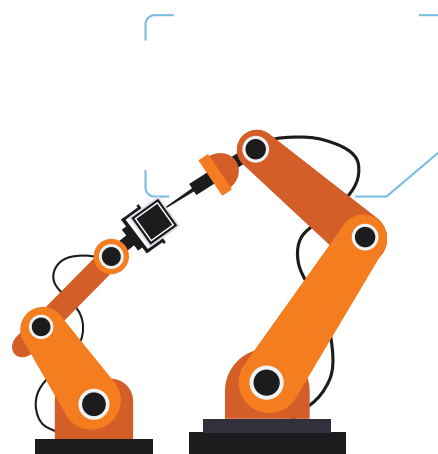


Key Progress in 2023



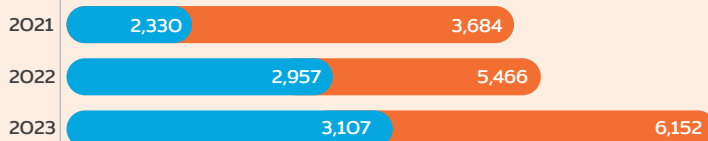
In an era where innovation and technology developments occur continuously, consumer lifestyle and needs shift with focus on products and services readily and conveniently available. Consumers thus opt for increased product purchases through online channels. Therefore, innovation and technology developments to keep pace with changes is critical towards increased commercial competitiveness and business operations within the retail industry. However, conducting business online also affects the value of products or services of existing businesses which leads to “Digital Disruption”, a potential cause of human rights violations in terms of employee redundancy due to certain business sector closures. Therefore, the retail industry requires resilience in innovation and technology development to maintain capabilities and satisfy conventional consumer needs and increase business competitiveness within the online marketplace. The Company is cognizant of innovation development significance, a main factor in assisting increased quality and adding value to products and services, and the corresponding promotion of good health among consumers entailing rights to appropriate standards of living depicted from food, clothing, housing, medicine, and public services. The development and promotion of innovation within the production process additionally adds sustainable economic value to the organization.

The Company aims to constantly develop and innovate as a means for perpetual competitive vantage in addition to operational capability and agility as a precaution to technological transformations. With notable alterations being shifts in consumer purchasing patterns through online purchases of products and services, the promotion of various research and technologies to elevate organizational innovations in becoming an innovation management leader in future requires implement of specified frameworks and operating guidelines are highlighted in the following text.

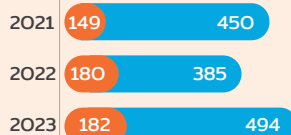


Performance Summary 2023

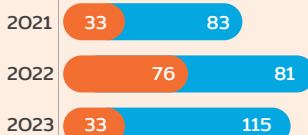
Innovation Value (Million Baht) ● Closed innovation ● Open innovation



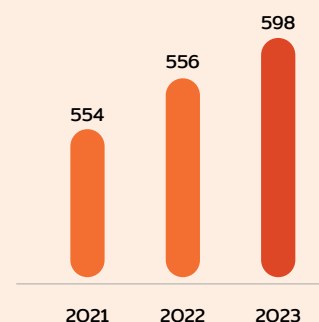
Contest Entries Submitted (Entries)



Award-winning Entries (Entries)



Research and Development (Entries)



	2021	2022	2023
 Cumulative number of innovators	9,158	12,520	16,507
 Cumulative number of patents	15	16	16
 Cumulative number of petty patents	8	10	15



1,472 persons
research and development
personnel



45.34 million Baht
budget for research and
development



Innovation Research and Development

The Company endorses research development and food innovations which cultivates customer well-being, adds value to products for market competitiveness, and organizational growth while benefitting society and the environment. The Company currently operates 2 technology and innovation centers.

Food Technology Center operated under the Office of Product Development and Quality Assurance, CP ALL

In conducting educational work and producing food management innovations inclusive of food safety management and quality control, proper hygiene and good health, food supply chain framework balancing which takes into account environmental factors, academic advice provisions for entrepreneurial product quality development, main functions are described as follows:

- Establish quality assurance measures, which uphold product safety standards, throughout the food chain from upstream processes until consumer delivery.
- Develop environmentally friendly packaging, a sustainable development initiative based on Circular Economy concepts involving every product life cycle process to ensure consumer safety, prevent and reduce negative environmental impact, and supports proper waste management.
- Develop industrial-scale compatible food recipes and production processes for Company brand food, beverages, and agricultural produce, which complies with nutrition and food hygiene principles to satisfy customer needs.



Impacts and Benefits

63 personnel research and development

590 research and development outcomes (SKUs)

15.06 million Baht research and development budget

- All Food Tech Center establishment to provide product and raw material development services, advice and solutions to interested parties and entrepreneurs as a means to increase food production standards, and numerous food product analysis and assessment services. The mentioned services include Sensory Evaluation through senses assessment utilizing international academic principles to ensure new products sold in 7-Eleven stores satisfy customer needs, microorganism analysis, chemical tests, and residual tests for food, water, and agricultural products.

Food Innovation Research and Development Center to CP FoodLab Co., Ltd.

CP Foodlab Company Limited conducts innovative research in food technology through basic and applied research to tackle challenges, provide solutions, and satisfy modern consumer demands. In addition, the committed central agency role entails information collection for research and development, testing center activities to support product development research and food engineering efforts for CP ALL, Charoen Pokphand Group and designated companies both domestically and overseas, and various activities as follows:

- Phase II research and development of active ingredients in spray products for relieving inflammation in the mouth and throat from holy basil extract oil in collaboration with the Herbal Product Innovation Expert Center, Thailand Institute of Science and Technology Research (TISTR), adds value to basil. With the objective to assist farmer income generation, a prototype cosmetic product was



Impacts and Benefits

13 personnel research and development

8 research and development outcomes

16 million Baht research and development budget

developed in the form of a mouth and throat spray and is projected for development into cosmeceuticals for relieving inflammation in the mouth and throat in the future.

- Research and development of ready-to-eat foods tailored for each age group (Food for Age Group) aims to provide enhanced age specific nutrition, inclusive of nutritional supplements for infants and young children, etc.



Value-Added Innovative Products

The Company promote as well as elevating SMEs innovation development and continuously seeking new products responds to changing and diverse customer demand, add value and promote business growth. In 2023, outstanding innovative products were as follows:

Deliciousness in one box, salad roll scale-up project

Research teams develop salad roll production process to ensure consumer satisfaction of the mentioned healthy product while increasing shelf-life through implementing proprietary post-harvest technology to maintain salad vegetable freshness and Only at 7-Eleven flour soaking formula to maintain dough softness. Additional usage of raw materials free from pathogenic microorganisms enables a product shelf life of up to 5 days, ensures a product maintaining cleanliness, convenience, and safety for consumption, and assists in farmer income generation and increased SMEs production standards.

Objectives and goals



Project benefits

Increase product sales opportunities through extending shelf life from **2 days** to **5 days**

Increase sales outlets from **36 branches** to **7,987 branches**

Added value from project totaling **140 million Baht per year** in 2023

Innovation Concept

Search, select, control

Determine suitable agricultural areas/select quality raw materials / maintain supervision as scheduled



For raw material standardization

Technology

Pre-Cooling / Cutting Techniques / Hydro-Cooling / Reduce Microorganisms / Increase Cell Strength / Reduce Browning / Modify Atmosphere



For maintained vegetable freshness

Innovation

Dough varieties / dough components / dough soaking agent



For dough sheet softness and moisture retention

Skills and techniques

Trimming / Raw material placement / Dough chilling / Rolling / Temperature control



For product quality control

Results and benefits



Economic impact

Increase salad roll sales

Increase sales outlets

Product diversification



Social impact

Generate income for farmers

Create careers for community members

Raise production standards



Environmental impact

Thai people consume quality produce and become healthy

Increase and develop sustainable agricultural land



Economic value

Increase salad roll sales by over **100 million Baht per year**

Increase sales outlets to **7,987 branches**



Social value

Generate income for farmers totaling **4.5 million Baht per month**

Project participation by **265 farmers**



Environmental value

Increase and develop sustainable agricultural land totaling **200 rai**

24-hour vegetable garden near you project (selected by the heart with attention to every process)

CP ALL utilizes technology and innovation to drive and create business opportunities through the introduction of fresh vegetable markets into 7-Eleven stores, an approach which entails vegetable selection from reputable sources, selection processes, and product trimming to appropriate sizes. The challenge of this method involves collection of various vegetables with different temperature requirements into a single freezer shelf alongside other products. To reduce the cost stemming from managing vegetable freezers, the team applied their knowledge of physiology, integrated post-harvest technological and active packaging innovations to assist with increased vegetable shelf life through reducing the respiration and transpiration rate (Equilibrium Modified Atmospheric Packaging: EMAP). The innovative technology preserves vegetable freshness throughout shelf life and enable deliver of vegetables which are fresh, clean, convenient, safe, and satisfy consumer needs 24 hours a day. Additionally, this approach enabled a reduction of over 30% in food waste destined for landfills. Currently, fresh vegetables are available in 7-Eleven stores with nationwide and generate sales of over 287 million Baht per year.

Testing Emap packaging that is optimized for home-grown vegetable products



Resistant to low temperatures there were no chilling injury

Big Market, Lots of opportunities, Help society





Create service innovations to deliver convenient experiences to consumers with digital technology (Digital Transformation)

Consumers behaviors have an increasing tendency to buy products and services by online channels. The Company therefore emphasizes technology development in tandem with digital technology application within retail business operations as a means to increase distribution channel diversity and facilitate potential for efficient and prompt business operations , for technological changes in a globalized society and meet the needs of consumers. In 2023, outstanding projects were as follows:

Online to Offline (O2O) Business Platform Development continuation project

CP ALL develops a business platform "ALL Online," and the 7-Eleven application on mobile phones continuously. for customers, linking products and promotions meeting customers' needs at all levels The project operates under the concept of:

- Convenience to buy: allow choices to order products through a variety of channels, including offline, online, and delivery
- Convenient to pay: allow choices to pay for products in both cash and cashless means
- Convenience to receive: allow choices of receiving the product customers can order products in advance and choose to pick up the products themselves at 7-Eleven stores or get home delivery via 7 Delivery service.

Furthermore, the Company has upgraded the online service by developing a membership system, "ALL Member," through the application as a communication channel and assessing customer satisfaction along with giving special benefits to members. Currently, there are over 16.67 million members in the system. The outcomes of the customer satisfaction survey can be used to plan and develop more efficient products and services for customers in the future.

Lotus's further develops online shopping platforms and launches Lotus's SMART App, an application which increases customer convenience through combining online shopping and rewards into one platform alongside artificial intelligence (AI) integration to assist with big data analysis and processing. The platform creates coupons, discounts, promotions, special privileges, and recommend products which meet tailored needs of individual customers through connected Omni-Channel offline and online purchasing. The mentioned approach strengthens Lotus's O2O business by leveraging over 2,400 branches nationwide as product delivery fulfillment centers. The new reward program, My Lotus's, is designed for an easier experience in customer experience in utilization, collecting, and exchanging rewards, more worthwhile, faster, and more suitable to one's needs. The whole operation omits sending statements and coupons to customers' houses-essentially an environmentally-friendly procedure by reducing wasting paper resources for 100% of the operation.



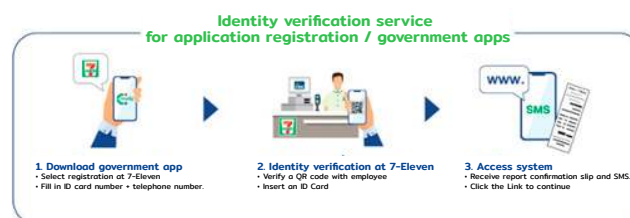
Continuous development of the "ALL PharmaSee" application

The eXta Plus Pharmacy in CP ALL Public Company Limited has developed the "ALL PharmaSee" application as a continuous project by providing health advice and medication from more than 300 pharmacists free of charge. Access is Via online chat / video calls 24 hours a day. To grant health-conscious individuals' access to "Easy and convenient" health services with health education services, search for Exta Plus drug stores nearby or alternatively the ALL PharmaSee application, a Pharmacy Council certified platform providing remote pharmacy services.



Innovative financial services within community proximity

Counter Service Company Limited, part of the CP ALL business group, develops innovative technology which provides a wide range of services to the public and upgrades financial transaction systems for both cash deposits and withdrawals. For instance, the "Transfer Now, Receive Now" service, a domestic money transfer service throughout Thailand which doesn't require a bank account but only a valid sender and recipient ID card, enables immediate cash transfer to recipients at over 14,545 7-Eleven stores nationwide, 24 hours a day. Additional services include identity verification via online system for account registration and government agency services access through digital channels 24 hours a day



*Note: Counter Service is only a channel to facilitate identity verification when using government applications - information provided by users to Counter Service for identity verification is encrypted and sent to the Digital Government Development Agency (Public Organization) or DGA directly via high security methods whereby no information is stored at the service counter.

🔧 Innovation to improve operation process

The Company continuously improves the efficiency of business operations by bringing modern technology to improve the speed and efficiency of existing processes and streamline work processes for employees and relevant departments. In 2023, the outstanding projects were as follows:

Develop a product sampling counting process at 7-Eleven stores Sampling Count continuation project

The Company developed a product data analysis system which identifies product encountering shortages at respective branches using the Pareto principle continuously as a means to fulfill customer needs and prevent loss of sales opportunities from product shortages. The system additionally provides information regarding product groups requiring inventory checks. Currently, the technology is deployed in all 7-Eleven stores nationwide

★ Impacts and Benefits

Reduced product counting time at the stores by
11 working days per branch per year

Reduced the cost of counting by
57 million Baht per year

Increased sales by **387 million Baht**



Technology integration for efficient branch layout and product placement system project

CP AXTRA Public Company Limited collaborates with RELEX Solutions to adopt technology for efficient branch layout and design to maximize benefits by integrating AI and product placement systems in line with sales volume, appropriate product placement plans, and increased supply chain system efficiency in a more integrated manner.



Smart Ice Maker Project

The team has designed and developed a smart ice making machine capable of automatically transporting ice to the dispenser in front of 7-Eleven stores in addition to development of an ice storage cart compartment for ice delivery to the All Café beverage service point. The mentioned design reduces energy consumption, reduces work processes, reduces ice exposure, and reduces employee accident risks. This design also doubles as preparatory efforts for labour shortage issues arising from an aging society in the future.



Impacts and Benefits

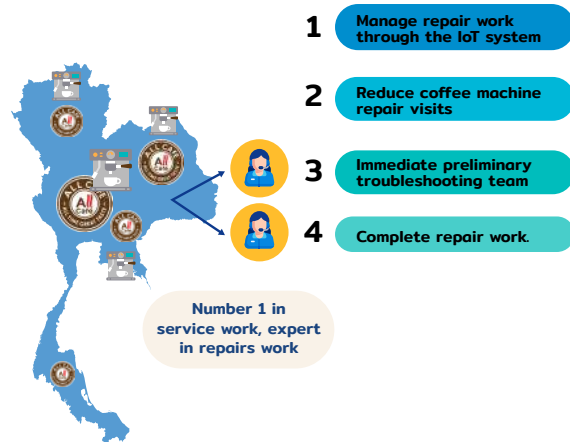
Reduces ice production to dispenser transportation effort and processes by **100%**

Reduce product contact by **100%**

Smart coffee machine service by IoT system project

The All Café business in 7-Eleven stores designed and developed an IOT system to assist with management of automated coffee machine repairs, which detects broken machine status prior to storefront, enables basic immediate troubleshooting, increases work efficiency with increased accuracy and speed, increases delivery of good quality service, and reduces lost sales opportunities and repair costs by 823,500 Baht per year.

Revolutionize coffee maker repair with the Smart coffee system





Creating innovation for social and environmental

- The Company cooperates with Panyapiwat Institute of Management (PIM) and All Wellness Business to develop an Outdoor Delivery Robot, a 100% battery-powered robot using an unmanned artificial intelligence (AI) autonomous navigation system to deliver product while being non-polluting and noiseless. The outcome of the project creates clean energy delivery that lightens the workload of 7-Eleven store employees during the period when there is a large number of orders at the same time and the case of delivery at night—an efficient assistant for a 24-hour store. For the first phase of development, the robot can deliver two orders at a time. It also increases the safety of consumers and employees. In the testing stage, the real run was launched in the supervised area (Sandbox), PIM building area (PIM), and Thara Park area to ensure that each delivery run is accurate even on different types of roads and obstacles. Currently, the project is under development in Phase 2, under the consideration of designing more robots in various sizes. So, the robots can be ready to meet the needs of receiving and delivering goods in each area. The goal is to expand outcomes, create new business opportunities (New S-Curve), and create new innovations that meet the world of the future. The opportunity to bring an Outdoor Delivery Robot to meet the needs of delivering goods to companies or other stores near 7-Eleven
- CP ALL Public Company Limited empowers innovation cooperation with external organizations, both government and the private sector totaling 11 national organizations under the "Thailand Synergy Innovation Driving Cooperation Project for Thai SMEs" by supporting organizations, including small entrepreneurs (SMEs), research outcomes, and inventions. The outcomes provide opportunities to increase marketing channels, exchange knowledge and guidelines applicable to business operations, as well as innovation scale-up to further create value for the organization and society. In 2023, outstanding projects were as follows:



Banana processing business model for the community

The banana processing business model for the community promotes Namwa banana processing into ready-to-eat chewy bananas full of fragrant aroma and natural sweet taste. Produced from Jasmine Ong variety Namwa bananas of the Ban Khwae Community Enterprise, Saraphi District, Chiang Mai Province, and supported by product processing technology research and development by Sunsweet Public Company Limited, this initiative creates a farmer network and generates communitywide income.



Impacts and Benefits

Generate sales exceeding

20 million Baht per year

Increasing the value of processing chewy bananas
from **20 Baht** per kilogram to **400 Baht**

Create careers for the Ban Khwae Community Enterprise, Chiang Mai Province, comprising over **60 households**, with additional income generation of **8 million Baht per year**

Develop quality agricultural product throughout the supply chain

AI Vulcan Project, a platform to upgrade the careers of disabled people as AI trainers

Vulcan Coalition Company Limited develops a platform to provide data for AI input which allows handicapped people to employ their skills and special abilities as AI Trainers, a means to assist in data preparation for the Artificial Intelligence (AI) technology to comprehend human language in addition to developing various models and applications. This project maintains fair employment and respect for the potential of every handicapped person.



Impacts and Benefits

Generate income of over

10 million Baht per year

Create employment and income for handicapped people totaling over

60 million Baht

Improving life quality for handicapped people and create pride from valuable and meaningful work

Assist in advancing the human rights for handicapped people through fair employment of over **700 people**

Recycle Day project, a comprehensive waste management platform

Recycle Day Company Limited develops a comprehensive waste management platform via application to simplify various tasks, schedule vehicles to transport sorted garbage from various places inclusive of residences and office buildings to industrial factories and various Drop Points with fair trading prices. A system function to record waste quantities sold and points conversion for prize exchange promotes collective social responsibility.



Impacts and Benefits

A group of over **13,000 members** assisted waste separation organization via platform

Generate income exceeding

10 million Baht per year

Reduce waste quantities in landfills by over

1,000 tonnes per year

Reduce greenhouse gas emissions by over

1,300 tCO₂e



Rice straw pulp and packaging molded from organic rice straw pulp project

Fang Thai Factory Company Limited utilizes rice straw, a material usually discarded or burned after harvesting, and combines it with pure rice straw pulp production technology using the Mechanical Process, which results in strong rice straw pulp material. This approach creates material capable of replacing a variety of wood pulp required in packaging from organic rice straw pulp, assists reduction of tree consumption and greenhouse gas emissions, adds value to local resources, and distributes income within the community.



Impacts and Benefits

Reduce energy costs

Reduce greenhouse gas emissions by more than
2,000 tCO₂e

Promoting Thai products from organic rice straw pulp at the international level.

Generate sales of over

10 million Baht per year

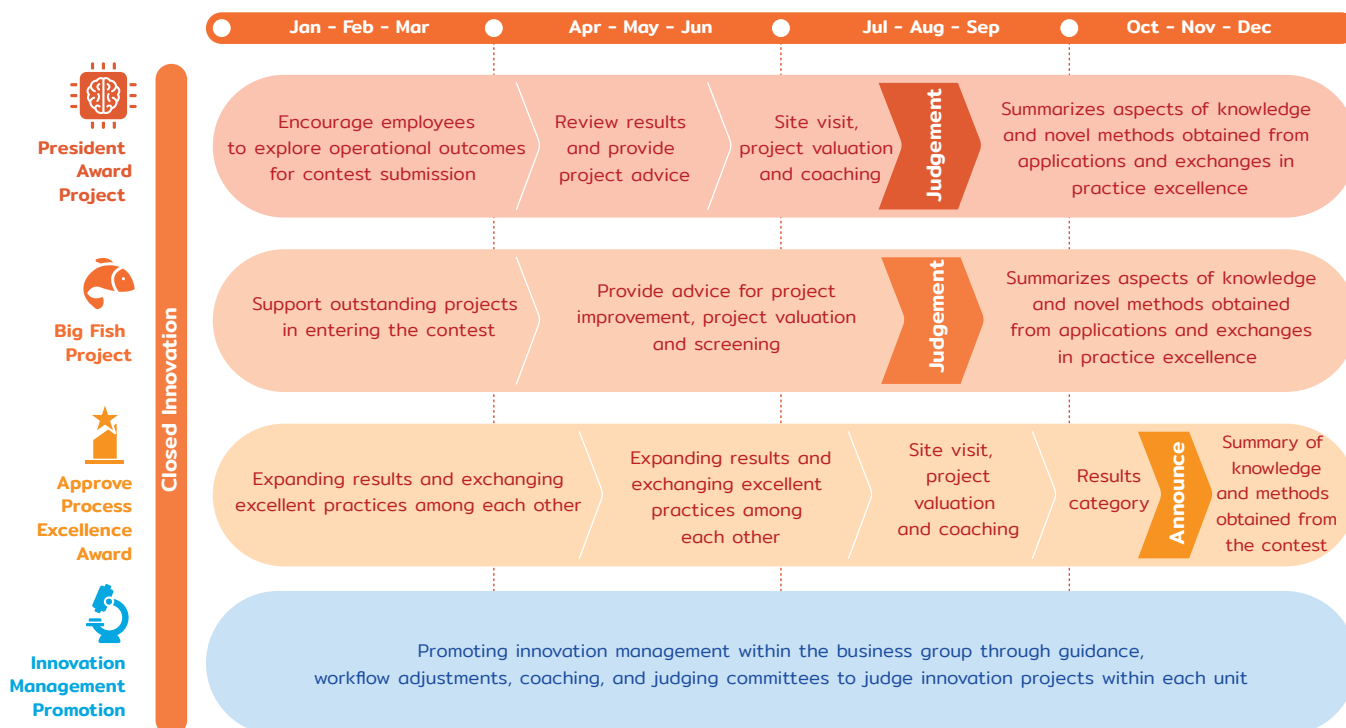
Communitywide income distribution among

160 households, worth over
7 million Baht per year



Innovation Culture

The Company provides training in terms of knowledge and innovation development to foster comprehension and encourage employees to propose creative ideas and innovations valuable to the Company. as well as promoting innovators through in-house innovation project contests and forums. CP ALL encourages innovation and honors projects that produce economic, social, and good environmental results. The training includes promoting the exchange of knowledge and innovative practices to improve the work processes, assists in reducing unnecessary workload, streamline organizational efforts, maintain resilience in light of current and future global market changes, in addition to cultivating an innovation culture among executives and employees. The participation delivers value to the nation, people, and organizations.





Sustainability Performance Data 2023 : Environment

GRI Standard	Required Data	Unit	2020	2021	2022	2023
302-1 (e) 2016	Total energy consumption	GJ	12,355,033.26	12,071,157.64	13,379,991.59	14,343,380.08
	Total non-renewable energy	GJ	619,592.84	604,641.25	749,386.56	728,073.78
	Stationary combustion	GJ	487,881.85	475,090.43	491,169.23	496,628.98
	• Fuel oil	GJ	0	0	0	0
	• Diesel	GJ	12,144.97	14,859.53	23,390.43	17,273.66
	• Gasoline	GJ	0	0	11.33	50.37
	• Liquefied petroleum gas	GJ	412,204.24	398,890.92	403,799.36	415,567.20
	• Natural gas	GJ	63,532.65	61,339.98	63,968.11	63,737.75
	Mobile combustion	GJ	131,710.99	129,550.82	258,217.33	231,444.80
	• Diesel	GJ	117,073.99	115,181.47	191,475.81	163,367.99
	• Gasoline	GJ	14,636.19	10,804.60	62,694.48	66,942.33
	• Liquefied petroleum gas	GJ	0	3,563.22	4,044.88	1,134.49
	• Natural gas	GJ	0.82	1.53	2.15	0
302-1 (b) 2016	Total renewable energy	GJ	16,195.78	13,442.01	47,897.78	360,808.02
	• Electricity from the sun	GJ	N/A	N/A	31,798.80	345,500.58
	• Solar cell	GJ	1,796.64	1,796.60	2,079.65	1,512.00
	• Geothermal	GJ	14,399.14	11,645.41	14,019.32	13,795.44
302-1 (c) 2016	Total electricity purchased externally	GJ	11,719,244.63	11,453,074.38	12,582,707.26	13,254,498.28
	• National electricity grid	GJ	11,631,273.12	11,283,895.36	12,145,997.39	12,399,054.75
	• Solar cell	GJ	87,971.51	169,179.02	436,709.86	855,443.53
302-3 (a) 2016	Energy intensity per revenue unit	GJ per million Baht	22.60	20.55	15.69	15.57
303-3 (a) 2018	Total water withdrawal	Million m ³	16.68	15.86	18.79	21.00
	• Groundwater	Million m ³	1.48	1.39	1.40	1.29
	• Third-Party Water	Million m ³	15.20	14.47	17.39	19.71
	– Surface municipal water	Million m ³	15.06	14.26	17.23	19.51
	– Groundwater municipal water	Million m ³	0.14	0.21	0.16	0.20

GRI Standard	Required Data	Unit	2020	2021	2022	2023
303-3 (b) 2018	Total water withdrawal from water stress area	Million m ³	487	458	8.52	711
	• Groundwater	Million m ³	132	123	127	109
	• Third-Party Water	Million m ³	3.55	3.35	7.24	6.02
	- Surface municipal water	Million m ³	3.48	3.23	7.14	5.85
	- Groundwater municipal water	Million m ³	0.07	0.12	0.10	0.17
303-3 (b) 2018	Total freshwater withdrawal	Million m ³	16.66	15.83	18.79	19.91
	• Freshwater (≤1,000 mg/L Total Dissolved Solids)	Million m ³	16.66	15.83	18.79	19.91
	Reused and recycled water	Million m ³	0.75	0.41	0.39	0.76
	Net water use intensity per revenue unit	m ³ per million Baht	14.26	9.26	7.93	8.07
303-4(a) 2018	Water discharge	Million m ³	8.89	10.42	12.03	13.56
303-4(b) 2018	Treated wastewater (TDS ≤1,000 mg/L)	Million m ³	0.19	0.74	0.16	0.17
	• COD	mg/L	485.00	205.44	40.07	40.00
		kg	7,657.68	60,793.06	6,546.79	6,830.59
	• BOD	mg/L	60.80	63.97	2.18	2.24
		kg	997.88	22,578.32	356.91	383.23
	• Total dissolved solids (TDS)	mg/L	3,889.00	919.23	531.80	549.29
		kg	62,495.02	169,244.54	86,887.51	93,798.95
303-4(b) 2018	Treated wastewater (TDS > 1,000 mg/L)	Million m ³	0.43	N/A	N/A	N/A
	• COD	mg/L	2,537.80	N/A	N/A	N/A
		kg	90,169.59	N/A	N/A	N/A
	• BOD	mg/L	775.73	N/A	N/A	N/A
		kg	27,653.85	N/A	N/A	N/A
	• Total dissolved solids (TDS)	mg/L	16,279.33	N/A	N/A	N/A
		kg	581,180.73	N/A	N/A	N/A

GRI Standard	Required Data	Unit	2020	2021	2022	2023
303-4(b) 2018	Treated wastewater send 3 rd party (TDS ≤ 1,000 mg/L)	Million m ³	N/A	N/A	0.25	0.30
	• COD	mg/L	N/A	N/A	89.28	92.51
		kg	N/A	N/A	12,622.52	27,927.46
	• BOD	mg/L	N/A	N/A	15.94	17.77
		kg	N/A	N/A	2,519.93	5,364.51
	• Total dissolved solids (TDS)	mg/L	N/A	N/A	1,400.69	557.14
		kg	N/A	N/A	143,541.21	168,195.91
303-4(b) 2018	Treated wastewater send 3 rd party (TDS > 1,000 mg/L)	Million m ³	N/A	N/A	0.36	0.41
	• COD	mg/L	N/A	N/A	422.85	40.97
		kg	N/A	N/A	153,905.29	16,859.08
	• BOD	mg/L	N/A	N/A	42.12	760
		kg	N/A	N/A	15,330.82	3,129.32
	• Total dissolved solids (TDS)	mg/L	N/A	N/A	1,211.18	1,334.97
		kg	N/A	N/A	440,835.69	549,345.27
303-5	Net water consumption	Million m ³	7.79	5.44	6.76	7.44
305-2 (a) 2016	Total GHG emissions	tCO ₂ e	1,808,509.72	1,778,726.26	1,936,757.61	2,019,394.74
305-1 (a) 2016	Direct (Scope 1) GHG emissions	tCO ₂ e	236,045.11	324,357.53	435,377.38	497,066.35
	• Fugitive Emissions	tCO ₂ e	194,989.93	277,558.52	384,212.73	448,091.62
	• Methane from wastewater treatment	tCO ₂ e	819.66	1,230.88	556.81	31.90
	• Stationary combustion	tCO ₂ e	30,428.86	29,598.88	30,645.31	30,955.91
	• Mobile combustion	tCO ₂ e	9,253.95	14,834.57	18,575.28	16,751.74
305-1 (c) 2016	• Biogenic combustion	tCO ₂ e	552.71	1,134.68	1,387.26	1,235.17

GRI Standard	Required Data	Unit	2020	2021	2022	2023
305-2 (a) 2016	Indirect (Scope 2) GHG emissions	tCO ₂ e	1,572,464.61	1,454,368.73	1,501,380.23	1,522,328.39
	• Electricity purchased	tCO ₂ e	1,572,464.61	1,454,368.73	1,501,380.23	1,522,328.39
	GHG reduction from alternative energy consumption	tCO ₂ e	12,269.38	22,172.73	58,326.81	147,788.21
305-4 (a) 2016	Direct and indirect (Scope 1 and Scope 2) per revenue unit	tCO ₂ e	3.31	3.03	2.27	2.19
305-3 (a) 2016	Other indirect (Scope 3) GHG emissions	tCO ₂ e	243,098.87	13,131,498.28	13,191,694.60	15,186,203.54
	• Purchase goods and service	tCO ₂ e	N/A	12,824,060.79	12,525,820.40	13,964,445.28
	• capital goods	tCO ₂ e	N/A	N/A	47,305.39	36,591.80
	• Fuel-and energy related activities	tCO ₂ e	N/A	N/A	N/A	345,694.47
	• Upstream transportation and distribution	tCO ₂ e	141,122.76	197,321.23	268,798.35	205,168.47
	• Waste Generated in Operations	tCO ₂ e	90,956.37	99,866.65	90,303.47	99,349.12
	• Business travel (by planes)	tCO ₂ e	793.62	141.36	2,077.74	1,355.88
	• Employee Commuting	tCO ₂ e	N/A	N/A	153,865.70	400,005.84
	• Downstream transportation and distribution	tCO ₂ e	N/A	N/A	94,192.64	81,390.99
	• Use of sold products	tCO ₂ e	N/A	N/A	N/A	41,060.17
	• End-of-life treatment of sold products (Golden banana)	tCO ₂ e	10,226.12	10,108.25	9,330.91	11,141.53
	GHG reduction from decreased consumption of single use plastic bag	tCO ₂ e	85,212.55	265,268.48	250,615.62	258,352.23
	Percentage of the stores that have been designed or renovated for mitigating flood comparing to total store locating in flood risk areas	Percentage	N/A	52	52	6.16
306-3 (a) 2020	Total waste generated	Tonnes	182,442.19	219,409.69	207,701.67	154,139.53
306-4 (a) 2020	Total waste diverted from disposal	Tonnes	123,944.17	157,037.00	150,507.61	98,383.98
306-4 (b) 2020	Hazardous waste	Tonnes	45.83	24.81	186.31	184.54
	• Reused	Tonnes	45.83	24.81	186.31	184.54

GRI Standard	Required Data	Unit	2020	2021	2022	2023
306-4 (c) 2020	Non-hazardous waste	Tonnes	123,898.34	157,012.19	150,321.30	98,199.44
	• Reused	Tonnes	90.28	82.33	367.64	74.67
	• Recycling	Tonnes	117,194.78	149,385.17	139,798.98	87,081.54
	• Composting	Tonnes	6,613.28	7,254.84	10,058.43	9,594.63
	• Others (animal husbandry)	Tonnes	0	289.86	96.25	1,448.60
306-5 (a) 2020	Total waste directed to disposal	Tonnes	58,498.02	62,372.70	57,194.06	55,755.55
306-5 (b) 2020	Hazardous waste	Tonnes	26.31	106.73	232.91	24.60
	• Energy recovery (used for mixed fuel)	Tonnes	13.57	23.45	18.86	20.57
	• Incineration	Tonnes	7.29	74.89	14.25	1.01
	• Landfill	Tonnes	5.45	8.39	199.80	3.02
306-5 (c) 2020	Non-hazardous waste	Tonnes	58,471.71	62,265.97	56,961.15	55,730.95
	• Energy recovery (used for mixed fuel)	Tonnes	1,730.71	1,963.33	2,667.67	2,667.69
	• Incineration	Tonnes	0	5.41	36.91	39.07
	• Landfill	Tonnes	56,741.00	60,297.23	54,256.57	53,024.19
	Percentage of total waste diverted from disposal per total waste generated	Percentage	67.94	71.57	72.46	63.83
306-3 (a) 2020	Total food waste	Tonnes	65,347.90	66,983.07	64,410.08	66,710.99
	• Fruits and vegetables	Tonnes	7,764	19,899.06	21,304.13	22,504.43
	• Meats and seafood	Tonnes	6,408	3,766.27	4,534.33	5,870.18
	• Dairy	Tonnes	2,381	2,315.32	3,582.20	813.20
	• Ready to eat (RTE)	Tonnes	22,106	18,041.47	16,959.04	19,919.74
	• Beverage	Tonnes	1,794.25	1,265.83	1,503.45	1,425.32
	• Process food	Tonnes	1,076.70	655.59	1,962.90	1,962.29
	• Bakery	Tonnes	15,235.46	12,593.43	14,252.95	13,506.50
	• Others	Tonnes	8,582.51	8,446.11	311.08	709.35

GRI Standard	Required Data	Unit	2020	2021	2022	2023
306-4 (a) 2020	Food waste utilization	Tonnes	18,033.87	12,611.83	16,260.86	17,345.76
	• Delivered for further consumption (Reduce)	Tonnes	0	0	0	219.74
	• be used as animal feed (Reuse)	Tonnes	17,476.17	12,014.58	14,926.75	15,974.87
	• reuse making fertilizer, biogas (Recycle)	Tonnes	59.91	508.76	1,321.16	931.06
	• used to produce energy (Energy Recovery)	Tonnes	497.80	88.49	12.94	220.08
306-5 (a) 2020	Total food waste directed to disposal	Tonnes	47,314.03	54,371.24	48,149.22	49,365.23
	• Landfill	Tonnes	47,314.03	54,371.24	48,149.22	49,365.23
	Food waste prevention	Tonnes	N/A	21,314.71	31,230.11	28,634.85
	• Order optimization	Tonnes	N/A	5,079.31	7,293.17	7,371.25
	• Material for new product	Tonnes	N/A	1,969.00	9,848.36	6,650.00
	• Animal feed	Tonnes	N/A	14,225.00	13,740.13	14,096.63
	• continue consumption (Reduce)	Tonnes	0	41.40	348.45	516.98

Breakdown food waste data set was sub-set of and included in total waste generated which is presenting above

Remarks

- N/A = Not Available
- Energy consumption in Joules is the multiple of fuel volume and the conversion factor of each fuel type (referencing the Department of Alternative Energy Development and Efficiency : DEDE)
- Total energy consumption used Equal to the sum of the amount of energy used up The amount of renewable energy and the amount of electricity purchased from outside
- Energy intensity is total energy consumption per revenue unit, equivalent to total energy used per million Baht revenue
- Total water withdrawal is equivalent to groundwater withdrawal, added to water from external provider, such as Metropolitan waterworks authority, provincial waterworks authority, and landlords
- Total water withdrawal from water stressed areas, as analyzed by Aqueduct Water Risk Atlas (Aqueduct Global Maps 3.0) from World Resources Institute (WRI)
- GHG emissions is calculated from activities emitting GHG multiples with GHG emissions coefficient, in reference to IPCC 5th Assessment Report, Thailand Greenhouse Gas Management Organization (Public Organization). It is reported as carbon dioxide equivalent, according to GHG Protocol for scope 1, 2, and 3 GHG emissions
- Total amount of direct greenhouse gases Covers the amount of GHG emissions from the wastewater treatment process. Combustion of moving fuel Biofuel combustion Stationary fuel combustion and refrigerant leaks (except R22)
- Indirect GHG emissions from energy consumption is equivalent to GHG emissions from electricity purchased externally multiplies by GHG coefficient, Energy Policy and Planning Office (EPPO)
- GHG emissions reduced from plastic packaging usage, calculated from decreased usage of plastic bag and single-use plastic packaging such as spoons, forks, straws, glasses, etc. at 7-Eleven stores multiplied by GHG emissions coefficient
- GHG emissions per revenue is equivalent to the ratio of direct and indirect GHG emissions per energy consumption per million Baht revenue
- Total waste data is covered food waste
- Data boundary of volume and character of wastewater is covered food manufacturing factory located in Lat Krabang, Lat Lum Kao, and Chon Buri areas



Sustainability Performance Data 2023 :

Human Resources

GRI standard	Required Data	Unit	2020			2021			2022			2023			
			Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	
2	Workforce														
2-7	Total Employee	Persons	34,585	67,642	102,227	54,820	99,613	154,433	59,367	108,034	167,401	64,189	116,919	181,108	
		FTE	N/A	N/A	N/A	51,558	90,465	142,023	57,057	99,797	156,854	62,707	110,934	173,641	
2-7a	By Based Location														
	• Thailand	Persons	N/A	N/A	N/A	N/A	N/A	N/A	57,493	106,117	163,610	62,132	114,853	176,985	
		FTE	N/A	N/A	N/A	N/A	N/A	N/A	54,792	97,482	152,274	60,219	108,413	168,631	
	• Cambodia	Persons	N/A	N/A	N/A	N/A	N/A	N/A	629	623	1,252	742	748	1,490	
		FTE	N/A	N/A	N/A	N/A	N/A	N/A	762	757	1,519	921	929	1,850	
	• Laos	Persons	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	96	22	118	
		FTE	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	94	22	116	
	• Malaysia	Persons	N/A	N/A	N/A	N/A	N/A	N/A	1	O	1	1	O	1	
		FTE	N/A	N/A	N/A	N/A	N/A	N/A	1	O	1	1	O	1	
	• China	Persons	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	13	7	20	
		FTE	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	13	7	20	
	• Vietnam	Persons	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	O	O	O	
		FTE	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	O	O	O	
	• Other	Persons	N/A	N/A	N/A	N/A	N/A	N/A	N/A	1,244	1,294	2,538	1,205	1,289	2,494
		FTE	N/A	N/A	N/A	N/A	N/A	N/A	N/A	1,501	1,558	3,059	1,460	1,564	3,024
2-7b	By Employment Contract														
	• Permanent employee	Persons	34,585	67,642	102,227	54,820	99,613	154,433	58,561	107,086	165,647	62,487	115,249	177,736	
		FTE	N/A	N/A	N/A	N/A	N/A	N/A	56,253	98,859	155,112	60,878	109,197	170,075	
	• Temporally employee	Persons	N/A	N/A	N/A	N/A	N/A	N/A	806	948	1,754	1,702	1,670	3,372	
		FTE	N/A	N/A	N/A	N/A	N/A	N/A	803	938	1,741	1,829	1,738	3,567	
405-1	Diversity of employees														
	By Management Level														
	• Top Management	Persons	32	24	56	95	57	152	96	56	152	122	102	224	
		FTE	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	120	101	221	
	• Management	Persons	1,259	1,591	2,850	1,614	1,946	3,560	1,656	2,173	3,829	1,525	1,927	3,452	
		FTE				N/A	N/A	N/A	N/A	N/A	1,486	1,871	3,357		
	• Junior Management	Persons				2,897	4,456	7,353	3,218	5,018	8,236	2,323	3,994	6,317	
		FTE				N/A	N/A	N/A	N/A	N/A	N/A	2,258	3,870	6,128	

GRI standard	Required Data	Unit	2020			2021			2022			2023		
			Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
	• Officer	Persons	33,294	66,027	99,321	50,214	93,154	143,368	54,397	100,787	155,184	60,219	110,896	171,115
		FTE	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	58,844	105,093	163,937
	By Nationality													
	• Thai	Persons	N/A	N/A	N/A	53,304	98,069	151,373	57,490	106,119	163,609	61,424	114,409	175,833
		FTE	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	59,364	107,879	167,243
	• Cambodian	Persons	N/A	N/A	N/A	N/A	N/A	730	629	623	1,252	1,097	998	2,095
		FTE	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	1,355	1,225	2,580
	• Burmese	Persons	N/A	N/A	N/A	N/A	N/A	2,227	1,171	1,282	2,453	1,515	1,475	2,990
		FTE	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	1,838	1,794	3,632
	• Korean	Persons	N/A	N/A	N/A	N/A	N/A	2	1	0	1	1	1	2
		FTE	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	1	1	2
	• Indian	Persons	N/A	N/A	N/A	N/A	N/A	0	35	3	38	10	1	11
		FTE	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	10	1	11
	• Australian	Persons	N/A	N/A	N/A	N/A	N/A	5	2	1	3	2	1	3
		FTE	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	2	1	3
	• Other	Persons	N/A	N/A	N/A	N/A	N/A	96	39	6	45	140	34	174
		FTE	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	138	34	171
	By Age													
	• Under 30 years old	Persons	18,218	37,306	55,524	30,024	54,906	84,930	33,149	60,148	93,297	36,001	64,972	100,973
		FTE	N/A	N/A	N/A	N/A	N/A	N/A	31,655	54,984	86,639	35,038	61,302	96,340
	• 30-50 years old	Persons	15,717	29,203	44,920	23,680	42,953	66,633	24,932	45,799	70,731	26,665	49,524	76,189
		FTE	N/A	N/A	N/A	N/A	N/A	N/A	24,138	42,750	66,888	26,190	47,249	73,438
	• Over 50 years old	Persons	650	1,133	1,783	1,116	1,754	2,870	1,286	2,087	3,373	1,523	2,423	3,946
		FTE	N/A	N/A	N/A	N/A	N/A	N/A	1,264	2,063	3,327	1,479	2,384	3,863
	By Religion													
	• Buddhist	Persons	N/A	N/A	96,180	33,566	63,637	97,203	38,349	72,836	111,185	43,545	82,137	125,682
		FTE	N/A	N/A	N/A	N/A	N/A	N/A	36,199	65,224	101,422	41,607	75,919	117,526
	• Christian	Persons	N/A	N/A	599	278	356	634	298	403	701	179	256	435
FTE		N/A	N/A	N/A	N/A	N/A	N/A	279	362	641	172	243	416	
• Islamic	Persons	N/A	N/A	4,882	1,505	3,348	4,853	1,933	4,466	6,399	1,345	2,420	3,765	
	FTE	N/A	N/A	N/A	N/A	N/A	N/A	1,823	3,950	5,773	1,311	2,247	3,558	

[illegible]

GRI standard	Required Data	Unit	2020			2021			2022			2023			
			Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	
401-1	Turnover														
	Total number of resigned employees	Persons	12,022	23,086	35,108	28,774	52,148	80,922	36,743	61,456	98,199	31,600	55,815	87,415	
	Turnover Rate	%	34.34			52.40			58.66			48.27			
	By Age														
	• Under 30 years old	Persons	N/A	N/A	26,996	22,826	40,197	63,023	28,849	46,631	75,480	24,701	42,101	66,802	
	• 30-50 years old	Persons	N/A	N/A	7,871	5,827	11,730	17,557	7,687	14,525	22,212	6,734	13,437	20,171	
	• Over 50 years old	Persons	N/A	N/A	241	121	221	342	207	300	507	165	277	442	
	By Nationality														
	• Thai	Persons	N/A	N/A	N/A	28,437	51,804	80,241	36,349	61,112	97,461	30,937	55,264	86,201	
	• Cambodian	Persons	N/A	N/A	N/A	131	157	288	177	168	345	379	346	725	
	• Burmese	Persons	N/A	N/A	N/A	205	186	391	206	174	380	278	202	480	
	• Korean	Persons	N/A	N/A	N/A	0	0	0	3	0	3	1	0	1	
	• Indian	Persons	N/A	N/A	N/A	1	0	1	0	0	0	0	1	1	
	• Australian	Persons	N/A	N/A	N/A	0	0	0	0	0	0	0	0	0	
	• Other	Persons	N/A	N/A	N/A	0	1	1	8	2	10	5	2	7	
	401-1	Voluntary Turnover													
		Number of voluntarily resigned employees	Persons	N/A	N/A	N/A	26,340	48,587	74,927	31,669	55,312	86,981	23,930	43,539	67,469
Voluntary resignation rate		%	32.90			48.52			51.96			37.25			
By Age															
• Under 30 years old		Persons	N/A	N/A	N/A	20,950	37,589	58,539	25,060	42,439	67,499	18,851	33,243	52,094	
• 30-50 years old		Persons	N/A	N/A	N/A	5,317	10,849	16,166	6,452	12,670	19,122	5,011	10,163	15,174	
• Over 50 years old		Persons	N/A	N/A	N/A	73	149	222	157	203	360	68	133	201	
By Nationality															
• Thai		Persons	N/A	N/A	N/A	26,005	48,243	74,248	31,277	54,969	86,246	23,531	43,149	66,680	
• Cambodian		Persons	N/A	N/A	N/A	130	157	287	177	168	345	275	272	547	
• Burmese		Persons	N/A	N/A	N/A	204	186	390	204	173	377	119	115	234	
• Korean		Persons	N/A	N/A	N/A	0	0	0	3	0	3	1	0	1	

GRI standard	Required Data	Unit	2020			2021			2022			2023		
			Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
	• Indian	Persons	N/A	N/A	N/A	1	0	1	0	0	0	0	1	1
	• Australian	Persons	N/A	N/A	N/A	0	0	0	0	0	0	0	0	0
	• Other	Persons	N/A	N/A	N/A	0	1	1	8	2	10	4	2	6
401-3	Parental Leave													
401-3a	• Number of employees entitled to maternity leave/child care	Persons	N/A	N/A	N/A	N/A	N/A	N/A	50,705	107,073	157,778	52,763	115,869	168,632
401-3b	• Number of employees taking parental leave	Persons	N/A	N/A	3,592	556	4,598	5,154	785	4,546	5,331	1,135	5,154	6,289
401-3c	• Number of employees returned to work after parental leave	Persons	N/A	N/A	3,225	518	4,374	4,892	773	3,977	4,750	1,058	4,661	5,719
401-3d	• Number of employees returned to work after parental leave and were still employed up to 12 months	Persons	N/A	N/A	N/A	N/A	2,485	2,485	597	3,368	3,965	905	4,116	5,021
401-3e	• Retention rate of employees taking parental leave	%	89.78			10.05	84.87	94.92	14.50	74.60	89.10	93.22	90.43	90.94
	Collective Bargaining Agreements													
	• Employee Representative under welfare committee	%	100			100			100			100		
404-1	Training and Education													
	• Average hours of training	Hours/ Person/ year	17.35	20.47	18.91	18.25	21.96	20.11	30.03	30.29	30.20	35.18	33.74	34.25
	• Average hours of training	Hours/ FTE	N/A	N/A	N/A	N/A	N/A	N/A	31.25	32.79	32.23	36.01	35.56	35.73

GRI standard	Required Data	Unit	2020			2021			2022			2023		
			Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
	By Age													
	• Under 30 years old	Hours/ Person/ year	N/A	N/A	N/A	N/A	N/A	N/A	29.29	29.99	29.74	43.23	45.22	44.51
		Hours/ FTE	N/A	N/A	N/A	N/A	N/A	N/A	30.68	32.81	32.03	44.42	47.93	46.65
	• 30-50 years old	Hours/ Person/ year	N/A	N/A	N/A	N/A	N/A	N/A	33.33	33.97	33.71	25.27	19.41	21.46
		Hours/ FTE	N/A	N/A	N/A	N/A	N/A	N/A	34.35	39.71	39.24	25.73	20.34	22.26
	• Over 50 years old	Hours/ Person/ year	N/A	N/A	N/A	N/A	N/A	N/A	35.37	35.27	35.31	18.45	18.93	18.75
		Hours/ FTE	N/A	N/A	N/A	N/A	N/A	N/A	35.99	35.67	35.79	19.00	19.24	19.15
	By Nationality													
	• Thai	Hours/ Person/ year	N/A	N/A	N/A	N/A	N/A	N/A	30.60	30.56	30.57	36.04	34.19	34.84
		Hours/ FTE	N/A	N/A	N/A	N/A	N/A	N/A	32.03	33.19	32.77	37.29	36.26	36.63
	• Cambodian	Hours/ Person/ year	N/A	N/A	N/A	N/A	N/A	N/A	11.15	11.09	11.12	12.91	12.54	12.74
		Hours/ FTE	N/A	N/A	N/A	N/A	N/A	N/A	9.78	10.05	9.92	10.45	10.22	10.34
	• Burmese	Hours/ Person/ year	N/A	N/A	N/A	N/A	N/A	N/A	10.98	11.64	11.33	13.26	12.14	12.70
		Hours/ FTE	N/A	N/A	N/A	N/A	N/A	N/A	9.64	10.55	10.11	10.93	9.98	10.46
	• Korean	Hours/ Person/ year	N/A	N/A	N/A	N/A	N/A	N/A	4.13	9.00	4.51	9.00	9.00	9.00
		Hours/ FTE	N/A	N/A	N/A	N/A	N/A	N/A	4.13	9.00	4.51	9.18	9.18	9.18
	• Indian	Hours/ Person/ year	N/A	N/A	N/A	N/A	N/A	N/A	68.50	3.50	46.83	2.73	0.50	2.53
		Hours/ FTE	N/A	N/A	N/A	N/A	N/A	N/A	68.50	3.50	46.83	2.79	0.51	2.58
	• Australian	Hours/ Person/ year	N/A	N/A	N/A	N/A	N/A	N/A	9.00	0.00	9.00	58.50	3.00	40.00
		Hours/ FTE	N/A	N/A	N/A	N/A	N/A	N/A	9.00	0.00	9.00	59.69	3.06	40.82

GRI standard	Required Data	Unit	2020			2021			2022			2023		
			Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
	• Other	Hours/ Person/ year	N/A	N/A	N/A	N/A	N/A	N/A	25.67	0.00	25.67	73.23	73.57	73.29
		Hours/ FTE	N/A	N/A	N/A	N/A	N/A	N/A	25.67	0.00	25.67	74.47	74.55	74.49
	By Function													
	• Operations (production department, sales department distribution center)	Hours/ Person/ year	N/A	N/A	N/A	N/A	N/A	N/A	27.35	26.83	26.93	39.57	35.00	36.50
		Hours/ FTE	N/A	N/A	N/A	N/A	N/A	N/A	28.44	28.18	28.22	40.74	37.03	38.26
	• Transport and distribution	Hours/ Person/ year	N/A	N/A	N/A	N/A	N/A	N/A	8.05	6.81	7.57	12.68	11.09	11.93
		Hours/ FTE	N/A	N/A	N/A	N/A	N/A	N/A	8.08	7.02	7.69	12.37	10.97	11.72
	• Office	Hours/ Person/ year	N/A	N/A	N/A	N/A	N/A	N/A	87.54	76.70	80.36	36.04	38.67	37.64
		Hours/ FTE	N/A	N/A	N/A	N/A	N/A	N/A	87.86	77.49	80.95	37.73	41.31	39.89
405-2	Ratio of average salary and remuneration of female to male													
By Level								2021		2022		2023		
• Executive (base salary only)								0.96		0.94		0.72		
• Executive (base salary+ other cash incentives)								1.10		0.96		0.71		
• Management (base salary only)								0.99		0.92		0.90		
• Management (base salary + other cash incentives)								0.99		0.90		0.90		
• Non-Management(base salary + other cash incentives)								0.97		0.97		1.01		

Remark

- N/A = Not Available



Sustainability Performance Data 2023 :

Occupational Safety, Health and Working Environment

Gri Standard	Required Data	Unit	2020		2021		2022		2023	
			Male	Female	Male	Female	Male	Female	Male	Female
Employee										
403-9 (a) (2018)	• The number of fatalities as a result of work-related injury	Persons	2		5		0		2	
			2	0	2	3	0	0	1	1
	• Death rate	Cases/ 1,000,000 work hours	0.008		0.013		0		0.004	
			0.02	0	0.013	0.013	0	0	0.006	0.004
	• The number of high-consequence work-related injuries (excluding fatalities)	Persons	1		3		2		6	
			0	1	2	1	1	1	2	4
	• High-consequence work-related injuries rate (excluding fatalities)	Cases/ 1,000,000 work hours	0.004		0.01		0.01		0.013	
			0	0.01	0.01	0.004	0.01	0.004	0.012	0.014
	• The number of recordable work-related injuries	Persons	539		771		720		969	
			252	287	351	420	366	354	480	489
	• Recordable work-related injuries rate	Cases/ 1,000,000 work hours	2.14		2.00		1.93		2.17	
			3.02	1.99	2.23	1.84	2.70	1.49	2.96	1.73
	• Lost-Time Injuries Frequency Rate (LTIFR)	Cases/ 1,000,000 work hours	1.66		1.69		1.65		1.83	
			2.21	1.38	1.80	1.62	2.22	1.29	2.36	1.52
	• The number of hours worked	Hours	251,718,321		386,155,115		372,331,111		445,788,461	
			83,430,837	168,287,484	157,467,972	228,687,144	135,490,551	236,840,560	162,351,256	283,437,205
403-10 (a) (2018)	• The number of fatalities as a result of work-related ill health	Persons	0		0		0		0	
			0	0	0	0	0	0	0	0
	• The number of cases of recordable work-related ill health	Cases	0		1		0		0	
			0	0	1	0	0	0	0	0
	• Occupational Illness Frequency Rate (OIFR)	Cases/ 1,000,000 work hours	0		0.003		0		0	
			0	0	0.01	0	0	0	0	0
Contractor										
403-9 (b) (2018)	• The number of fatalities as a result of work-related injury	Persons	3		9		12		6	
			2	1	8	1	7	5	2	4
	• Death rate	Cases/ 1,000,000 work hours	0.01		0.03		0.05		0.021	
			0.02	0.01	0.05	0.01	0.07	0.03	0.017	0.024
	• The number of high-consequence work-related injuries (excluding fatalities)	Persons	0		2		1		0	
			0	0	1	1	0	1	0	0
	• High-consequence work-related injuries rate (excluding fatalities)	Cases/ 1,000,000 work hours	0		0.007		0.004		0.000	
			0	0	0.01	0.01	0	0.01	0.00	0.00

Gri Standard	Required Data	Unit	2020		2021		2022		2023	
			Male	Female	Male	Female	Male	Female	Male	Female
	• The number of recordable work-related injuries	Persons	120		306		267		329	
			71	49	186	120	153	114	187	142
	• Recordable work-related injuries rate	Cases/ 1,000,000 work hours	0.52		1.00		1.01		1.13	
			0.80	0.34	1.16	0.82	1.42	0.72	1.55	0.84
	• Lost-Time Injuries Frequency Rate (LTIFR)	Cases/ 1,000,000 work hours	0.37		0.74		0.80		0.94	
			0.52	0.28	0.73	0.75	1.10	0.59	1.29	0.70
	• The number of hours worked	Hours	232,938,058		306,063,307		264,671,376		290,222,104	
			88,997,868	143,940,190	160,289,943	145,773,363	107,389,032	157,282,344	120,393,505	169,828,598
	• The number of fatalities as a result of work-related ill health	Persons	0		0		0		0	
			0	0	0	0	0	0	0	0
403-10 (b) (2018)	• The number of cases of recordable work-related ill health	Cases	0		0		0		0	
			0	0	0	0	0	0	0	0
	• Occupational Illness Frequency Rate (OIFR) (OIFR)	Cases/ 1,000,000 work hours	0		0		0		0	
			0	0	0	0	0	0	0	0

Remark:

1) Types of accident-related injuries cases of high-consequence work-related injuries of employees and contractor in 2023 include:

- Employees, 1 cases, disability type (loss of organs, limbs), 2 case (laceration), 3 case (Fracture)

2) In 2023, the scope of employee data reporting was expanded.

Covering subsidiaries as follows:

- Ek-Chai Distribution System Co.,Ltd. Start reporting data from the year 2021 onwards
- CP ALL Plc. expanded its scope to cover Education area and does not include information on stores that have sub-licensed rights in the territory (Sub-area)
- CPRAM Co., Ltd. reports covering all areas

3) In 2023, the scope of contractor data reporting was expanded as follows:

- CP ALL Plc. report data of Education contractors
- Ek-Chai Distribution System Co.,Ltd. report data of construction contractor, facility Management contractor, security Officer, housekeeper, product introduction staff at the branch (PC), food shop staff for rent and transportation contractor
- CPRAM Co., Ltd reports information on transport contractors. Construction contractor and the contractor driving Troy

4) The formula for calculating safety data for the year 2023 is as follows:

- High-consequence work-related injuries rate (excluding fatalities) = Total number of work-related injury (cases) that results in an injury which the worker cannot expected to recover fully to pre-injury health status within 6 months over the reporting period X 1,000,000 hours worked / Number of hours worked (over the reporting period).
- Recordable work-related injuries rate = Total number of injuries (cases) at all levels including work-related injury from restricted work, beyond first-aid level ,lost-day level to severity level, disability until fatalities X 1,000,000 / Number of hours worked (over the reporting period).
- Lost-Time Injuries Frequency Rate (LTIFR) = Total number of lost time injuries (cases) over the reporting period x 1,000,000 hours worked / Total hours worked (over the reporting period).
- Occupational Illness Frequency Rate (OIFR) = Total number of occupational diseases (cases) over the reporting period x 1,000,000 hours worked / Total hours worked (over the reporting period).



Sustainability Performance Data 2023 :

Health and Well-Being

GRI standard	Categoies	Unit	2020	2021	2022	2023
Health and Well-Being						
G4 - FP6	Percentage of total sales volume of consumer products, that are lowered in saturated fats, trans fats, sodium, sugars and added sugars	Percentage (%)	0.12	0.21	2.68	2.36
	• Ready to eat		0.01	0.17	2.16	2.05
	• Packaged Beverage (exc. Alcoholic)		0.11	0.04	0.40	0.23
	• Process food		0.00	0.00	0.12	0.08
G4 - FP7	Percentage of total sales volume of consumer products, that contain nutrition ingredients like fiber, vitamins, minerals, photochemicals or functinal food additives	Percentage (%)	0.66	0.10	0.35	0.55
	• Ready to eat		0.10	0.09	0.17	0.26
	• Packaged Beverage (exc. Alcoholic)		0.56	0.01	0.18	0.29
	• Process food		0.00	0.00	0.00	0.00
	Percentage of total sales volume of consumer products that are renovated/reformulated	Percentage (%)	0.71	0.07	0.02	0.42
	• Ready to eat		0.21	0.07	0.02	0.07
	• Packaged Beverage (exc. Alcoholic)		0.50	0.00	0.00	0.20
	• Process food		0.00	0.00	0.00	0.15

Remark :

- The reporting data is covered only scope of private brand (PB) that sells through various CP ALL's channels both online and offline
- The reporting data is covered the products that certified "healthier choice", and the formula adjusted products that aligned with the laws and the international/local accepted standards i.e. Notification of the Ministry of Public Health (No. 182) BE.2541



GRI Content Index

GRI Standard/ Other Source	Disclosures	Chapter	Page/ Website	Omission			External Assurance
				Requirement (S) Omitted	Reason	Explanation	
General Standard Disclosure							
GRI 2: General Disclosures 2021							
Organization and its reporting practices							
	2-1	Organization details	Collaborative Value Chain for Everyone’s Happiness	10-14	Not permitted for the disclosure or that a GRI Sector Standard reference number is not available.		
			Emphasis on All Material Issues for Sustainability in All Dimensions	32-40			
			CPALL Website: About CPALL	https://www.cpall.co.th/en/about-us			
	2-2	Entities included in the organization’s sustainability reporting	Emphasis on All Material Issues for Sustainability in All Dimensions	32-40			
			Annual Report	197-360			
			CPALL Website: Our Business	https://www.cpall.co.th/en/about-us/our-business			
	2-3	Reporting period, frequency and contact point	Collaborative Value Chain for Everyone’s Happiness	10-14			
			Emphasis on All Material Issues for Sustainability in All Dimensions	32-40			
			Emphasis on All Material Issues for Sustainability in All Dimensions	https://www.cpall.co.th/en/sustain/materiality-issues			
	2-4	Restatements of information	Annual Report	There was no significant change from the previous reporting period			
	2-5	External assurance	Emphasis on All Material Issues for Sustainability in All Dimensions	32-40			
			Appendix	292-293			
Activities and workers							
	2-6	Activities, value chain and other business relationships	Collaborative Value Chain for Everyone’s Happiness	10-14	Not permitted for the disclosure or that a GRI Sector Standard reference number is not available.		
			Annual Report	73			
			CPALL Website: Our Business	https://www.cpall.co.th/en/about-us/our-business			

GRI Standard/ Other Source		Disclosures	Chapter	Page/ Website	Omission			External Assurance
					Requirement (S) Omitted	Reason	Explanation	
	2-7	Employees	Collaborative Value Chain for Everyone's Happiness	10	Not permitted for the disclosure or that a GRI Sector Standard reference number is not available.			
			Appendix	258				
			CPALL Website: Our Workforce	https://www.cpall.co.th/en/sustain/social-dimension/personnel				
	2-8	Workers who are not employees	Appendix	259				
			CPALL Website: Our Workforce	https://www.cpall.co.th/en/sustain/social-dimension/personnel				
Governance								
	2-9	Governance structure and composition	Corporate Governance and Anti-Corruption	131	Not permitted for the disclosure or that a GRI Sector Standard reference number is not available.			
			CPALL Website: Corporate Governacne	https://www.cpall.co.th/en/sustain/economic-dimension/corporate-governance				
	2-10	Nomination and selection of the highest governance body	Annual Report	139-141				
	2-11	Chair of the highest governance body	Annual Report	12-13, 133				
	2-12	Role of the highest governance body in overseeing the management of impacts	Corporate Governance and Anti-Corruption	126-147				
			Annual Report	129-133				
			CPALL Website: Corporate Governacne	https://www.cpall.co.th/en/sustain/economic-dimension/corporate-governance				
	2-13	Delegation of responsibility for managing impacts	Annual Report	132				
	2-14	Role of the highest governance body in sustainability reporting	Corporate Governance and Anti-Corruption	126-147				
			Annual Report	137-139				
			CPALL Website: Corporate Governacne	https://www.cpall.co.th/en/sustain/economic-dimension/corporate-governance				

GRI Standard/ Other Source		Disclosures	Chapter	Page/ Website	Omission			External Assurance
					Requirement (S) Omitted	Reason	Explanation	
	2-15	Conflicts of interest	Annual Report	169-170	Not permitted for the disclosure or that a GRI Sector Standard reference number is not available.			
			Conflict of Interest Policy and Guidelines	https://www.cpall.co.th/wp-content/uploads/2020/11/Conflict-of-Interest-Policy-and-Guidelines.pdf				
	2-16	Communication of critical concerns	Corporate Governance and Anti-Corruption	126-147				
			CPALL Website: Anti Corruption	https://www.cpall.co.th/en/sustain/economic-dimension/anti-corruption				
	2-17	Collective knowledge of the highest governance body	Corporate Governance and Anti-Corruption	126-147				
			CPALL Website: Corporate Governacne	https://www.cpall.co.th/en/sustain/economic-dimension/corporate-governance				
	2-18	Evaluation of the performance of the highest governance body	Annual Report	162-165				
			CPALL Website: Corporate Governacne	https://www.cpall.co.th/en/sustain/economic-dimension/corporate-governance				
	2-19	Remuneration policies	Annual Report	166-168				
			CPALL Website: Corporate Governacne	https://www.cpall.co.th/en/sustain/economic-dimension/corporate-governance				
	2-20	Process to determine remuneration	Annual Report	149-150				
			CPALL Website: Corporate Governacne	https://www.cpall.co.th/en/sustain/economic-dimension/corporate-governance				
	2-21	Annual total compensation ratio	Annual Report	166-168				

GRI Standard/ Other Source	Disclosures	Chapter	Page/ Website	Omission			External Assurance
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Strategy, policies and practices							
	2-22	Statement on sustainable development strategy	Message from Chairman	4-7	Not permitted for the disclosure or that a GRI Sector Standard reference number is not available.		
	2-23	Policy commitments	Building on Ambition, Strategy for Sustainability	22-31			
			Corporate Governance and Anti-Corruption	126-147			
			CPALL Website: Corporate Governacne	https://www.cpall.co.th/en/sustain/economic-dimension/corporate-governance			
	2-24	Embedding policy commitments	Message from Chairman	4-7			
	2-25	Processes to remediate negative impacts	Corporate Governance and Anti-Corruption	132, 134-136			
			CPALL Website: Corporate Governacne	https://www.cpall.co.th/en/sustain/economic-dimension/corporate-governance			
	2-26	Mechanisms for seeking advice and raising concerns	Corporate Governance and Anti-Corruption	132, 134-136		✗	
			CPALL Website: Anti Corruption	https://www.cpall.co.th/en/sustain/economic-dimension/anti-corruption			
	2-27	Compliance with laws and regulations	Corporate Governance and Anti-Corruption	132		✗	
			CPALL Website: Corporate Governacne	https://www.cpall.co.th/en/sustain/economic-dimension/corporate-governance			
	2-28	Membership associations	Stakeholder Engagement	226-227			
			CPALL Website: Contributions to External Organization and Association	https://www.cpall.co.th/en/sustain/economic-dimension/contributions-to-external-organization-and-association			

GRI Standard/ Other Source	Disclosures	Chapter	Page/ Website	Omission			External Assurance			
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Stakeholder engagement										
	2-29	Approach to stakeholder engagement	Stakeholder Engagement	33, 224-239	Not permitted for the disclosure or that a GRI Sector Standard reference number is not available.					
			CPALL Website: Stakeholder Engagement Management	https://www.cpall.co.th/en/sustain/social-dimension/stakeholder-engagement-management						
	2-30	Collective bargaining agreements	Stakeholder Engagement	232						
			Occupational Health and Safety & Labor Practices	148-165						
			CPALL Website: Stakeholder Engagement Management	https://www.cpall.co.th/en/sustain/social-dimension/stakeholder-engagement-management						
			Appendix	263						
	Material Topics									
	GRI 3: Material topics 2021									
GRI 3: Material Topics 2021	3-1	Process to determine material topics	Emphasis on All Material Issues for Sustainability in All Dimensions	32-40				✕		
			CPALL Website: Material Issues	https://www.cpall.co.th/en/sustain/materiality-issues						
	3-2	List of material topics	Emphasis on All Material Issues for Sustainability in All Dimensions	36-38						
			CPALL Website: Material Issues	https://www.cpall.co.th/en/sustain/materiality-issues						
	3-3	Management of material topics	Emphasis on All Material Issues for Sustainability in All Dimensions	32-40						
			CPALL Website: Material Issues	https://www.cpall.co.th/en/sustain/materiality-issues						

GRI Standard/ Other Source	Disclosures	Chapter	Page/ Website	Omission			External Assurance	
				Requirement (S) Omitted	Reason	Explanation		
Climate Resilience								
Management Approach 2021								
GRI 3: Material Topics 2021	3-3	Management of material topics	Climate Resilience	42-44				
			CPALL Website: Climate Change Management	https://www.cpall.co.th/en/sustain/environmental-dimension/climate-change-management				
Emissions								
GRI 305: Emissions 2016	305-1	Direct (Scope 1) GHG emissions	Climate Resilience	44-45				
			Appendix	254				✗
			CPALL Website: Climate Change Management	https://www.cpall.co.th/en/sustain/environmental-dimension/climate-change-management				
	305-2	Energy indirect (Scope 2) GHG emissions	Climate Resilience	45				
			Appendix	255				✗
			CPALL Website: Climate Change Management	https://www.cpall.co.th/en/sustain/environmental-dimension/climate-change-management				
	305-3	Other indirect (Scope 3) GHG emissions • Purchase good and service • Capital goods • Fuel-and energy related activities • Upstream transportation and distribution • Waste generated in operations • Business Travel • Downstream Transportation and Distribution • Processing of sold products • Use of sold products • End-of-life treatment of sold products	Climate Resilience	47				✗
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			CPALL Website: Climate Change Management	https://www.cpall.co.th/en/sustain/environmental-dimension/climate-change-management				

GRI Standard/ Other Source		Disclosures	Chapter	Page/ Website	Omission			External Assurance
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	305-4	GHG emissions intensity	Climate Resilience	46				
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			CPALL Website: Climate Change Management	https://www.cpall.co.th/en/sustain/environmental-dimension/climate-change-management				
	305-5	Reduction of GHG emissions	Climate Resilience	46				
			CPALL Website: Climate Change Management	https://www.cpall.co.th/en/sustain/environmental-dimension/climate-change-management				
Efficient use of resources and Energy								
Management Approach 2021								
GRI 3: Material Topics 2021	3-3	Management of material topics	Efficient use of resources and Energy	54-56				
			CPALL Website: Energy Management	https://www.cpall.co.th/en/sustain/environmental-dimension/energy-conservation-management				
Energy								
GRI 302: Energy 2016	302-1	Energy consumption within the organization	Efficient use of resources and Energy	56-57				
			Appendix	252				✗
			CPALL Website: Energy Management	https://www.cpall.co.th/en/sustain/environmental-dimension/energy-conservation-management				
	302-3	Energy intensity	Efficient use of resources and Energy	56				
			Appendix	252				✗
			CPALL Website: Energy Management	https://www.cpall.co.th/en/sustain/environmental-dimension/energy-conservation-management				

GRI Standard/ Other Source		Disclosures	Chapter	Page/ Website	Omission			External Assurance
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	302-4	Reduction of energy consumption	Efficient use of resources and Energy	58-63				
			CPALL Website: Energy Management	https://www.cpall.co.th/en/sustain/environmental-dimension/energy-conservation-management				
	302-5	Reductions in energy requirements of products and services	Efficient use of resources and Energy	58-63				
			CPALL Website: Energy Management	https://www.cpall.co.th/en/sustain/environmental-dimension/energy-conservation-management				
Water and effluents								
GRI 303: Water and Effluents 2018	303-1	Interactions with water as a shared resource	Efficient use of resources and Energy	58-63				
			CPALL Website: Water Stewardship	https://www.cpall.co.th/en/sustain/environmental-dimension/water-stewardship				
	303-2	Management of water discharge-related impacts	Efficient use of resources and Energy	62-63				
			CPALL Website: Water Stewardship	https://www.cpall.co.th/en/sustain/environmental-dimension/water-stewardship				
	303-3	Water withdrawal	Efficient use of resources and Energy	62-63				
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			CPALL Website: Water Stewardship	https://www.cpall.co.th/en/sustain/environmental-dimension/water-stewardship				
	303-4	Water discharge	Efficient use of resources and Energy	62-63				
			Appendix	253				✗
			CPALL Website: Water Stewardship	https://www.cpall.co.th/en/sustain/environmental-dimension/water-stewardship				

GRI Standard/ Other Source		Disclosures	Chapter	Page/ Website	Omission			External Assurance	
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	303-5	Water consumption	Efficient use of resources and Energy	62-63					
			Appendix	252					X
			CPALL Website: Water Stewardship	https://www. cpall.co.th/en/ sustain/ environmental- dimension/ water- stewardship					
Sustainable Packaging Management									
Management Approach 2021									
GRI 3: Material Topics 2021	3-3	Management of material topics	Sustainable Packaging Management	64-67					
			CPALL Website: Sustainable Packaging Management	https://www. cpall.co.th/en/ sustain/ environmental- dimension/ sustainable- packaging-and- waste- management					
Materials									
GRI 301: Materials 2016	301-1	Materials used by weight or volume	Sustainable Packaging Management	67					
			CPALL Website: Sustainable Packaging Management	https://www. cpall.co.th/en/ sustain/ environmental- dimension/ sustainable- packaging-and- waste- management					
	301-2	Recycled input materials used	Sustainable Packaging Management	67, 72					
			CPALL Website: Sustainable Packaging Management	https://www. cpall.co.th/en/ sustain/ environmental- dimension/ sustainable- packaging-and- waste- management					
	301-3	Reclaimed products and their packaging materials	Sustainable Packaging Management	75-81					
			CPALL Website: Sustainable Packaging Management	https://www. cpall.co.th/en/ sustain/ environmental- dimension/ sustainable- packaging-and- waste- management					

GRI Standard/ Other Source	Disclosures	Chapter	Page/ Website	Omission			External Assurance		
				Requirement (S) Omitted	Reason	Explanation			
Sustainable Waste and Surplus Food Management									
Management Approach 2021									
GRI 3: Material Topics 2021	3-3	Management of material topics	Sustainable Waste and Surplus Food Management	82-86					
			CPALL Website: Sustainable Waste Management	https://www.cpall.co.th/en/sustain/environmental-dimension/sustainable-waste-management					
Waste									
GRI 306: Waste 2020	306-1	Waste generation and significant waste-related impacts	Sustainable Waste and Surplus Food Management	82-91					
			CPALL Website: Sustainable Waste Management	https://www.cpall.co.th/en/sustain/environmental-dimension/sustainable-waste-management					
	306-2	Management of significant waste-related impacts	Sustainable Waste and Surplus Food Management	82-91					
			CPALL Website: Sustainable Waste Management	https://www.cpall.co.th/en/sustain/environmental-dimension/sustainable-waste-management					
	306-3	Waste generated	Sustainable Waste and Surplus Food Management	82-91					
			Appendix	256					✗
			CPALL Website: Sustainable Waste Management	https://www.cpall.co.th/en/sustain/environmental-dimension/sustainable-waste-management					
	306-4	Waste diverted from disposal	Sustainable Waste and Surplus Food Management	82-91					
			Appendix	256					✗
			CPALL Website: Sustainable Waste Management	https://www.cpall.co.th/en/sustain/environmental-dimension/sustainable-waste-management					

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					Requirement (S) Omitted	Reason	Explanation		
	306-5	Waste directed to disposal	Sustainable Waste and Surplus Food Management	82-91					
			Appendix	257					✗
			CPALL Website: Sustainable Waste Management	https://www.cpall.co.th/en/sustain/environmental-dimension/sustainable-waste-management					
Social Impact & Economic Contribution									
Management Approach 2021									
GRI 3: Material Topics 2021	3-3	Management of material topics	Social Impact & Economic Contribution	92-95					
			CPALL Website: Creating Value for Society	https://www.cpall.co.th/en/sustain/social-dimension/creating-value-for-society					
Procurement practices									
GRI 204: Procurement Practices 2016	204-1	Proportion of spending on local suppliers	Social Impact & Economic Contribution	178					
			CPALL Website: Creating Value for Society	https://www.cpall.co.th/en/sustain/social-dimension/creating-value-for-society					
Local communities									
GRI 413: Local Communities 2016	413-1	Operations with local community engagement, impact assessments, and development programs	Social Impact & Economic Contribution	92-111					
			CPALL Website: Creating Value for Society	https://www.cpall.co.th/en/sustain/social-dimension/creating-value-for-society					
	413-2	Operations with significant actual and potential negative impacts on local communities	Social Impact & Economic Contribution	92-111					
			CPALL Website: Impact Measurement and Valuation	https://www.cpall.co.th/en/sustain/economic-dimension/impact-measurement-and-valuation					

GRI Standard/ Other Source	Disclosures	Chapter	Page/ Website	Omission			External Assurance		
				Requirement (S) Omitted	Reason	Explanation			
Health and Well Being									
Management Approach 2021									
GRI 3: Material Topics 2021	3-3	Management of material topics	Good Health & Well-being	112-115					
			CPALL Website: Product Management for Health and Nutrition	https://www.cpall.co.th/en/sustain/social-dimension/product-management-for-health-and-nutrition					
Marketing and labeling									
GRI 417: Marketing and Labeling 2016	417-1	Requirements for product and service information and labeling	Good Health & Well-being	118-119					
			CPALL Website: Product Management for Health and Nutrition	https://www.cpall.co.th/en/sustain/social-dimension/product-management-for-health-and-nutrition					
	417-2	Incidents of non-compliance concerning product and service information and labeling	Good Health & Well-being	125					
			CPALL Website: Product Management for Health and Nutrition	https://www.cpall.co.th/en/sustain/social-dimension/product-management-for-health-and-nutrition					
	417-3	Incidents of non-compliance concerning marketing communications	Good Health & Well-being	125					
			CPALL Website: Product Management for Health and Nutrition	https://www.cpall.co.th/en/sustain/social-dimension/product-management-for-health-and-nutrition					
GRI Sector Disclosure: Food Processing Sector									
GRI Sector Disclosure: Food Processing Sector	FP6	Percentage of Total Sales Volume of Consumer Products, by Product Category, that are Lowered in Saturated Fat, Trans Fats, Sodium and Added Sugars	Good Health & Well-being	115					
			Appendix	267					✕
			CPALL Website: Product Management for Health and Nutrition	https://www.cpall.co.th/en/sustain/social-dimension/product-management-for-health-and-nutrition					

GRI Standard/ Other Source		Disclosures	Chapter	Page/ Website	Omission			External Assurance
					Requirement (S) Omitted	Reason	Explanation	
	FP7	Percentage of total sales volume of consumer products, by product category, that contain increased nutritious ingredients like fiber, vitamins, minerals, phytochemicals or functional food additives	Good Health & Well-being	115				
			Appendix	267				✗
			CPALL Website: Product Management for Health and Nutrition	https://www.cpall.co.th/en/sustain/social-dimension/product-management-for-health-and-nutrition				
Corporate Governance and Anti-Corruption								
Management Approach 2021								
GRI 3: Material Topics 2021	3-1	Process to determine material topics	Corporate Governance and Anti-Corruption	126-130				✗
			CPALL Website: Corporate Governacne	https://www.cpall.co.th/en/sustain/economic-dimension/corporate-governance				
	3-3	Management of material topics	Corporate Governance and Anti-Corruption	126-130				
			CPALL Website: Corporate Governacne	https://www.cpall.co.th/en/sustain/economic-dimension/corporate-governance				
Economic performance								
GRI 201: Economic Performance 2016	201-1	Direct economic value generated and distributed	Annual Report	2-3, 83				
	201-2	Financial implications and other risks and opportunities due to climate change	Annual Report	66-67				
Anti-corruption								
GRI 205: Anti-corruption 2016	205-1	Operations assessed for risks related to corruption	Corporate Governance and Anti-Corruption	134-135				
			CPALL Website: Corporate Governacne	https://www.cpall.co.th/en/sustain/economic-dimension/corporate-governance				
	205-2	Communication and training about anti-corruption policies and procedures	Corporate Governance and Anti-Corruption	130, 133				
			CPALL Website: Corporate Governacne	https://www.cpall.co.th/en/sustain/economic-dimension/corporate-governance				

GRI Standard/ Other Source		Disclosures	Chapter	Page/ Website	Omission			External Assurance
					Requirement (S) Omitted	Reason	Explanation	
			Corporate Governance and Anti-Corruption	132, 134-136				
	205-3	Confirmed incidents of corruption and actions taken	CPALL Website: Anti Corruption	https://www. cpall.co.th/en/ sustain/ economic- dimension/ anti-corruption				
Anti-competitive behavior								
GRI 206: Anti- competitive Behavior 2016	206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Guideline and Policy on Trade Competition	https://www. cpall.co.th/ wp-content/ uploads/2020/ 11/CPALL- Guidelines- Trade- Competition- Policy_Rev01.pdf				
Tax								
GRI 207: Tax 2019	207-1	Approach to tax	Tax Strategy and Tax Policies	https://www. cpall.co.th/ wp-content/ uploads/2021/ 06/Tax-Policy- 2021-EN.pdf				
	207-2	Tax governance, control, and risk management	Tax Strategy and Tax Policies	https://www. cpall.co.th/ wp-content/ uploads/2021/ 06/Tax-Policy- 2021-EN.pdf				
	207-3	Stakeholder engagement and management of concerns related to tax	Tax Strategy and Tax Policies	https://www. cpall.co.th/ wp-content/ uploads/2021/ 06/Tax-Policy- 2021-EN.pdf				
	207-4	Country-by-country reporting	Tax Strategy and Tax Policies	https://www. cpall.co.th/ wp-content/ uploads/2021/ 06/Tax-Policy- 2021-EN.pdf				
Public policy								
GRI 415: Public Policy 2016	415-1	Political contributions	Financial Statements	https://www. cpall.co.th/en/ investor/ financial-info/ financial- statements				

GRI Standard/ Other Source	Disclosures	Chapter	Page/ Website	Omission			External Assurance
				Requirement (S) Omitted	Reason	Explanation	
Customer privacy							
GRI 418: Customer Privacy 2016	418-1		Corporate Governance and Anti-Corruption	132, 147			
		Substantiated complaints concerning breaches of customer privacy and losses of customer data	CPALL Website: Information Security / Cybersecurity & System Availability	https://www. cpall.co.th/en/ sustain/ economic- dimension/ information- security- cybersecurity- system- availability			
Occupational Health and Safety & Labor Practices							
Management Approach 2021							
GRI 3: Material Topics 2021	3-3		Occupational Health and Safety & Labor Practices	148-152			
		Management of material topics	CPALL Website: Occupational Health and Safety	https://www. cpall.co.th/en/ sustain/ social- dimension/ occupational- health-and- safety			
Employment							
GRI 401: Employment 2016	401-3		Occupational Health and Safety & Labor Practices	156			
		Parental leave	Appendix	262			
			CPALL Website: Our Workforce	https://www. cpall.co.th/en/ sustain/ social- dimension/ personnel			
Labor/management relations							
GRI 402: Labor/ Management Relations 2016	402-1		Occupational Health and Safety & Labor Practices	156			
		Minimum notice periods regarding operational changes	CPALL Website: Occupational Health and Safety	https://www. cpall.co.th/en/ sustain/ social- dimension/ occupational- health-and- safety			

GRI Standard/ Other Source	Disclosures	Chapter	Page/ Website	Omission			External Assurance
				Requirement (S) Omitted	Reason	Explanation	
Diversity and equal opportunity							
GRI 405: Diversity and Equal Opportunity 2016	405-1	Diversity of governance bodies and employees	Occupational Health and Safety & Labor Practices	152			
			Appendix	258			
			CPALL Website: Our Workforce	https://www. cpall.co.th/en/ sustain/ social- dimension/ personnel			
			CPALL Website: Human Rights	https://www. cpall.co.th/en/ sustain/ social- dimension/ human-rights			
	405-2	Ratio of basic salary and remuneration of women to men	Appendix	264			✗
Non-discrimination							
GRI 406: Non- discrimination 2016	406-1	Incidents of discrimination and corrective actions taken	Occupational Health and Safety & Labor Practices	151			
			CPALL Website: Human Rights	https://www. cpall.co.th/en/ sustain/ social- dimension/ human-rights			
Freedom of association and collective bargaining							
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Supplier Code of Conduct and Guideline	https://www. cpall.co.th/ wp-content/ uploads/2022/ 06/Supplier- Code-of- Conduct-en.pdf			
Child labor							
GRI 408: Child Labor 2016	408-1	Operations and suppliers at significant risk for incidents of child labor	Supplier Code of Conduct and Guideline	https://www. cpall.co.th/ wp-content/ uploads/2022/ 06/Supplier- Code-of- Conduct-en.pdf			
Forced or compulsory labor							
GRI 409: Forced or Compulsory Labor 2016	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	Supplier Code of Conduct and Guideline	https://www. cpall.co.th/ wp-content/ uploads/2022/ 06/Supplier- Code-of- Conduct-en.pdf			

GRI Standard/ Other Source	Disclosures	Chapter	Page/ Website	Omission			External Assurance
				Requirement (S) Omitted	Reason	Explanation	
Security practices							
GRI 410: Security Practices 2016	410-1	Security personnel trained in human rights policies or procedures	Occupational Health and Safety & Labor Practices	151, 155			
			CPALL Website: Our Workforce	https://www. cpall.co.th/en/ sustain/ social- dimension/ personnel			
			CPALL Website: Human Rights	https://www. cpall.co.th/en/ sustain/ social- dimension/ human-rights			
Rights of indigenous peoples							
GRI 411: Rights of Indigenous Peoples 2016	411-1	Incidents of violations involving rights of indigenous peoples	Occupational Health and Safety & Labor Practices	151			
			CPALL Website: Human Rights	https://www. cpall.co.th/en/ sustain/ social- dimension/ human-rights			
Occupational health and safety							
GRI 403: Occupational Health and Safety 2018	403-1	Occupational health and safety management system	Occupational Health and Safety & Labor Practices	157-159			
			CPALL Website: Occupational Health and Safety	https://www. cpall.co.th/en/ sustain/ social- dimension/ occupational- health-and- safety			
	403-2	Hazard identification, risk assessment, and incident investigation	Occupational Health and Safety & Labor Practices	158			
			CPALL Website: Occupational Health and Safety	https://www. cpall.co.th/en/ sustain/ social- dimension/ occupational- health-and- safety			
	403-3	Occupational health services	Occupational Health and Safety & Labor Practices	159-165			
			CPALL Website: Occupational Health and Safety	https://www. cpall.co.th/en/ sustain/ social- dimension/ occupational- health-and- safety			

GRI Standard/ Other Source	Disclosures	Chapter	Page/ Website	Omission			External Assurance
				Requirement (S) Omitted	Reason	Explanation	
403-4	Worker participation, consultation, and communication on occupational health and safety	Occupational Health and Safety & Labor Practices	161, 163-164				
		CPALL Website: Occupational Health and Safety	https://www.cpall.co.th/en/sustain/social-dimension/occupational-health-and-safety				
403-5	Worker training on occupational health and safety	Occupational Health and Safety & Labor Practices	161, 163-164				
		CPALL Website: Occupational Health and Safety	https://www.cpall.co.th/en/sustain/social-dimension/occupational-health-and-safety				
403-6	Promotion of worker health	Occupational Health and Safety & Labor Practices	161, 163-164				
		CPALL Website: Occupational Health and Safety	https://www.cpall.co.th/en/sustain/social-dimension/occupational-health-and-safety				
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Occupational Health and Safety & Labor Practices	161-164				
		CPALL Website: Occupational Health and Safety	https://www.cpall.co.th/en/sustain/social-dimension/occupational-health-and-safety				
403-8	Workers covered by an occupational health and safety management system	Occupational Health and Safety & Labor Practices	157				
		CPALL Website: Occupational Health and Safety	https://www.cpall.co.th/en/sustain/social-dimension/occupational-health-and-safety				

GRI Standard/ Other Source		Disclosures	Chapter	Page/ Website	Omission			External Assurance
					Requirement (S) Omitted	Reason	Explanation	
	403-9	Work-related injuries	Appendix	265				✗
			CPALL Website: Occupational Health and Safety	https://www.cpall.co.th/en/sustain/social-dimension/occupational-health-and-safety				
	403-10	Work-related ill health	Appendix	265-266				✗
			CPALL Website: Occupational Health and Safety	https://www.cpall.co.th/en/sustain/social-dimension/occupational-health-and-safety				
Human Capital Development								
Management Approach 2021								
GRI 3: Material Topics 2021	3-3	Management of material topics	Human Capital Development	166-169				
			CPALL Website: Human Capital Development	https://www.cpall.co.th/en/sustain/social-dimension/leadership-and-human-capital-development				
Employment								
GRI 401: Employment 2016	401-1	New employee hires and employee turnover	Appendix	261				
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Occupational Health and Safety	156				
			CPALL Website: Our Workforce	https://www.cpall.co.th/en/sustain/social-dimension/personnel				
Training and education								
GRI 404: Training and Education 2016`	404-1	Average hours of training per year per employee	Human Capital Development	169				
			Appendix	263-264				
			CPALL Website: Human Capital Development	https://www.cpall.co.th/en/sustain/social-dimension/leadership-and-human-capital-development				

GRI Standard/ Other Source		Disclosures	Chapter	Page/ Website	Omission			External Assurance
					Requirement (S) Omitted	Reason	Explanation	
	404-2	Programs for upgrading employee skills and transition assistance programs	Human Capital Development	170-174				
			CPALL Website: Human Capital Development	https://www.cpall.co.th/en/sustain/social-dimension/leadership-and-human-capital-development				
	404-3	Percentage of employees receiving regular performance and career development reviews	Human Capital Development	174				
			CPALL Website: Human Capital Development	https://www.cpall.co.th/en/sustain/social-dimension/leadership-and-human-capital-development				
Responsible Supply Chain Management								
Management Approach 2021								
GRI 3: Material Topics 2021	3-1	Process to determine material topics	Responsible Supply Chain	176-179				✗
			CPALL Website: Responsible Supply Chain	https://www.cpall.co.th/en/sustain/economic-dimension/supply-chain-management				
	3-3	Management of material topics	Responsible Supply Chain	176-179				
			CPALL Website: Responsible Supply Chain	https://www.cpall.co.th/en/sustain/economic-dimension/supply-chain-management				
Supplier environmental assessment								
GRI 308: Supplier Environmental Assessment 2016	308-1	New suppliers that were screened using environmental criteria	Responsible Supply Chain	180-181				✗
	308-2	Negative environmental impacts in the supply chain and actions taken						
DJSI	17.3	Supplier Screening	CPALL Website: Responsible Supply Chain	https://www.cpall.co.th/en/sustain/economic-dimension/supply-chain-management				
	17.4	Supplier Assessment and Development		https://www.cpall.co.th/en/sustain/economic-dimension/supply-chain-management				
	17.5	KPIs for Supplier Screening	Responsible Supply Chain	179				
	17.6	KPIs for supplier Assessment and Development	Responsible Supply Chain	179				

GRI Standard/ Other Source		Disclosures	Chapter	Page/ Website	Omission			External Assurance				
					Requirement (S) Omitted	Reason	Explanation					
Supplier social assessment												
GRI 414: Supplier Social Assessment 2016	414-1	New suppliers that were screened using social criteria	Responsible Supply Chain	180-181				X				
	414-2	Negative social impacts in the supply chain and actions taken										
DJSI	173	Supplier Screening	CPALL Website: Responsible Supply Chain	https://www.cpall.co.th/en/sustain/economic-dimension/supply-chain-management								
	174	Supplier Assessment and Development										
	175	KPIs for Supplier Screening	Responsible Supply Chain	179								
	176	KPIs for supplier Assessment and Development	Responsible Supply Chain	179								
Non-Material Topics												
Ecosystem and Biodiversity Protection												
Management Approach 2021												
GRI 3: Material Topics 2021	3-3	Management of material topics	Ecosystem and Biodiversity Protection	189-190								
			CPALL Website: Ecosystem and Biodiversity Protection	https://www.cpall.co.th/en/sustain/environmental-dimension/ecosystem-and-biodiversity-protection								
Biodiversity												
GRI 304: Biodiversity 2016	304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Ecosystem & Biodiversity Protection	191								
			CPALL Website: Ecosystem and Biodiversity Protection	https://www.cpall.co.th/en/sustain/environmental-dimension/ecosystem-and-biodiversity-protection								
	304-2	Significant impacts of activities, products and services on biodiversity	Ecosystem & Biodiversity Protection	191								
			CPALL Website: Ecosystem and Biodiversity Protection	https://www.cpall.co.th/en/sustain/environmental-dimension/ecosystem-and-biodiversity-protection								

GRI Standard/ Other Source	Disclosures	Chapter	Page/ Website	Omission			External Assurance
				Requirement (S) Omitted	Reason	Explanation	
	304-3	Habitats protected or restored	Ecosystem & Biodiversity Protection CPALL Website: Ecosystem and Biodiversity Protection https://www.cpall.co.th/en/sustain/environmental-dimension/ecosystem-and-biodiversity-protection				
Education and Lifelong Learning							
Management Approach 2021							
GRI 3: Material Topics 2021	3-3	Management of material topics	Education & Lifelong Learning CPALL Website: Educational Support https://www.cpall.co.th/en/sustain/social-dimension/educational-support	200-202			
Training and education							
GRI 404: Training and Education 2016	404-2	Programs for upgrading skills and transition assistance programs	Education & Lifelong Learning CPALL Website: Educational Support https://www.cpall.co.th/en/sustain/social-dimension/educational-support	203-213			
Food and Water Security and Access to Well Being							
Management Approach 2021							
GRI 3: Material Topics 2021	3-3	Management of material topics	Food and Water Security and Access to Well Being CPALL Website: Product Management for Health and Nutrition https://www.cpall.co.th/en/sustain/social-dimension/product-management-for-health-and-nutrition	214-217			

GRI Standard/ Other Source	Disclosures	Chapter	Page/ Website	Omission			External Assurance
				Requirement (S) Omitted	Reason	Explanation	
Customer health and safety							
GRI 416: Customer Health and Safety 2016	416-1	Assessment of the health and safety impacts of product and service categories	Food and Water Security and Access to Well Being	222			
			Supplier Code of Conduct and Guideline	https://www.cpall.co.th/wp-content/uploads/2022/06/Supplier-Code-of-Conduct-en.pdf			
			CPALL Website: Product Management for Health and Nutrition	https://www.cpall.co.th/en/sustain/social-dimension/product-management-for-health-and-nutrition			
	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	Food and Water Security and Access to Well Being	216			
CPALL Website: Product Management for Health and Nutrition			https://www.cpall.co.th/en/sustain/social-dimension/product-management-for-health-and-nutrition				
Innovation and Value Creation							
Management Approach 2021							
GRI 3: Material Topics 2021	3-3	Management of material topics	Innovation and Value Creation	240-241			
			CPALL Website: Innovation Management	https://www.cpall.co.th/en/sustain/economic-dimension/innovation-management			
Indirect economic impacts							
GRI 203: Indirect Economic Impacts 2016	203-1	Infrastructure investments and services supported	Innovation and Value Creation	243-244			
			CPALL Website: Innovation Management	https://www.cpall.co.th/en/sustain/economic-dimension/innovation-management			
	203-2	Significant indirect economic impacts	Innovation and Value Creation	243			
			CPALL Website: Innovation Management	https://www.cpall.co.th/en/sustain/economic-dimension/innovation-management			



United Nations Sustainability Development Goals

Goal	Description	Chapter
	End poverty in all its forms everywhere	- Social Impact and Economic Contribution - Education and Lifelong Learning - Innovation and Value Creation
	End hunger, achieve food security and improved nutrition and promote sustainable agriculture	- Social Impact and Economic Contribution - Good Health & Well-being - Food and Water Security & Access to Well-being
	Ensure healthy lives and promote well-being for all at all ages	- Sustainable Waste and Surplus Food Management - Good Health & Well-being - Occupational Health and Safety & Labor Practices (Human Rights) - Food and Water Security & Access to Well-being - Innovation and Value Creation
	Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all	- Responsible Supply Chain - Education and Lifelong Learning - Human Capital Development
	Achieve gender equality and empower all women and girls	- Occupational Health and Safety & Labor Practices (Human Rights) - Human Capital Development
	Ensure availability and sustainable management of water and sanitation for all	- Efficient use of resources and Energy - Sustainable Waste and Surplus Food Management - Ecosystem & Biodiversity Protection
	Ensure access to affordable, reliable, sustainable and modern energy for all	Efficient use of resources and Energy
	Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all	- Sustainable Packaging Management - Social Impact and Economic Contribution - Occupational Health and Safety & Labor Practices (Human Rights) - Responsible Supply Chain - Stakeholders Engagement - Innovation and Value Creation - Human Capital Development

	Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation	-
	Reduce inequality within and among countries	- Social Impact and Economic Contribution - Occupational Health and Safety & Labor Practices (Human Rights)
	Make cities and human settlements inclusive, safe, resilient and sustainable	- Sustainable Waste and Surplus Food Management - Social Impact and Economic Contribution - Food and Water Security & Access to Well-being
	Ensure sustainable consumption and production patterns	- Climate Resilience - Efficient use of resources and Energy - Sustainable Packaging Management - Sustainable Waste and Surplus Food Management - Good Health & Well-being - Occupational Health and Safety & Labor Practices (Human Rights) - Responsible Supply Chain - Food and Water Security & Access to Well-being
	Take urgent action to combat climate change and its impacts	- Climate Resilience - Efficient use of resources and Energy
	Conserve and sustainably use the oceans, seas and marine resources for sustainable development	Ecosystem & Biodiversity Protection
	Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse	Ecosystem & Biodiversity Protection
	Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels	- Occupational Health and Safety & Labor Practices (Human Rights) - Corporate Governance and Anti-Corruption - Stakeholders Engagement
	Strengthen the means of implementation and revitalize the global partnership for sustainable development	Food and Water Security & Access to Well-being



LRQA Independent Assurance Statement

Relating to CP ALL Public Company Limited's Sustainability Report for the calendar year 2023

This Assurance Statement has been prepared for CP ALL Public Company Limited (CP ALL) in accordance with our contract but is intended for the readers of this Report.

Terms of engagement

LRQA (Thailand) Ltd. was commissioned by CP ALL Public Company Limited (CP ALL) to provide independent assurance on its Sustainability Report 2023 "the report" against the assurance criteria below to a moderate level of assurance and at the materiality of the professional judgement of the verifier, using AccountAbility's AA1000AS v3¹, where the scope was a Type 2 engagement.

Our assurance engagement covered CP ALL's subsidiaries in Thailand only, and specifically the following requirements:

- Evaluating CP ALL's adherence to AA1000 AccountAbility Principles (2018) of Inclusivity, Materiality, Responsiveness and Impact.
- Confirming that the report is in accordance with GRI Standards (2021).
- Reviewing GRI 3-1 materiality assessment and integrity of CP ALL's supplier assessment processes.
- Reviewing GRI 2-26 Mechanisms for seeking advice and raising concerns, GRI 2-27 Compliance with laws and regulations, Codes of conduct and compliance system including tracking and reporting of breaches.
- Evaluating the reliability of data and information for only the selected indicators listed below: ¹
 - *Environmental:*
GRI 302-1 Energy consumption within the organization, GRI 302-3 Energy intensity, GRI 303-3 Water withdrawal, GRI 303-4 Water discharge, GRI 303-5 Water consumption, GRI 305-1 Direct (scope 1) GHG emissions, GRI 305-2 Energy indirect (scope 2) GHG emissions, GRI 305-3 Other indirect (scope 3) GHG emissions (Purchased goods and services, Capital goods, Fuel and energy related activities, Upstream transport & distributions, waste generated in operations, Business travel, Downstream transport & distributions, Use of sold products and End-of-life treatment of sold products only), GRI 305-4 GHG emissions intensity, GRI 306-3 Waste generated, GRI 306-4 Waste diverted from disposal and GRI 306-5 Waste directed to disposal and food waste/food loss, GRI 308-1 New suppliers that were screened using environmental criteria and GRI 308-2 Negative environmental impacts in the supply chain and actions taken.
 - *Social:*
GRI 403-9 to 10 Work-related injuries and ill health, FPSS FP6 Percentage of total sales volume of consumer products, by product category, that are lowered in saturated fat, trans fats, sodium and added sugars, FPSS FP7 Percentage of total sales volume of consumer products, by product category, that contain increased nutritious ingredients like fiber, vitamins, minerals, phytochemicals or functional food additives, GRI 405-2 gender pay gaps (average and median), GRI 414-1 New suppliers that were screened using social criteria and GRI 414-2 Negative social impacts in the supply chain and actions taken.

Our assurance engagement excluded the data and information of CP ALL's subsidiaries within Thailand where it has no operational control, all operations and activities outside of Thailand and suppliers and any third-parties mentioned in the report.

LRQA's responsibility is only to CP ALL. LRQA disclaims any liability or responsibility to others as explained in the end footnote. CP ALL's responsibility is for collecting, aggregating, analysing and presenting all the data and information within the report and for maintaining effective internal controls over the systems from which the report is derived. Ultimately, the report has been approved by, and remains the responsibility of CP ALL.

LRQA's Opinion

Based on LRQA's approach nothing has come to our attention that would cause us to believe that CP ALL has not, in all material respects:

- Met the requirements above
- Disclosed reliable performance data and information as no errors or omissions were detected
- Covered all the issues that are important to the stakeholders and readers of this report.

The opinion expressed is formed on the basis of a moderate level of assurance and at the materiality of the professional judgement of the verifier.

Note: The extent of evidence-gathering for a moderate assurance engagement is less than for a high assurance engagement. Moderate assurance engagements focus on aggregated data rather than physically checking source data at sites. Consequently, the level of assurance obtained in a moderate assurance engagement is substantially lower than the assurance that would have been obtained had a high assurance engagement been performed.

¹ GHG quantification is subject to inherent uncertainty.



LRQA's approach

LRQA's assurance engagements are carried out in accordance with AA1000AS v3. The following tasks though were undertaken as part of the evidence gathering process for this assurance engagement:

- Assessing CP ALL's approach to stakeholder engagement to confirm that issues raised by stakeholders were captured correctly. We did this by interviewing CP ALL's management who engage directly with stakeholder groups as well as reviewing documents and associated records.
- Reviewing CP ALL's processes for identifying and determining material issues to confirm that the right issues were included in their report, the company's codes of conduct and compliance systems for enforcing these codes, including tracking and reporting of breaches. We did this by benchmarking reports written by CP ALL and its peers to ensure that sector specific issues were included for comparability. We also tested the filters used in determining material issues and confirmed breaches to evaluate whether CP ALL makes informed business decisions that may create opportunities which contribute towards sustainable development.
- Auditing CP ALL's data management systems to confirm that there were no significant errors, omissions or mis-statements in the report. We did this by reviewing the effectiveness of data handling process, and systems, including those for internal verification. We also spoke with key people in various departments responsible for compiling the data and drafting the report.
- Visited CP ALL's operations as business representative (CPRAM – Ladkrabang; Makro Srinakarindra (1) store and Mahachai distribution centre; Lotus Phanomsarakham and Suphanburi stores and Bang Bua Tong distribution centre and CP ALL – Chonburi Distribution centre) to sample performance data and information for the selected specific standard disclosures to confirm its reliability.

Observations

Further observations and findings, made during the assurance engagement, are:

- Stakeholder inclusivity: We are not aware of any key stakeholder groups that have been excluded from CP ALL's stakeholder engagement process. CP ALL has addressed the key stakeholder group's opinion regarding their impacts.
- Materiality: We are not aware of any material issues concerning CP ALL's sustainability performance that have been excluded from the report. CP ALL has processes for identifying and determining material issues based on a set of unbiased criteria and qualitative impact valuation.
- Responsiveness: CP ALL has addressed the concerns of stakeholders in relation to impacts of food loss and food waste and transition plan for climate change. However, we believe that future reports should disclose progress in its' Net Zero pathway.
- Reliability: Data management systems are well defined, we believe that future report should disclose internal verification outcome as process has recently established.
- Impact: CP ALL has addressed impacts valuation of an agriculture products, food loss & food waste and climate change related.

LRQA's standards, competence and independence

LRQA ensures the selection of appropriately qualified individuals based on their qualifications, training and experience. The outcome of all verification and certification assessments is then internally reviewed by senior management to ensure that the approach applied is rigorous and transparent.

This verification together with report verifications for CP ALL's subsidiaries are the only works undertaken by LRQA for CP ALL and as such does not compromise our independence or impartiality.

Dated: 6 March 2024

Opart Charuratana

Lead Verifier

On behalf of LRQA (Thailand) Limited

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